

Aspire Sussex: Building Better Opportunities (BBO3)

# **Working Together for Work**

**Annual Evaluation Report August 2020**

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## Summary

Aspire Sussex is the lead partner for the Building Better Opportunities (BBO3) Working Together for Work project, funded by the European Social Fund and the National Lottery Community Fund. The project aims to support adults and eligible young people within workless households to gain employment or training to support entry into the job market. It is delivered by 6 partners, who provide a range of different support across Sussex and Surrey. The project was designed to include a range of partners that would operate independently, and provide a different approach and/or work across a different geographical location.

The project started in August 2016 and was originally due to end on 31<sup>st</sup> July 2019 with the aim of engaging 216 participants. The project has now received an extension to July 2021, supporting an additional 120 participants.

### *Delivery*

To end June 2020 the project has supported 280 participants, which is 83% of the total target. Numbers of participants engaged in year 4 reduced in the first 6 months, but increased again in quarter 1 of 2020. The COVID-19 pandemic has resulted in much fewer referrals since March 2020. Although referrals slowed considerably in the first few months of lockdown, as new working arrangements were established contact with referral partners has recently re-started, resulting in a small number of new referrals and processes have been set up to enable the sign-up process to be completed remotely.

It has been important to maintain contact with all referral partners as much as possible during lockdown; letting people know that BBO is still there to support people in need.

Partners have also started to use new methods for marketing the project; for example, leaving leaflets in food banks, talking to other local charities helping families during lockdown, and increased use of social media.

Going forward, the programme will continue to seek new referrals up until early 2021, in order to try and recover some of the momentum lost prior to, and as a result of lockdown. It is important that the partnership maintains the focus on engaging people who are eligible for BBO support; i.e. long term unemployed. Funders have acknowledged the unprecedented circumstances organisations are facing and whilst encouraging projects to make every effort to meet targets have prioritised supporting the most vulnerable.

Delivery partners had put in place plans to target more men, however lockdown has prevented many of these plans being implemented. In response to this, more work has been done on targeted social media in order to engage more men.

The participant data shows that the project has continued to be successful at engaging people who are furthest from the labour market:

- On average, participants have been unemployed for 3.9 years, with the majority (77%) unemployed for at least 12 months.
- 95% were not in education or training prior to starting the project
- Participants have low levels of educational attainment, with only a third (34%) having post-secondary or tertiary education or equivalent

- A third (34%) lack basic skills
- 76% live in jobless households and 70% are in jobless households with dependent children
- 56% are single parents
- 45% have a disability

All delivery partners have continued to deliver support throughout the COVID-19 crisis. Support has been delivered in a mix of different ways, including telephone, video conferencing using Zoom, WhatsApp, text messages, emails and online learning through cloud-based virtual classroom platforms. Through this, key workers have been able to maintain contact with the majority of participants. Moving from a focus on face to face support to remote support has been a challenge for both organisations and participants, but in some ways, the new ways of working have been beneficial, with remote support providing a more flexible and time-efficient way of delivering support.

In many ways, the challenges posed by COVID-19 have presented opportunities for the partnership; creating new ways of working that mean the support offer has diversified. Going forward, most partners plan to continue providing a blended offer of support, combining face to face meetings and workshop (once social distancing allows) with virtual support

All delivery partners agreed that the majority of support since March 2020 has been around addressing basic needs; ensuring people have enough food, medication, accommodation and access to other essential support services including Covid-19 response groups. In addition to this, the main areas of support have been around;

- **Health and wellbeing;** encouraging people to get out and exercise when it is safe to do so and providing support with wellbeing activities and keeping a healthy mindset
- **Providing structure and routine;** in particular for parents trying to home-school children, setting people tasks and activities to do at home to stay positive

For many participants, the COVID-19 crisis has set them back on their journey into employment. However, for some people, the crisis has provided opportunities. Delivery partners also feel that participants who have been supported prior to COVID-19 have been able to build up some resilience as a result of the support.

Participants continue to report extremely high levels of satisfaction with the support they receive. 96% are very satisfied with the friendliness and approachability of the support workers and 91% very satisfied with the quality of the support. 100% of participants were overall satisfied or very satisfied with the project.

### **Impact**

To end June 2020, 63 have exited the project, with 48 finding work or becoming self-employed and 15 entering education. Participants finding work had been, on average, unemployed for 3.5 years (compared to 3.9 years for all participants), demonstrating that the project is both reaching and achieving positive outcomes for people furthest from the job market.

Year 4 saw good numbers achieving employment and education numbers in the first 6 months, however since the start of 2020 the numbers exiting the project have reduced

significantly, with the coronavirus pandemic and lower number of new participants engaged in the second half of 2019 being the likely causes. With many of the BBO3 participants being single parents, the focus on home-schooling children from March 2020 has meant many are unable to prioritise finding work.

It is important to be realistic when considering what outcomes it is possible to achieve during the COVID-19 crisis. Many participants' barriers to employment have become greater as a result of lockdown, and most are expecting it to become even more challenging to find work as unemployment rates increase. That said, for many participants, progress is still being made, with:

- Group sessions focusing on building confidence and motivation,
- Key workers providing participants with specific tasks and activities are helping people realise they can achieve things and has given them the confidence to do more,
- Resolving day to day problems has helped people's mental health,
- Introducing routines has made a big difference to people's mental health and is helping get people ready for working life
- Getting outdoors is becoming more important to people – people are thinking differently and wanting to do more outdoor activities
- Lockdown has been a good time to challenge some self-beliefs and has given people opportunity to reflect on their goals
- Some participants have focused on developing their CVs
- Lockdown has helped provide people with tools for survival and dealing with crises in their lives, both now and in the future
- Group sessions and peer support through WhatsApp/Zoom/Teams/Aspire Sussex Cloud groups have helped to combat isolation
- Many participants have learned how to use new technology (e.g. Zoom) and be more comfortable communicating in different ways. As a result, more people are signing up for online courses.
- Sustainability training has provided people with new skills and ideas for activities they can do at home
- Providing support with home-schooling and activities to do as a family has helped some people improve their relationships
- Some participants have started volunteering and helping out with local Covid-19 support groups. As a result, they are building skills, reducing loneliness and doing something positive for their community.

But for many, just surviving has been a significant achievement that should not go unrecognised.

The outcome survey, designed to ensure a consistent approach to measuring progress towards soft outcomes also demonstrates the impact the project is having;

- **Stronger Families:** 68% of participants agree that relationships with their families have improved. During the COVID-19 lockdown, the focus of support for many participants was on providing appropriate home-schooling and social activities for their children. One of the biggest challenges for many single parents was creating a

structure for them and their families, and Key Workers were able to provide advice on both the importance of a structured day, but also how to achieve it.

- **Improved confidence and self-esteem:** 86% feel more confident overall, 89% feel more confident asking for help and 88% feel more confident accessing support. Partners are finding that group work is particularly useful at building confidence, particularly for people with anxiety or mental health problems, as the peer support combined with talking therapy can help people discuss their issues with others experiencing similar issues.
- **Greater Aspirations and Resilience:** 90% of participants feel more optimistic about the future, 78% feel their skills have improved and 79% feel better able to deal with setbacks. In particular, the support provided to people before the COVID-19 pandemic has helped participants to better cope with the challenges they faced during lockdown. And during lockdown, the support has been a balance of crisis management alongside goal setting, in order to continue to help participants find a sense of direction.
- **Improved health and wellbeing:** 86% agree their overall quality of life has improved, 90% feeling happier and 62% feeling healthier. During lockdown much of the support provided has been related to improving participants' wellbeing, helping them maintain positive mindsets despite the significant life changes and fear caused by the pandemic.
- **Greater social inclusion:** 81% of participants feel less lonely and 73% feeling more connected to their communities. During lockdown, partners have helped to ensure that participants can stay connected and still benefit from peer support, for example by running courses over Zoom or creating WhatsApp groups.

The last 12 months have presented a number of challenges to the Working Together for Work project, however the partnership has been successful in overcoming these challenges and has continued to support extremely vulnerable people during extremely difficult times. It is a testament to the strength and skills of the BBO3 delivery partners and the project management team that support has continued during lockdown and feedback from participants shows how valuable this support has been.

It is clear from the learning captured during the COVID-19 crisis that BBO projects are playing an essential role in supporting extremely vulnerable people during these challenging times; ensuring that people are safe and well and are accessing appropriate support as required.

However, BBO is providing more than just crisis management and survival support. It is also helping people to think about a future post lockdown, by providing participants with structure, support with setting goals and a focus on celebrating achievements and moving forwards with their lives.

## Introduction

Aspire Sussex is the lead partner for the Building Better Opportunities (BBO3) Working Together for Work project, which is funded by the European Social Fund and the National Lottery Community Fund

The project aims to support adults and eligible young people within workless households to gain employment or training to support entry into the job market. It is delivered by 6 partners, who provide a range of different support across Sussex and Surrey.

The project started in August 2016 and was originally due to end on 31<sup>st</sup> July 2019 with the aim of engaging 216 participants. In 2019 the project was awarded extension funding and will be delivered for a further two years to July 2021, supporting an additional 120 participants.

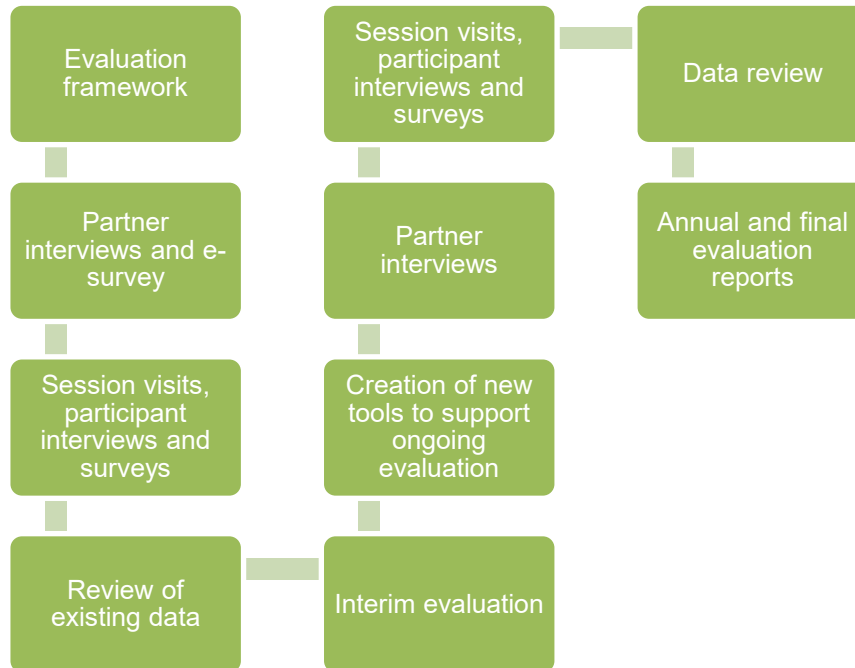
## Evaluating Working Together for Work

Shephard & Moyes Ltd was appointed to evaluate the project; producing an interim report in August 2018 and annual reports to the end of the project. We combine self-evaluation support with independent evaluation to achieve the following objectives:

- Identify what has changed as a result of the project
- Consider wider social benefits and the impact on the wider sector
- Highlight achievements with individuals
- Identify what is working and support partners in mainstreaming the learning
- Consider the impact on small organisations and the value of delivery by grassroots organisations
- Consider the wider benefits of partnership working
- Demonstrate the challenges of the delivery model and funding constraints for small grassroots organisations – consider the real costs of delivery
- To provide evidence of the impact of the project, in order to support delivery partners to extend their reach in this field and securing further funding to do this

We developed an evaluation framework in 2018 following a workshop with staff from Aspire Sussex and 5 project partners. The purpose of the workshop was to explore with partners the desired outcomes for the project and consider what evaluation tools may be appropriate.

The evaluation framework resulted in a Theory of Change for the project, which were used to develop research questions, and are shown in Appendix 1. The research questions will guide our evaluation. Our approach to evaluating the project is shown in the diagram below.



For this annual evaluation report we have:

- Carried out telephone/Zoom interviews with all project partners
- Carried out telephone/Zoom interviews with 12 participants
- Facilitated a workshop with the partners in June 2020, which had a focus on capturing learning as a result of changes in delivery since the start of the COVID-19 lockdown in March 2020
- Produced a standalone COVID-19 learning paper
- Collated and analysed 93 participant evaluation surveys from all 6 partners
- Analysed participant data and funder reports collected by Aspire Sussex (as lead partner)

The report starts with an overview of the project and a description of what is being delivered by each partner. The next section considers the impact the project has made to date, drawing on survey data and qualitative feedback from the surveys and interviews. The following section considers the progress made to date and considers the strengths and challenges over the previous 12 months. The final section draws the findings together into conclusions and recommendations for the next 12 months of the project.

Much of year 4 has been affected by the COVID-19 pandemic and resulting lockdown. A separate paper focusing on the learning from delivering BBO projects during lockdown has been produced, however content from this paper is also included in this report; demonstrating what has worked well and what challenges the partnership have faced during these difficult times.



## About Working Together for Work

The BBO3 project 'Working Together for Work' is designed to support adults in families with multiple complex barriers to work, to develop their skills, capabilities, talents and resilience. The focus is on supporting the family unit as a whole in order to secure one or more members of the same household entry into employment, education/training or progress into job search.

### Delivery model

The delivery model was designed on the basis of addressing a number of barriers to employment. A range of partners, working across thematic and geographical areas would provide the following types of support:

- **Training, education and employment support;** comprehensive needs assessment, 1-1 information and advice, employment related skills development, volunteering and work experience opportunities
- **Lack of confidence and self-esteem;** confidence building workshops, coaching and mentoring
- **Social isolation and family breakdown;** supporting lone parents to find suitable employment, working with family members to re-establish/strengthen relationships
- **Childcare support, rural isolation, mobility restrictions;** childcare support, benefits support, using local community facilities, partnerships with Children and Families Centres
- **Learning disabilities/mental and physical impairments and disabilities;** wrap around support with a range of specialist support providers, practical sessions, referrals to specialist support, mental health training to providers
- **History of domestic abuse, offending and/or involvement with the Police;** peer support, confidence building, dedicated provider supporting women who are victims of domestic abuse, learning opportunities for ex-offenders
- **Overcoming substance abuse problems which act as a barrier to job readiness;** referrals to specialist support
- **Housing Support to ensure that participants and their families are in appropriate and safe housing;** housing support, benefits advice,
- **Budgeting and debt support:** money management advice, referrals to debt support and benefits advice through CAB
- **Participants facing cultural, family, faith or community barriers;** a training and support programme for BAME communities

The lead partner is Aspire Sussex, who provide the project management function as well as support and guidance to delivery partners. They are the main point of contact with the funders and are responsible for monitoring and reporting on progress. They carry out quarterly review meetings with each partner and those behind on targets will have more frequent progress meetings and additional support to get them back on track. They also facilitate a quarterly partners meeting which focuses on progress and changes to funder requirements that delivery partners need to be aware of.

Working Together for Work is one of two BBO projects managed by Aspire Sussex. The main difference between the two is the type of beneficiary being supported. Working Together for Work is aimed at families as opposed to individuals and aims to support families as a whole with multiple complex barriers to work. The requirement for Working Together for Work is that all participants must have at least one dependent child.

The table below provides an overview of the different delivery models in use by each of the project partners, including any changes to the delivery models made *prior* to the COVID-19 lockdown in March 2020. Changes to the delivery models as a consequence of COVID-19 are discussed in the Progress chapter.

<p><b>Albion in the Community</b></p>	<p>Working Together for Work is part of the wider Albion Goals project, which consists of two 'development' sessions a week and 2 'progression' sessions. The development sessions help people with the most complex needs (homeless, drug and alcohol, mental health); they play football or other sport, and also receive 1-1 support through the session. They then progress to the progression sessions, where there is more of an onus on doing things for themselves, instilling a work ethic. Alongside the sessions they run courses in nutrition, mental health, changing behaviour and Sports Leaders – all looking at transferable skills. For Working Together for Work they also work in the community, providing 1-1 support to people who aren't interested in playing football. In year 4 the delivery model was reviewed, resulting in an increase of 1-1 support and creation of new referral routes into the project, in addition to referrals from the Albion Goals project.</p>
<p><b>Aspire Sussex</b></p>	<p>The project delivers a series of 6-week courses for parents who face common needs, including managing work and family life, money management, rights as a parent and childcare rules, communication and teamwork and planning their learning journey after the course. Following the course participants receive 1-1 support to achieve their goals. In year 4 the courses became more flexible than in previous years, with participants able to 'pick and mix' which sessions from the core programme they took part in. Courses and publicity have also started to incorporate sustainability themes.</p>
<p><b>My Sisters' House (MSH)</b></p>	<p>MSH is a women's centre supporting vulnerable women who have experienced issues such as histories of physical, emotional and sexual abuse, drug and alcohol addiction, trauma, and mental health problems. The Working Together for Work project provides a new strand of support for women who have received crisis support and are now ready to start thinking about their future. 'Step Forward' provides 1-1 development support, peer group support sessions and signposting to other organisations. In year 4, Step Forward also delivered a series of family workshop sessions aimed at supporting the whole family unit, and started to deliver more wellbeing and sustainability courses. The programme also became more structured, with Step Forward participants encouraged to join courses and make appointments for 1-1 support, rather than just using the centre as a drop-in.</p>
<p><b>Sussex Community Development</b></p>	<p>Sussex Community Development Association employ one key worker who provides 1-1 and group based support to participants. As well as 1-1 support, the key worker has established a number</p>

<p><b>Association (SCDA)</b></p>	<p>of group-based workshops; in IT, self-employment, confidence building and employability. The 1-1 support involves signposting to courses and sources of other support (such as CAB), handholding, attending appointments and practical support. In year 4 the project started to provide cookery courses for BBO3 participants, support participants to cook healthy meals for and with their children.</p>
<p><b>Surrey Care Trust (SCT)</b></p>	<p>Surrey Care Trust was established 30 years ago and uses a mentoring model where volunteers provide mentoring support. Participants are referred by family support services and they will do a joint visit and then match them to an appropriate mentor. They have weekly meetings with their mentor, as well as opportunities to attend workshops around personal development, confidence etc. In addition to the mentoring support, Working Together for Work participants are able to access the Gateway Allotment project, which provides people with the opportunity to develop practical gardening as well as social skills in a group setting. As well as receiving 1-1 and peer support at the Gateway, the project also delivers workshops for family members.</p>
<p><b>WEA</b></p>	<p>The project coordinator is contracted to WEA to deliver a 6-week life coaching programme, followed by 1-1 support plus referrals to existing WEA courses if required. Over the 6 week programme they explore themselves through personality tests, understand their strengths and weaknesses through the Wheel of Life tool, develop values and goals, identify existing skills, and develop an improved understanding of time management. Following the 6-week programme 1-1 support and signposting to other support is provided to help participants achieve the goals they have developed.</p>

In year 4 the project partnership reduced from 8 to 6 partners, following the extension of the project. A review of performance by each partner led to new funding and targets being agreed. The majority of partners had an increase in funding that related to an increase of between 10 to 20 participants engaged. Aspire Sussex had a larger increase of an additional 35 participants engaged. This larger allocation was due to their late start as delivery partner and their lower than projected allocation in the first three years.

## Impact

This section considers what difference the project has made to participants, in terms of progress towards ‘hard’ outcomes, such as moving into employment or education, and ‘soft’ outcomes such as improved confidence, wellbeing and isolation.

Following the production of the interim evaluation report in 2018 we worked with partners to develop a standardised method of tracking progress towards outcomes. A simple two-page survey for all participants has been designed to ensure a consistent approach to measuring what has been achieved across the partnership. To date we have received 93 completed surveys for Working Together for Work, which is a good response rate of 33% of all participants.

## Delivering outcomes during COVID-19

It is important to be realistic when considering what outcomes it is possible to achieve during the COVID-19 crisis. Many participants’ barriers to employment have become greater as a result of lockdown, and most are expecting it to become even more challenging to find work as unemployment rates increase.

That said, for many participants, progress is still being made, as demonstrated in the table below. For many, just surviving has been an achievement that should not go unrecognised.

Outcome	What has been achieved
<b>Confidence</b>	Sessions have been delivered that focus on building confidence and motivation Providing participants with specific tasks and activities has helped people realise they can achieve things and has given them the confidence to do more
<b>Health and Wellbeing</b>	Resolving day to day problems has helped people’s mental health Introducing routines has made a big difference to people’s mental health and is helping get people ready for working life Getting outdoors is becoming more important to people – people are thinking differently and wanting to do more outdoor activities (e.g. attending The Gateway at SCT).
<b>Aspirations</b>	Lockdown has been a good time to challenge some self-beliefs and has given people opportunity to reflect on their goals Some participants have focused on developing their CVs
<b>Resilience</b>	The support during lockdown has helped provide people with tools for survival and dealing with crises in their lives, both now and in the future. Some participants have felt they couldn't cope with crises but lockdown has demonstrated to them that they can and has helped build resilience.
<b>Loneliness/isolation</b>	Group sessions and peer support through WhatsApp/Zoom/Teams/Aspire Sussex Cloud groups have helped to combat isolation
<b>Skills</b>	Many participants have learned how to use new technology (e.g. Zoom) and be more comfortable communicating in different ways. As a result, more people are signing up for online courses.

Outcome	What has been achieved
	Sustainability training at My Sisters' House has provided people with new skills and ideas for activities they can do at home
<b>Relationships</b>	Providing support with home-schooling and activities to do as a family has helped some people improve their relationships
<b>Connections with the community</b>	Some participants have started volunteering and helping out with local Covid-19 support groups. As a result, they are building skills, reducing loneliness and doing something positive for their community.

***“It’s been a really good time to help support clients to understand themselves – developing their self-awareness, showing them how resilient they really are. If they can survive lockdown and look after their kids, they can go out and get a job.”***

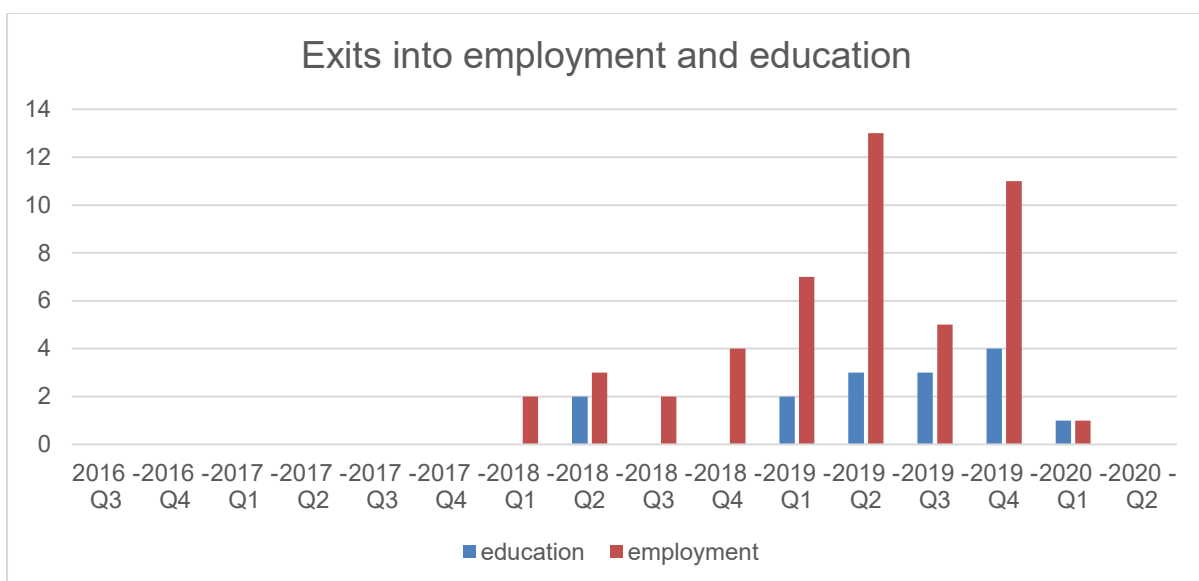
## Employment and education outcomes

To end June 2020, 63 people have exited the project, with 48 finding work or becoming self-employed and 15 entering education.

The chart below shows that the number of people achieving employment or education outcomes has increased steadily from the end of year 2 to the end of year 3. Year 4 saw good numbers achieving employment and education numbers in the first 6 months, however since the start of 2020 the numbers exiting the project have reduced significantly, with the coronavirus pandemic and lower number of new participants engaged in the second half of 2019 being the likely causes. With many of the BBO3 participants being single parents, the focus on home-schooling children from March 2020 has meant many are unable to prioritise finding work.

***“My priority was just feeding my children” (participant)***

***“My week is full of children! Teaching and entertaining them, no time to do research looking at qualifications” (participant)***



Participants finding work were, on average, unemployed for 3.5 years (compared to 3.9 years for all participants). This demonstrates that as well as engaging people furthest from the job market, the project is also achieving successful outcomes for them.

***“The project was extremely beneficial in that through participating in it, a relevant college training course was sourced and financed by the organisation and in turn I was able to gain employment within the sector I had gained qualifications in” (participant)***

***“The project has enabled me to successfully gain employment and has given me the confidence to end an unhealthy relationship” (participant)***

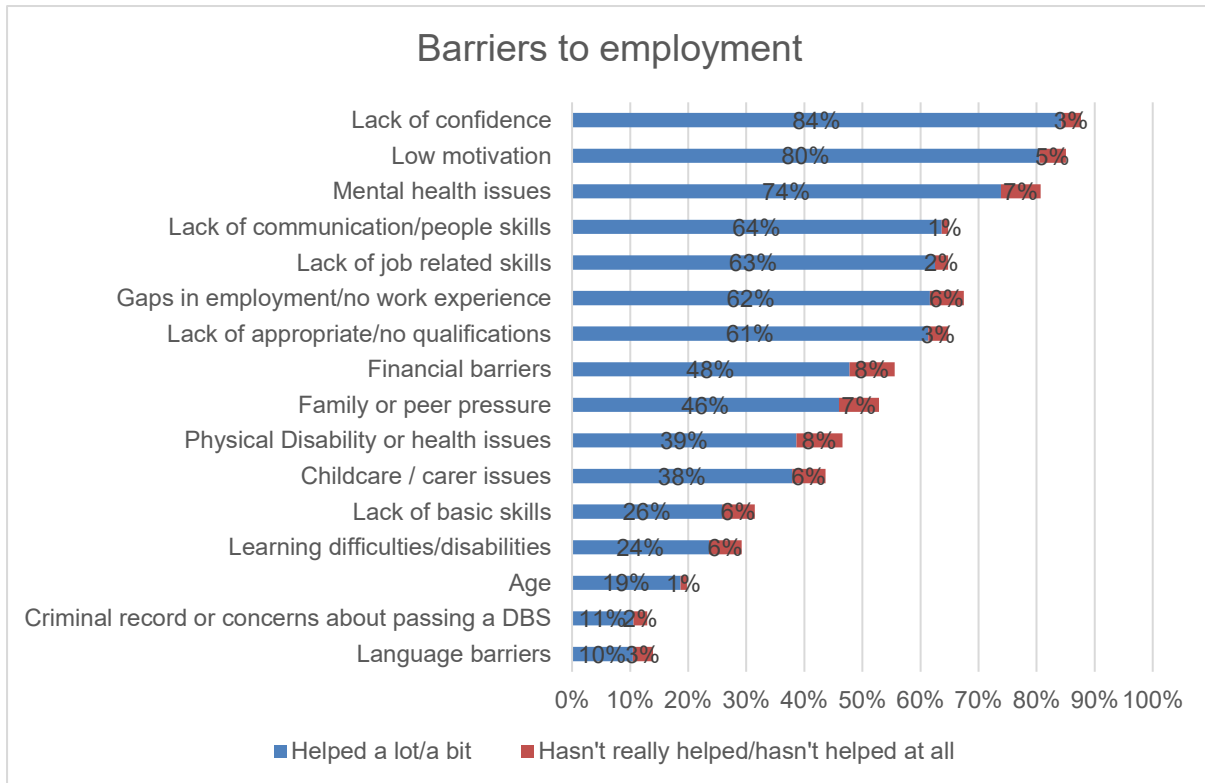
***“Thank you for everything you have all done. There is no doubt that I will (and do) miss coming along to the Gateway Allotment and working with you all, whether it was getting on with some tasks or simply talking to yourselves and the others attending for the support like me. You all made me feel so welcome and have helped me more than you will realise during the times when I felt low, although I know I rarely showed it. I am enjoying being back to work; the people are friendly, welcoming and helpful, so settling in well” (participant)***

### **Reducing barriers to employment**

The chart below shows the extent to which participants feel the project is helping to reduce barriers to employment. It shows that the biggest impact has been on helping to reduce lack of confidence and motivation levels, with 84% and 80% of participants reporting that the project has helped a lot or a bit.

***“I have very low confidence and self-esteem. The team have been so encouraging and supportive in helping me realise and understand that my goals can be achieved. Really can't thank them enough in helping me on my journey” (participant)***

Only a small percentage of participants are reporting that the project hasn't really helped or hasn't helped at all.



For many partners, the measure of success is around improving softer outcomes; the building blocks that need to be in place before someone is ready to start thinking about work.

The next sections consider what has been achieved around these 'soft' outcomes.

## Stronger Families

The survey results show that 68% of participants agree that as a result of Working Together for Work, relationships with their family have improved. During the COVID-19 lockdown, the focus of support for many participants was on providing appropriate home-schooling and social activities for their children. Many participants are single parents, so were alone with their children for many weeks. The BBO3 partners were able to provide support with home-schooling in terms of links to school approved websites and example timetables, as well as support to ensure children stayed active and engaged through arts and crafts activities etc. One of the biggest challenges for many single parents during lockdown was creating a structure for them and their families, and Key Workers were able to provide advice on both the importance of a structured day, but also how to achieve it.

***“Support with routine – for people with chaotic lifestyles it [lockdown] was a bit like a holiday at first and they didn’t realise they need to set a structure, like at school. Showing people the importance of having a structure to their day – getting up, lunch breaks etc. It’s been helpful as people are struggling with their kids behaviour etc - once some form of structure is in place then things improve” (Key Worker)***

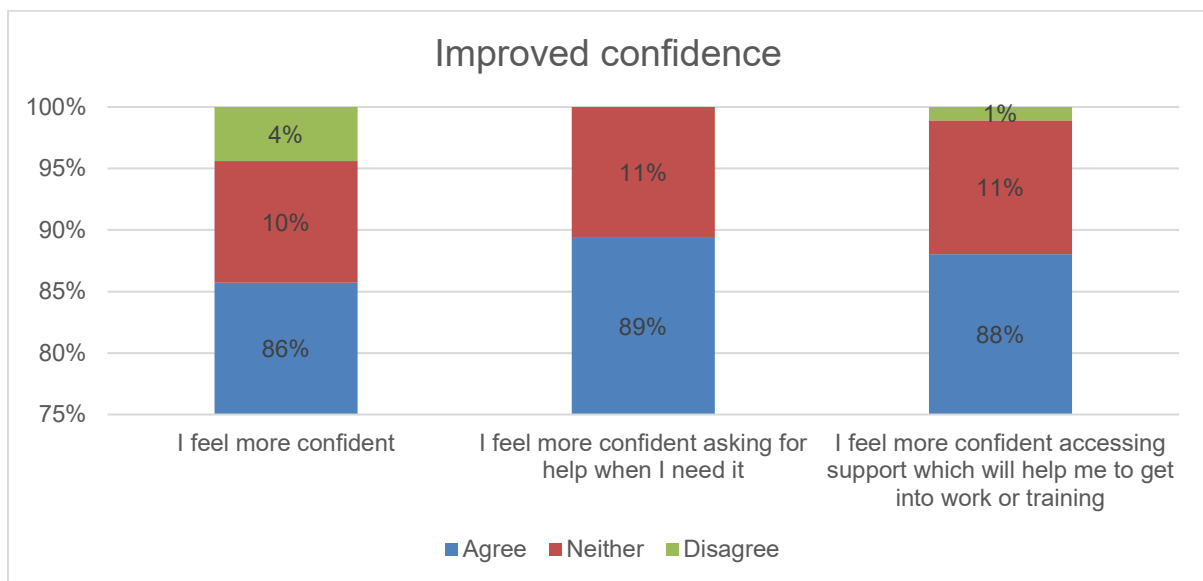
***“One of our ladies has extreme anxiety. Her Key Worker phones her every day and sets her a new task to do with her children, and she will only phone tomorrow if they do the task. It is helping them survive as a family” (Delivery Partner)***

***“A great help to my life and family life, so much more confident and can deal with challenges” (participant)***

***“My family and I are getting on so much better” (participant)***

**Improved confidence and self-esteem**

The chart below shows that 86% of participants feel more confident as a result of Working Together for Work, 89% feel more confident about asking for help and 88% feel more confident accessing support. Partners are finding that group work is particularly useful at building confidence, particularly for people with anxiety or mental health problems, as the peer support combined with talking therapy can help people discuss their issues with others experiencing similar issues.



***“Helped with increasing lost confidence and exploring the options of an enjoyable prospective career.” (participant)***



***“A lot more confident within myself and feel I can do this now” (participant)***

#### Case study

I've been going through some hard times in my life. I left behind an abusive husband one year ago and I was finding it hard to find myself again. A friend recommended [Key Worker] and I thought I could do with that. I just wasn't sure who I was at the time. I was looking for any help to find my way in life again. I was tied down in a controlling relationship and I didn't know what to do. It has helped me so much, guided me in the right direction career wise – made me realise what I want to do. And she's a nice person to talk to, I feel like I can talk to her about anything. The support has really helped to find myself again.

I'm a qualified chef and have children so it's difficult to be a pro chef – so I thought about being a cookery teacher. My Key Worker helped me look at courses and I was in the process of applying for a teaching course [before lockdown]. And to have something to do I've also started a psychology degree – it's an interesting subject – and I'm doing it through distance learning. When things get back to normal I will start the teaching course.

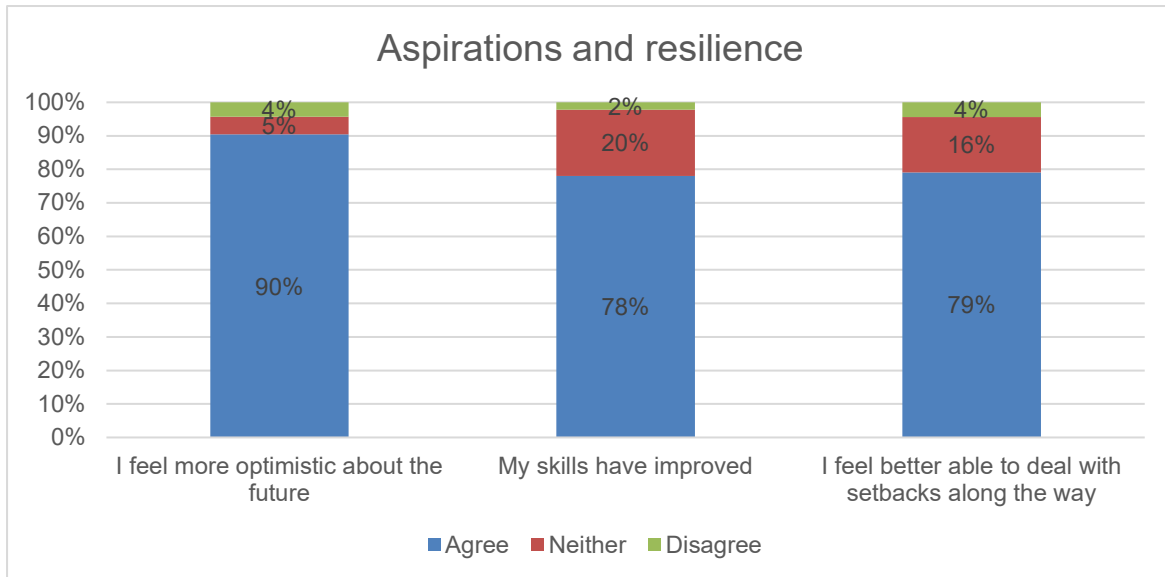
During lockdown my Key Worker phones every Wednesday. She's helped me get in contact with courses and IT support and helped me get hold of hand sanitiser for her dad and other things like that.

I've found being a single mum during lockdown difficult. I'm on my own, the kids don't see their dad, the eldest has ADHD and needs a routine. Doing the schoolwork has been ok but the Easter holidays were difficult. Home schooling has been ok – it's been good to keep a structure and routine.

I'm much more confident now. I know what I want to do with my life, rather than feeling lost. If didn't have that support before lockdown hit, it would have been a lot harder to cope

### **Greater aspirations and resilience**

The chart below shows that 90% of Working Together for Work participants feel more optimistic about the future, 78% feel their skills have improved and 79% feel better able to deal with setbacks. Working Together for Work is helping participants to set themselves goals, realise what is achievable and develop the appropriate skills, as well as developing ways to cope with setbacks. In particular, the support provided to people before the COVID-19 pandemic has helped participants to better cope with the challenges they faced during lockdown. And during lockdown, the support has been a balance of crisis management alongside goal setting, in order to continue to help participants find a sense of direction.



***“I feel that I had lost myself quite a lot after the birth of my child and raising her for the last 4 years as a full time mum. But now I feel like I have more direction now” (participant)***

***“[I was] at a low ebb and not knowing which direction to go in [Key Worker] helped me step back and rethink what I wanted to do and the project helped me financially by supporting my course. which is a huge help. She also helped with building my confidence too” (participant)***

***“I never thought or imagined I could go to university – but talking to [Key Worker] has given me a future and a plan – I could go to university! I now see myself getting a career – before I didn’t know what I would be doing. Now I have a road map.”***

***“Helped me to develop self-awareness and find purpose and gain structure in my life”  
(participant)***

**Case study:**

My daughter goes to a Sure Start nursery and I saw leaflets there about BBO – I was thinking about what she'd like to do as daughter is now at nursery. I had half thought about Forest School – but I had to leave last job quickly (due to a restructure) and realised her thoughts were going in a new direction. I had a lot of baggage from leaving my old job and my Key Worker helped reduce the baggage and look to the future – my core values, what inspires me, and got me thinking about whether Forest School matched this, someone to bounce ideas off.

I wanted to do the course/qualification, and I got funding for the course which was a big help. The support is really good – it's not just 6 sessions and that's it, you are left to your own devices. It's important to have the longer term support to stay focused and not let the baggage come back in.

We have regular meetings – working through applications and it helps keep me staying positive about the career change. The meetings are flexible, but regular, which is helpful. I started the course in October 2019, but had to step back due to Covid as I needed to look after my family.

Covid has been challenging as I had the virus at the start so was self-isolating and just trying to get through to people/family etc to get shopping in etc. We are starting to come out of it now and I'm starting to think more about the coursework etc. I have also been helping my 15 year old son with his mental health and my 3 year old – which is taking a lot of mental energy.

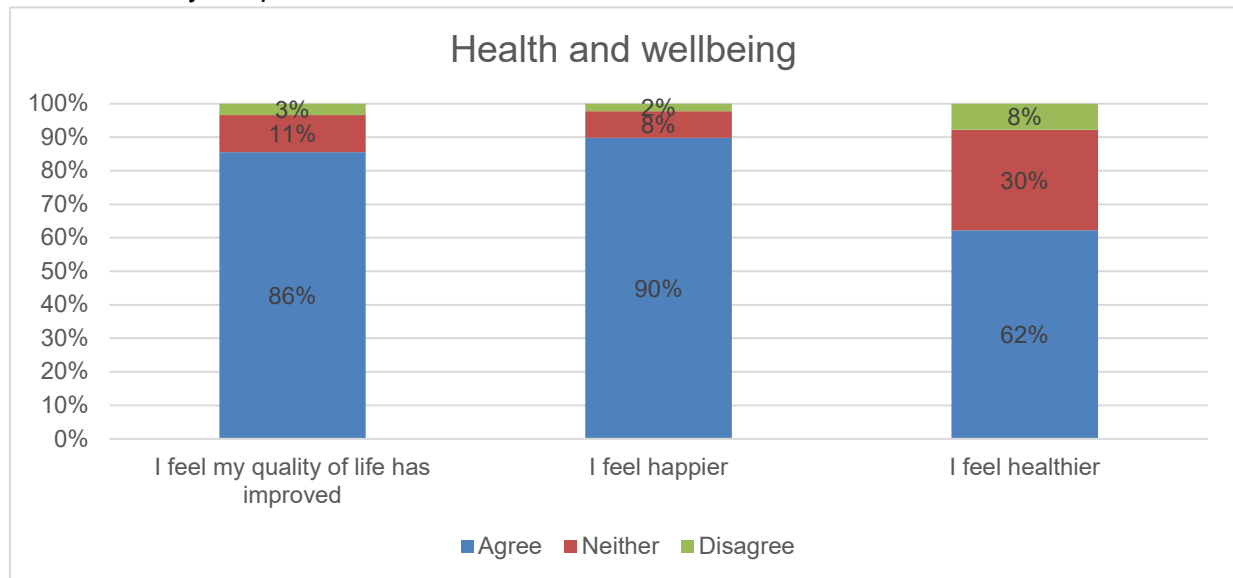
Calls from my Key Worker help me to focus on the future – don't throw away the to do list, just put it back. It's helping me deal with the baggage from my previous job, helped to get funding for the course – it was a really good kickstart. She has really engaging processes, looking at my values, doing the exercises etc and general advice. She is very friendly and an interesting person to speak to and she makes me feel really comfortable. If I start having doubts or worries, I know I can give my Key Worker a call for reassurance and advice.

[The future] is exciting and challenging – the opportunities are there and I'm looking for opportunities once the course finishes in August.

## **Improved health and wellbeing**

The chart below shows that 86% feel their overall quality of life has improved as a result of Working Together for Work and 90% feel happier as a result. Although 62% feel healthier, partners may want to consider other ways in which they can build in support to improve healthy lifestyles.

During lockdown much of the support provided has been related to improving participants' wellbeing, helping them maintain positive mindsets despite the significant life changes and fear caused by the pandemic.



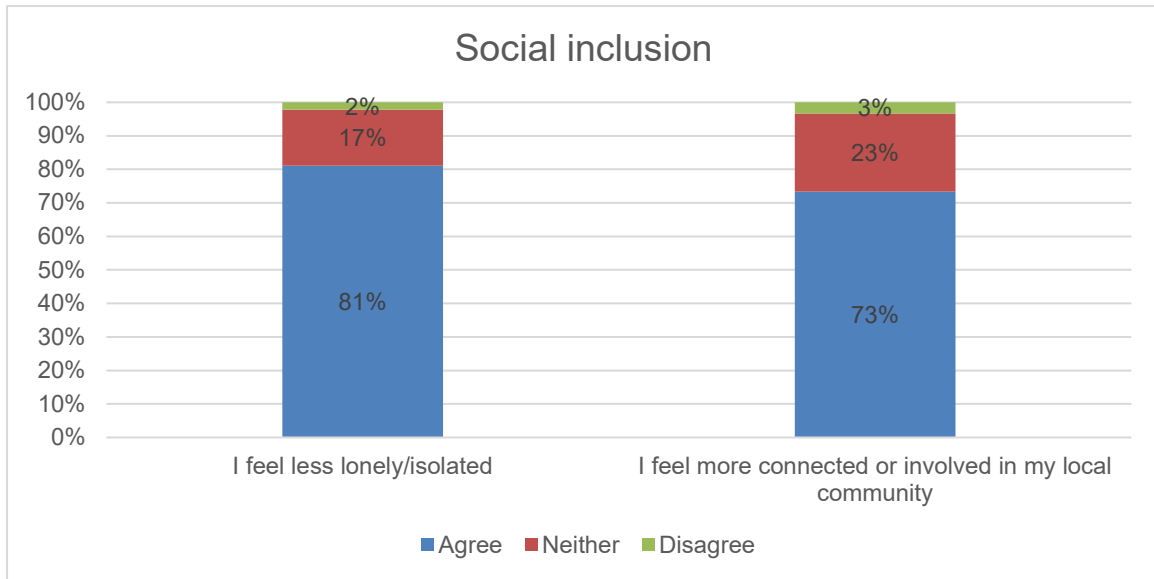
***“Made me more aware of how to handle situations and approach problems with a positive attitude” (participant)***

***“I definitely feel more settled mentally and physically. Happier and less stressed” (participant)***

***“I have very low confidence and self-esteem. The team have been so encouraging and supportive in helping me realise and understand that my goals can be achieved. Really can't thank them enough in helping me on my journey” (participant)***

### **Greater social inclusion**

The chart below shows that 81% of participants feel less lonely or isolated as a result of the project, and 73% feel more connected to their local community. In particular, group based activities where participants can share their stories, meet new people and develop social skills are helping to reduce the isolation that can come with unemployment. During lockdown, partners have helped to ensure that participants can stay connected and still benefit from peer support, for example by running courses over Zoom or creating WhatsApp groups.



**Case study**

I found out about the project through a friend that had been supported by the Key Worker. I was going through a difficult time and went to the Hub as I was being evicted. I lost everything – my puppy, house, boyfriend. I was feeling suicidal back then. Before this I'd had my daughter, started a job and then fell pregnant, so got let go. I was devastated to leave, but I was really ill and couldn't work while I was pregnant. But I was also in a bad relationship. I then had my son and then got evicted. This was two years ago in 2018.

Eventually I want to get back to work, but at the time I was just trying to get my life back together. I had no confidence; I wasn't going anywhere. I was in a really dark place, just me and my children on our own. I was looking for support, as I couldn't go back to work while I was in that dark place.

My Key Worker helped me find counselling, helped me sort my benefits, came with me to the CAB – the thought of doing it all on my own was so scary. Support before lockdown was 1-1 meetings weekly, focusing on how I was feeling, thinking about work or courses and thinking about what I wanted to do. I also did a finding confidence course, which really helped my self-esteem. We were just starting to develop my CV before lockdown.

The confidence course really helped – I still have my moments, some days I'm still a mess, but speaking to my Key Worker and working in small groups with similar people, I felt like I'm not alone. It's a course, but it's also group therapy. I've used techniques that other people in the group have suggested – e.g. positive steps to wellbeing – I've stuck them up on my kitchen wall. It's really helped me. If you'd known me in 2018 – I hated myself and my life, but I've come through the other side and it's made me stronger as a result. The support is important as I'm so alone most of the time – it's good to be sociable, as that's my support network, I've made friends in the group.

The support has been really helpful, my Key Worker has been a rock through the whole period. During lockdown she'd phone me every week and send emails with the recipe club – I've been baking with my kids. I suffer from anxiety and depression – so my Key Worker has been sending wellbeing information and things to do in the day. It's common sense, but when you are stuck in a rut it's nice to get the emails.

I have been struggling with getting enough food for my family. I got some vouchers but I've only been doing online shopping and for some reason you can't use the vouchers online. I want to be able to use them, but I still feel really anxious about going to the shops – I didn't go out for 3 months.

During lockdown I've wanted to kill my kids so many times, and my Key Worker just knows what to say – she reminds me that I'm doing a good job and I'm coping well. My mum and nan died so having my Key Worker is like an auntie – she's professional, but comforting and always there to talk and listen. It's literally been amazing.

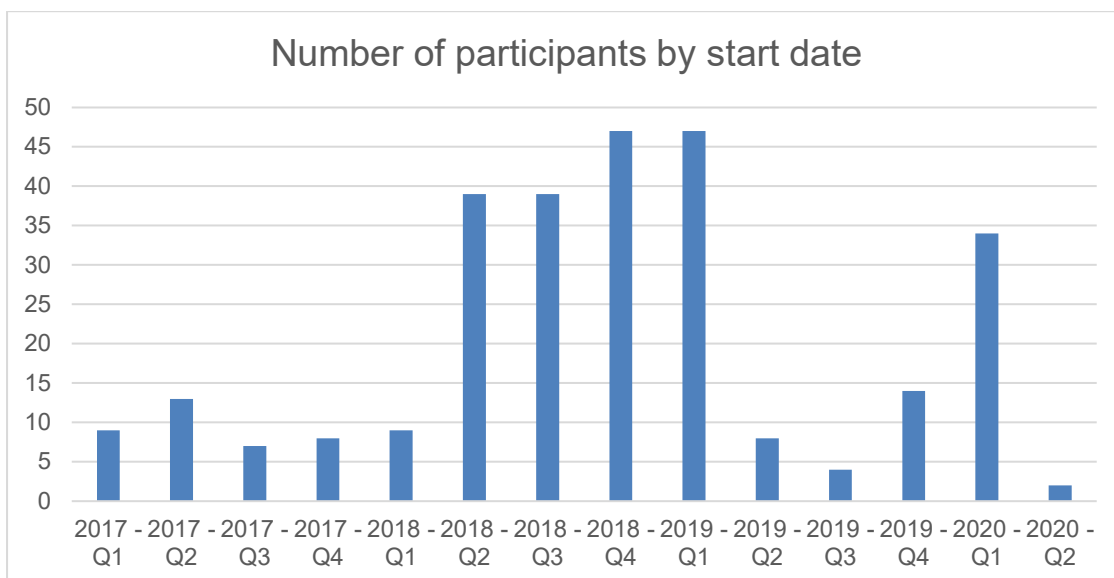
In the future I want to help people. I've been through such a bad time and I want to help others – something like what my Key Worker does. We've been looking at courses online. I want to help make someone happy the way my Key Worker has made me feel. Thank god for people like her and the food bank – they have helped so much. My Key Worker is just the kindest person ever.

## Progress

This section of the report considers who the project has supported to date, and what support has been delivered. It focuses on what successes and challenges the project has faced over the last 12 months and what has been learnt as a result. It includes details on how the delivery models have adapted since the COVID-19 lockdown in March 2020, and what the partnership have learnt as a result of these new ways of working.

### Engaging participants

To the end of June 2020, Working Together for Work has engaged 280 participants which is 83% of the new target of 336 participants engaged by the end of the project. The chart below shows the project had a slow start, however participant numbers started to increase significantly from quarter 2 in 2018 to quarter 1 in 2019. Numbers of participants engaged in year 4 reduced in the first 6 months, but increased again in quarter 1 of 2020. The COVID-19 pandemic has resulted in much fewer referrals since March 2020.



There were a variety of reasons why referrals reduced in the first 6 months of year 4. They include changes in the way local referral partners were working, changes in the way some partners were delivering support or changes in personnel which resulted in a reduction in new referrals, and one partner reaching capacity which resulted in no new referrals for a few months. The learning from this period shows how difficult it is to regain momentum once referrals stop; it took almost a year between quarter 1 in 2019 to quarter 4 in 2019 for referrals to start increasing again. It demonstrates the importance of maintaining links and regular communication with referral partners, even if circumstances mean that new participants cannot be engaged at that time.

The table below shows that while most partners are making good progress to engage their project target of participants, some are behind target. Although some partners may not achieve their stretch targets, it is likely that the overall target for the project (336 participants engaged) will be achieved. In addition to the project target, partners agreed a stretch target however there is no requirement by the funders for this to be achieved.

Partner	Project target	Stretch target	Cumulative total as at Q2 20	Progress to date against Project Target
A	26	35	17	65%
B	45	60	46	102%
C	64	85	42	66%
D	43	57	36	84%
E	61	82	59	96%
F	41	55	46	112%
G*	37	50	30	80%
H*	19	25	6	32%
<b>Total</b>	<b>336</b>	<b>449</b>	<b>282</b>	

*\*note that partners G and H stopped delivering on the project in 2019, however their participants still contribute towards the total engaged to date.*

### Engaging participants during COVID-19 lockdown

In the first few weeks of lockdown all organisations were focused on their own delivery and internal operational management arrangements. This resulted in a drastic reduction in new referrals. However, as new working arrangements were established contact with referral partners has recently re-started, resulting in a small number of new referrals. However, not all referrals are appropriate, with many people being made redundant as a result of Covid-19 but not fitting the eligibility criteria of BBO. It has also been impossible to hold introductory meetings with the referral partner, BBO key worker and participant, which helps to engage new participants and build trust and rapport.

It has been important to maintain contact with all referral partners as much as possible during lockdown; letting people know that BBO is still there to support people in need. In many cases this has been possible, however contact with the Job Centre has been extremely challenging as their roles have changed significantly.

Partners have also started to use new methods for marketing the project; for example, leaving leaflets in food banks, talking to other local charities helping families during lockdown, and increased use of social media.

Delivery Partners have been able to maintain contact with people who had not officially signed up to BBO support prior to lockdown, but in many cases it has been difficult to move forward with the support, with many people wanting to wait until after lockdown restrictions were lifted. Since lockdown restrictions have been lifted, more new participants are starting to join the project, and processes have been set up to enable the sign-up process to be completed remotely.

### Looking forward

Going forward, the programme will continue to seek new referrals up until early 2021, in order to try and recover some of the momentum lost prior to, and as a result of lockdown. Partners are keen to work with COVID-19 response groups as they have been successful in identifying 'hidden' families who have not accessed support from agencies in the past. And the work done during lockdown to promote the project through social media will continue.



However, it is important that the partnership maintains the focus on engaging people who are eligible for BBO support; i.e. long term unemployed. Funders have indicated that the project should continue to support the most vulnerable people rather than purely focussing on targets.

## Participant profile

### **Gender**

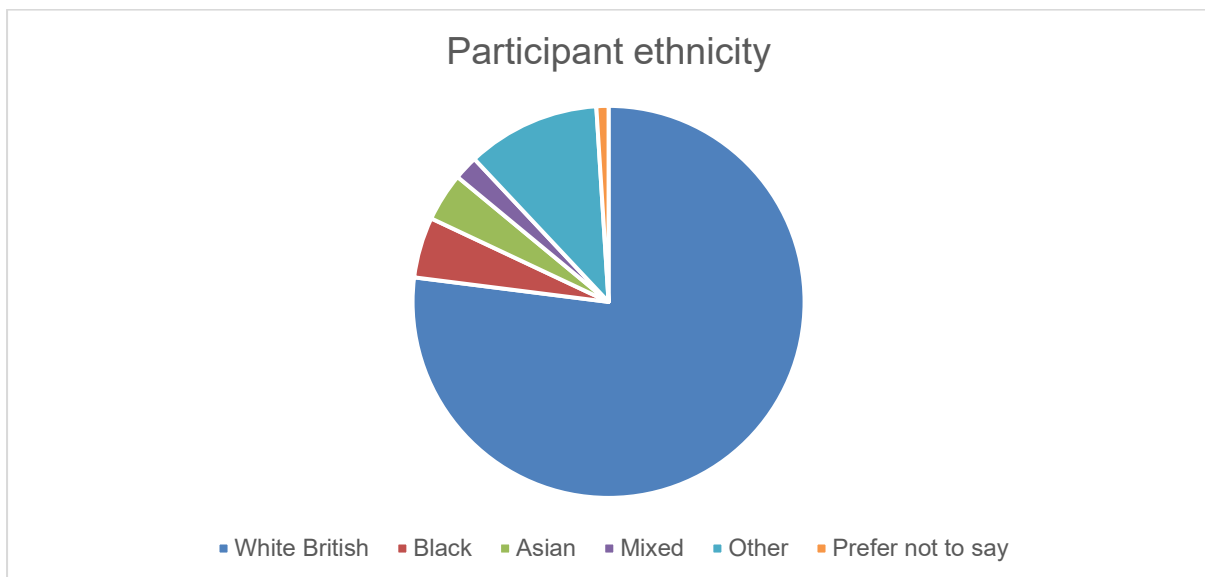
85% of participants are female and 15% are male, compared to a target of 50%:50%. One of the key recommendations from the previous evaluation reports has been to consider strategies to engage more men.

Learning from the project suggests that a 50:50 target for a family focused project may not be appropriate as most participants are mothers who have given up work to look after their family or are single parent families (mainly mothers). Local statistics show that only 10% of single parents are male.

Delivery partners had put in place plans to target more men, for example Aspire Sussex had made links with local Men’s Sheds and had plans in place to deliver outreach support through a local Shed, however lockdown has prevented many of these plans being implemented. In response to this, more work has been done on targeted social media in order to engage more men.

### **Ethnicity**

The chart below shows that the project has engaged a range of people from different ethnic backgrounds, with 22% from Black Asian and Minority Ethnic communities (BAME).



### **Employment status**

42% were unemployed on joining the project and 58% were economically inactive, against a target of 42%:58%. The proportion of economically inactive people reached by the project has increased considerably since the start, and efforts to engage this group have been successful.

## Barriers to employment

The participant data shows that the project has been successful at engaging people who are furthest from the labour market:

- On average, participants have been unemployed for 3.9 years, with the majority (77%) unemployed for at least 12 months.
- 95% were not in education or training prior to starting the project
- Participants have low levels of educational attainment, with only a third (34%) having post-secondary or tertiary education or equivalent
- A third (34%) lack basic skills
- 76% live in jobless households and 70% are in jobless households with dependent children
- 56% are single parents
- 45% have a disability

## Delivering support

All delivery partners have continued to deliver support throughout the COVID-19 crisis. Support has been delivered in a mix of different ways, including:

- Telephone calls
- Video conferencing sessions (mainly using Zoom) – to individuals and small groups
- WhatsApp group discussions and WhatsApp videos
- Text messages
- Emails
- Online learning through cloud-based virtual classroom platforms

By using a range of different methods, key workers have been able to maintain contact with the majority of participants. Clearly, moving from a focus on face to face support to remote support has been a challenge for both organisations and participants. But in some ways, the new ways of working have been beneficial, with remote support providing a more flexible and time-efficient way of delivering support.

***“I miss not seeing clients, but in some ways it is working better”***

The table below summarises the strengths and challenges of remote working.

Strengths	Challenges
Ability to use apps or methods that participants are familiar with and comfortable using, such as WhatsApp	It can be difficult (without training) to read people’s body language over the phone or video conferencing
Some participants like telephone support as they don’t have to leave home – in some cases this has helped engage people who find face to face support/leaving the house difficult	The issues people are experiencing are complex and this is often difficult to discuss over the phone/remotely, resulting in sessions taking longer or more time needed to fully explore the problems people are facing
Group messaging (e.g. through WhatsApp) has worked well to engage people in group	It is easier for people to not answer the phone – so there has been a greater

Strengths	Challenges
discussions and is a good way of delivering peer support	proportion of people not attending meetings/sessions
Having time limited phone/Zoom sessions can help provide focus and structure	It is very challenging to build rapport and new relationships remotely; however where relationships (between key worker and participant) were there before lockdown, these have been relatively easy to maintain
More support can be provided as key worker's travel time has reduced	Not everyone has appropriate equipment (e.g. laptops) or internet access to enable them to engage in remote support
More introverted people tend to be happier with telephone/remote support	More extroverted people are missing the face to face contact.

The type of support being delivered has varied between the different delivery partners. In addition to general 1-1 welfare support calls exploring issues and providing advice and guidance, other support has included:

- Structured coaching support, completing specific exercises and giving people actions to complete in their own time; for example WEA life coach has developed specific exercises that help people reflect on what they have lost and gained during lockdown and what things they would like to continue doing once restrictions are lifted
- Group 'talks' using WhatsApp
- Virtual learning and structured online courses
- Wellbeing Zoom sessions, e.g. mindfulness sessions at My Sister's House
- Regular emails providing guidance and links to wellbeing support and advice
- Providing parents with guidance on how to home school their children, activities they can do with their children and how to create a timetable/schedule
- Advice and support on how to cook low cost, healthy meals; for example, the Recipe Club created by SCDA where the key worker shares recipe ideas and encourages participants to do the same
- Supporting people to consider the future beyond C-19
- Referrals to food banks, and at AITC, participants have been delivering food parcels
- Signposting to Covid-19 response groups
- Socially distanced dog walks between mentors and mentees at SCT
- Providing art and craft resource packs

In many ways, the challenges posed by COVID-19 have presented opportunities for the partnership; creating new ways of working that mean the support offer has diversified. Going forward, most partners plan to continue providing a blended offer of support, combining face to face meetings and workshop (once social distancing allows) with virtual support.

***“The changing offer means there are no limits on the geographical area – it opens up new opportunities. Blended delivery going forward also means we can cope with another national or local lockdown if they happen” (Partner)***

## Support needs

All delivery partners agreed that the majority of support has been around addressing basic needs; ensuring people have enough food, medication, accommodation and access to other essential support services including Covid-19 response groups. In addition to this, the main areas of support have been:

- **Health and wellbeing;** encouraging people to get out and exercise when it is safe to do so and providing support with wellbeing activities and keeping a healthy mindset
- **Providing structure and routine;** in particular for parents trying to home-school children, setting people tasks and activities to do at home to stay positive

***“One of our clients is a single mum with four children, and they haven’t left the house in 40 days” (partner)***

***“Recognise the importance of giving people credit for keeping going – getting up and getting dressed is an achievement” (partner)***

Delivery partners also describe the changing needs throughout the crisis; at the start of lockdown there was a lot of fear, people feeling trapped, anxious and panicking. As people started to get used to a new way of life, anxieties reduced and people were able to start thinking about the short-term future, with key workers able to help people with setting short-term goals. Then as lockdown started to be lifted, some fear and anxieties returned as participants had to consider whether to send their children back to school or start to leave the house more.

For many participants, the COVID-19 crisis has set them back on their journey into employment. People who were previously volunteering were now having problems getting out of bed and many people are concerned about going out to work whilst the virus is still in circulation. For many parents, uncertainty about when children would be returning to school meant they had to stop job searching and uncertainties over college courses re-starting has meant some people have delayed applying.

However, for some people, the crisis has provided opportunities. People experiencing severe social anxieties have benefited from lockdown and have been able to access support in ways that suit them, and some participants have been job searching, creating CVs and doing things they wouldn’t have done before. Some participants have started to consider self-employment as an option to enable them to work from home whilst looking after children and some people have used the time to reflect on their goals and have changed their plans, resulting in people signing up for online courses etc.

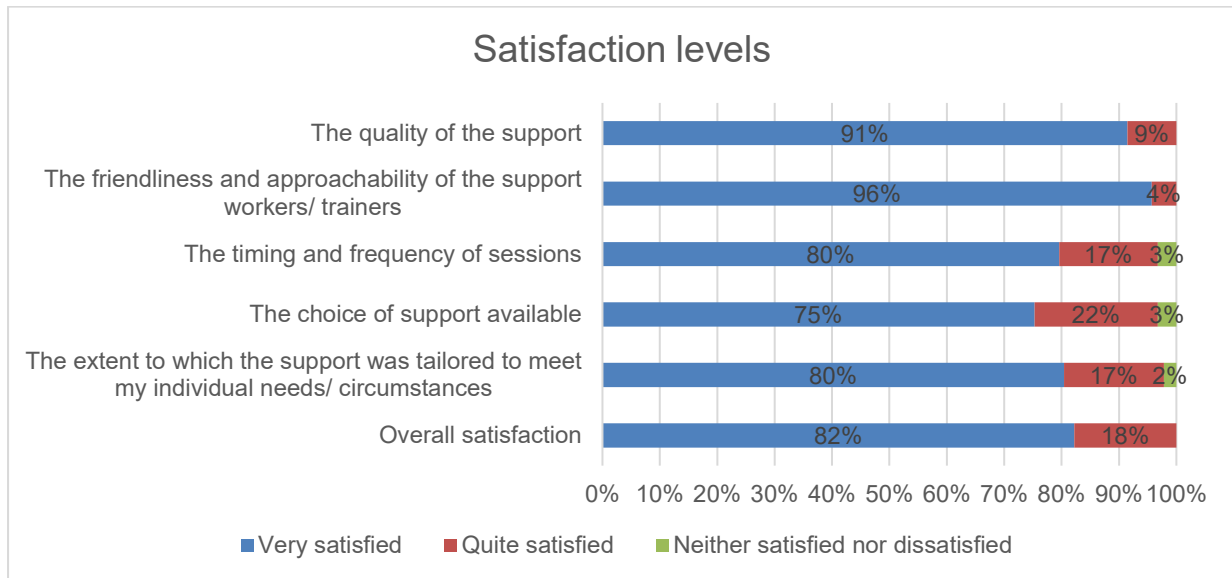
***“When life-changing events happen, people often reflect on their future and it gets people thinking about what they want to get out of their lives” (partner)***

Delivery partners also feel that participants who have been supported prior to COVID-19 have been able to build up some resilience as a result of the support; knock backs have not been as bad as they were before receiving BBO support and they are able to recover more quickly.

***“Some clients have really high anxiety levels – but now the worst has happened and they realise they can cope. And now they want to go out more!” (partner)***

**Quality of support**

The chart below shows the levels of satisfaction with project delivery. It shows overwhelmingly high levels of satisfaction, with 96% very satisfied with the friendliness and approachability of the support workers and 91% very satisfied with the quality of the support. 100% of participants were overall satisfied or very satisfied with the project.



Feedback from participants shows they appreciate the friendliness and approachability of the Key Workers, reporting that they can trust them to ‘tell them anything’ and many feeling that their Key Worker ‘is part of the family’. This is excellent feedback as it demonstrates how Key Workers are able to build trust and rapport with often extremely vulnerable people, and allow this to support them in moving on with their lives. However, there is a risk that participants become too dependent on the support and find it difficult to move on. This will become even more of a challenge as the project nears the end of the BBO funding, as partners will need to find ways of exiting or signposting participants to other support agencies, if further funding cannot be found to sustain the current model.

***“There is a balance to be struck between providing holistic, person-centred support and ensuring that people can be supported to move on” (partner)***

## Conclusions and recommendations

The last 12 months have presented a number of challenges to the Working Together for Work project, however the partnership has been successful in overcoming these challenges and has continued to support extremely vulnerable people during extremely difficult times. It is a testament to the strength and skills of the BBO3 delivery partners and the project management team that support has continued during lockdown and feedback from participants shows how valuable this support has been.

The first 6 months of the year did result in a reduction in new people engaged in the project and despite the impact of COVID-19 the project is on track to meet or be very close to meeting its engagement targets. More importantly, the project continues to reach those who are furthest from the job market and the number of people achieving positive outcomes into work or education is increasing. The project also continues to have a significant impact on participants' confidence and wellbeing, and is providing people with the skills they need to cope with current and future challenges, as well as helping them to improve their aspirations.

It is clear from the learning captured during the COVID-19 crisis that BBO projects are playing an essential role in supporting extremely vulnerable people during these challenging times; ensuring that people are safe and well and are accessing appropriate support as required.

However, BBO is providing more than just crisis management and survival support. It is also helping people to think about a future post lockdown, by providing participants with structure, support with setting goals and a focus on celebrating achievements and moving forwards with their lives.

## Learning

The main areas of learning that have arisen out the last 12 months of delivery are:

- It is difficult to regain momentum in referrals once lost; it is important to ensure that partners maintain relationships and ongoing dialogue with referral partners
- It is possible to deliver BBO support virtually, either over the phone or using online technology such as Zoom. Although this way of working will never entirely replace face to face support, a blended offer going forward provides the partners with new opportunities and greater ability to cope with future crises such as COVID-19
- The flexibility of the BBO model means that support can be adapted to cope with participants' changing needs, and the focus on supporting people's journeys back into work (rather than just 'finding a job') means that setbacks can be managed positively within the scope of the project
- Key Workers are very important people in participants' lives, however this does present challenges in terms of ensuring that people are supported to move on

## Recommendations

In the final year of the project, we recommend that partners:

- Consider strategies for engaging new participants
- Continue to build links with existing and new referrals partners

- Increase marketing in order to increase referrals and engagement
- Consider exit strategies for existing participants; either exiting into education or employment, or signposting to other support post-BBO
- Continue to provide a blended offer of support that meets the needs of participants
- More efforts made to incorporate environmental sustainability into delivery and project publicity

## Appendix 1: Research questions

Project outcome	Research questions
<p><b>Stronger Families:</b></p> <ul style="list-style-type: none"> <li>Improved quality of life</li> <li>Improved relationships</li> <li>Improved skills</li> <li>Improved aspirations</li> <li>Reduce barriers to employment</li> <li>Greater housing stability</li> </ul>	<ul style="list-style-type: none"> <li>Are participants feeling more optimistic/ positive about their lives and the future?</li> <li>How has the project supported relationship building?</li> <li>How have relationships between family members improved?</li> <li>What skills have been gained and have they met participants needs?</li> <li>Was the training and skills development support delivered to a high quality?</li> <li>Did the training and support meet current gaps in skills?</li> <li>How many participants progressed into education or training?</li> <li>How many participants have gained basic skills?</li> <li>Is the project improving aspirations?</li> <li>Are participants showing improved ability to set and achieve goals?</li> <li>To what extent are participants effectively engaging in the project and how is the project supporting participants to effectively engage?</li> <li>How is the project building positive relationships with employers?</li> <li>What proportion of participants are attending interviews, carrying out job searches, undertaking volunteering or work experience?</li> <li>Have CVs improved?</li> <li>What proportion of participants found employment or self-employed and what proportion stayed employed?</li> <li>How did volunteering/work placements benefit participants?</li> <li>How did the project change attitudes and behaviours towards work?</li> <li>How many participants gained an improved understanding of the workplace?</li> <li>How has the project sought to break down barriers to employment and what barriers have been reduced?</li> <li>Do participants have greater housing security?</li> <li>Were training materials good quality and relevant?</li> <li>Was the support tailored to meet individual needs?</li> <li>Were staff skilled and experienced at working with vulnerable people?</li> </ul>



Project outcome	Research questions
<p>Greater Social Inclusion</p> <ul style="list-style-type: none"> <li>Less socially isolated</li> <li>Improved prospects</li> <li>More self reliant and proactive in seeking external support when needed</li> <li>More positive about their economic prospects</li> <li>Improved communication</li> </ul>	<ul style="list-style-type: none"> <li>What has worked well to strengthen families?</li> <li>Are participants making friends and developing improved social skills?</li> <li>Are participants reporting they feel less lonely?</li> <li>Do participants feel their prospects have improved?</li> <li>Are people now more aware of where they can access support?</li> <li>How has volunteering helped improve prospects? And reduce isolation?</li> <li>Have communication skills improved?</li> <li>What has worked to improve social incision?</li> </ul>
<p>Improved Health</p> <ul style="list-style-type: none"> <li>Improved confidence</li> <li>Improved resilience</li> <li>Increase in self-belief/self worth</li> <li>Healthier lifestyles</li> </ul>	<ul style="list-style-type: none"> <li>How has the project supported the development of self-esteem?</li> <li>How is the project motivating participants and supporting them to achieve their goals?</li> <li>Do participants have improved confidence and self-esteem?</li> <li>Are participants more confident about finding employment?</li> <li>Are participants self-reporting an improvement in wellbeing?</li> <li>Are participants more aware of how to lead a healthy life?</li> <li>How has the project created a safe trusting environment and built relationships with participants?</li> <li>How has the project improved health and wellbeing?</li> </ul>
<p>Stronger Voluntary &amp; Community Sector:</p> <ul style="list-style-type: none"> <li>Increased networking</li> <li>Improved partnership working</li> <li>Increased contact with hardest to reach</li> </ul>	<ul style="list-style-type: none"> <li>How did the project promote/support good communication between partners?</li> <li>How did the project support partners to share good practice?</li> <li>Were there sufficient opportunities for partners to work together?</li> <li>Do all partners have a good understanding of what each other does?</li> <li>To what extent were partners referring participants between themselves? Was there an increase in referrals?</li> <li>Did the project support collaboration and learning between partners, in this and other projects/programmes?</li> </ul>

Project outcome	Research questions
	<ul style="list-style-type: none"><li data-bbox="576 271 1241 327">• To what extent did partners value the project? Did it benefit the organisation?</li><li data-bbox="576 344 1257 400">• To what extent has the project changed or influenced how partners work?</li><li data-bbox="576 418 1018 452">• Have partners gained new skills?</li><li data-bbox="576 470 1273 526">• To what extent are partners committed to continuing to work together once the project finishes?</li><li data-bbox="576 544 1217 600">• To what extent was the project able to engage the target/hard to reach groups?</li><li data-bbox="576 618 1230 674">• How have partners sought to engage hard to reach people, and what has worked well?</li></ul>