

BRIGHTER FUTURES INTERIM EVALUATION

Building Better Opportunities
Project Ref: LeiLei/3/2
May 2019



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EVALUATOR

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1 EXECUTIVE SUMMARY

BRIGHTER FUTURES IS A HOLISTIC SOCIAL INCLUSION PROJECT COMMISSIONED UNDER THEMATIC OBJECTIVE 9 (SOCIAL INCLUSION) OF 2014-2020 EUROPEAN SOCIAL FUNDS PROGRAMME.

THIS INTERIM EVALUATION PROVIDES AN ASSESSMENT AS TO HOW WELL THE PROJECT IS MEETING ITS ORIGINAL OBJECTIVES AND DELIVERING VALUE FOR MONEY.

ABOUT BRIGHTER FUTURES

Brighter Futures is a holistic social inclusion projects covering the Leicester and Leicestershire Enterprise Partnership (LLEP).

Brighter Futures is delivered by a Partnership of local organisations led by Business2Business. The Partners are:

- Somali Development Services
- Bangladeshi Youth & Cultural Shomiti
- Rathbone Training
- Emmaus Leicestershire & Rutland
- Health Link Services UK
- The Adhar Project
- Fosse Training Academy.

The project is running from November 2017 to June 2020 (a little over 2.5 years).

The objectives of the project (a summary excerpt from the Project Outline is opposite) were to:

- Engage and work with 1,882 LLEP residents;
- Targeting the 20% most deprived neighbourhoods;
- Provide holistic support to overcome **multiple, profound and complex barriers**;
- And enable them to move towards work and increase their social inclusion.
- The project would also provide outreach to communities disconnected from services, and early intervention work to prevent issues becoming entrenched.

This evaluation was conducted in the period January to March 2019 using data from the project up to the end of March 2019.





THIS PROJECT AIMS TO SUPPORT DISADVANTAGED PEOPLE IN THE 20 PER CENT MOST DEPRIVED NEIGHBOURHOODS WITHIN THE LLEP AREA TO MOVE TOWARDS AND INTO EMPLOYMENT AND INCREASE THEIR SOCIAL INCLUSION. IT WILL HELP PEOPLE WHO ARE DISTANT FROM THE LABOUR MARKET AND REQUIRE INTENSIVE SUPPORT TO ADDRESS THEIR MULTIPLE, PROFOUND AND COMPLEX BARRIERS TO PARTICIPATION. IT WILL BE BASED AROUND THE INDIVIDUAL NEEDS OF EACH PERSON AND WILL IDENTIFY AND TACKLE THEIR BARRIERS TO WORK IN AN INTEGRATED AND HOLISTIC WAY. THIS WILL INCLUDE SUPPORTING EARLY ACTION BEFORE PROBLEMS BECOME ENTRENCHED AND PROVIDING OUTREACH ACTIVITIES TO PEOPLE WHO ARE DISCONNECTED FROM EXISTING SERVICES.

...

THEMATIC OBJECTIVE 9 (PROMOTING SOCIAL INCLUSION) OF THE LLEP ESIF STRATEGY AIMS TO TACKLE POVERTY AND SOCIAL EXCLUSION BY SUPPORTING PEOPLE BACK INTO THE LABOUR MARKET. THE OBJECTIVE OF THIS APPROACH IS TO STIMULATE GROWTH IN THE LOCAL ECONOMY AND MAKE A POSITIVE DIFFERENCE TO THE LIVES OF PEOPLE LIVING AND WORKING IN THE MOST DEPRIVED NEIGHBOURHOODS WITHIN THE LLEP AREA. EMPHASIS IS ALSO PLACED ON A HOLISTIC APPROACH TO DELIVERY THAT WILL IMPROVE OPPORTUNITIES FOR PEOPLE TO ENTER THE LABOUR MARKET AND OVERCOME COMPLEX BARRIERS.

SUMMARY SPECIFICATION FOR
HOLISTIC SOCIAL INCLUSION PROJECT OUTLINE



CRITICAL SUCCESS FACTORS

We have identified three critical success factors against which to measure the project's progress at the interim evaluation stage. These have been identified through review of the original proposal and specification, discussions with the Partnership and local strategic stakeholders.

1 TARGETING THE RIGHT PARTICIPANTS

IS BRIGHTER FUTURES TARGETING THE 20% MOST DEPRIVED NEIGHBOURHOODS?

Brighter Futures is targeting and working with clients in the most deprived neighbourhoods in LLEP. The Partners are all local organisations located directly in disadvantaged areas such as Highfields and St Matthews, and are very effective at conducting locally targeted outreach to recruit clients from these communities.

IS THE PROJECT TARGETING CLIENTS WITH MULTIPLE, PROFOUND AND COMPLEX BARRIERS?

Brighter Futures is effective at engaging clients with multiple, complex and profound barriers. The average number of barriers presented per client is 2.7, and over 90% of clients have 2 or more characteristics that would be associated with disadvantage.

IS THE PROJECT INTERVENING EARLY OR TARGETING THOSE DISCONNECTED FROM OTHER SERVICES?

Brighter Futures can evidence particularly effective engagement with new and "hidden" communities.

For example, the Goa, Daman and Diu population are largely disconnected from other services and face significant skills barriers (language, vocational and basic skills) to employment and inclusion. Without early intervention this community is at significant risk of entrenched poverty and exploitation.

2 DELIVERING RESULTS

IS THE PROJECT WORKING WITH SUFFICIENT NUMBERS?

Brighter Futures had started 1,222 clients on programme as at March '19. This is more than the original Project Outline target of 1,100 clients for the entire programme lifetime, and represents 65% of the overall target.

IS THE PROJECT DELIVERING QUALITY RESULTS FOR THESE CLIENTS?

72% more clients (281 vs 163) have progressed into work than the Partners originally proposed (based on the number of starts).

Overall, the project has supported 13% more people to achieve a progression outcome than proposed. Employment rates for some cohorts are over 80%, although some groups have lower rates.

Brighter Futures is improving holistic social inclusion indicators for clients (see panel).

Particular areas of improvement have been in financial inclusion and community inclusion.

3 DELIVERING IMPACT

IS THE PROJECT DELIVERING SOCIAL VALUE, AND VALUE FOR MONEY?

Brighter Futures is delivering a strong return on investment for commissioners and the LLEP. The project had proposed to deliver a combined social value of £5.12 for every £1 invested, has delivered

£5.38 and looks on track to deliver £9.18 by the end of the project.

Brighter Futures has saved the national and local public purse over £2m, and clients' new skills will contribute £1.3m to the economy

1,222

CLIENTS HAVE STARTED SUPPORT WITH
BRIGHTER FUTURES SINCE NOVEMBER 2017

385

CLIENTS HAVE PROGRESSED INTO WORK
OR EDUCATION WITH THE SUPPORT OF
BRIGHTER FUTURES

£1.3m

IS THE ECONOMIC VALUE OF THE NEW SKILLS
THAT CLIENTS HAVE RECEIVED WHILST ON
BRIGHTER FUTURES

£5.38

OF VALUE HAS BEEN CREATED BY BRIGHTER
FUTURES FOR EVERY £1 INVESTMENT.

BIG NUMBERS

BRIGHTER FUTURES IDENTIFIED FOUR KEY OUTCOMES: HEALTHIER LIVES, COMMUNITY INCLUSION, FINANCIAL INCLUSION, AND IMPROVED FUTURE PROSPECTS. EACH OUTCOME HAS A SET OF INDICATORS WHICH, TOGETHER, MEASURE EVERY CLIENT'S JOURNEY TOWARDS HOLISTIC SOCIAL INCLUSION.

HEALTHIER LIVES

- We feel healthy and well
- Health is not a barrier to daily life and work

COMMUNITY INCLUSION

- We can access local services
- We have interaction with others

HOLISTIC SOCIAL INCLUSION

FINANCIAL INCLUSION

- We can manage our money
- We can manage on our money

FUTURE PROSPECTS

- We have goals and ambitions
- We have the skills to succeed

KEY REASONS FOR THE SUCCESS OF BRIGHTER FUTURES

LOCAL EXPERTISE

The Partnership is made up of locally established organisations, working within the most deprived neighbourhoods and most disadvantaged communities in the LEP. Partners have locally trusted names and are located in the heart of the communities they serve. They also have a deep understanding of the needs of their local communities and have, for the large part, built strong local networks of statutory and other services to meet those needs.

COMMUNITY COACHES

The Community Coach role, and the staff recruited to that role, are the key enablers of impact for the project. In interviews we conducted with clients as part of the evaluation, the skills and attitudes of Coaches was frequently cited as central to individual clients achieving their goals and benefiting from the service. Coaches demonstrated a high degree of expertise, commitment to delivering outcomes for clients, and understanding of client needs.

PARTNERSHIP AND LEADERSHIP

Building Better Opportunities has provided the opportunity to trial a more partnership-driven approach to tackling inequality and exclusion. The Partnership has been highly successful in forming a coherent delivery entity with shared programme policies and procedures. We have seen a number of examples of capacity building from Business2Business, supporting partners to manage the administrative burden of BBO, deal with compliance and finance issues, and to deliver greater social impact.

Business2Business have also recruited an experienced Partnerships Manager to oversee the delivery of the project by external organisations. This has enabled greater support, but also more robust performance and compliance management.

Notwithstanding some challenges early on in the project, this capacity-building role has resulted in a Partnership that is working effectively.

FLEXIBILITY AND RESPONSIVENESS

The Partners recognised in their original proposal that local issues and needs would change during the project lifetime. Brighter Futures is well designed to adapt to change at a project and individual level. At the individual level, Community Coaches are highly responsive to individual client needs, putting in place needs-led My Goals Roadmaps (personal plans) that are highly tailored to individuals. At a project level, the Community Provision Budget is a pool of funding used to commission services that could not be predicted at the start of the project. This has been used to commission additional partners that can offer supplementary mental health support and a vocational routeway into healthcare settings.

ROBUST AUDIT AND COMPLIANCE

The lead partner, Business2Business, has made significant investment in administration support for the project. This has included engaging RSM (who are helping Big Lottery to manage the risks of the wider commissioning exercise) to sample test the Partnership's compliance. The due diligence and compliance monitoring role provided by the lead, which has achieved 100% audit results, has reduced financial/compliance risks for both the commissioner and the Partnership. We feel this approach to compliance, coupled with the training and ongoing support given to Partners, has enabled much smaller organisations to participate in Brighter Futures than would otherwise have been the case.

RAPID IMPLEMENTATION

Despite the timing of the project award (just prior to Christmas 2017), the project was mobilised rapidly, engaging with 410 client starts by the end of March 2018. The speed of mobilisation has enabled the partners to deliver such a large impact in the time-frame.



BYCS HAS BEEN WORKING WITH THE VARIOUS PARTNERS OF BRIGHTER FUTURES FROM THE BEGINNING. IT HAS BEEN A VERY EFFECTIVE PARTNERSHIP AS WE HAVE BEEN ABLE TO USE THE PARTNERS PROVISION TO HELP OUR CLIENTS.

PARTNERS WITH VARIOUS SKILLS AND PROVISION IS REALLY HELPFUL FOR THE CONSORTIUM AS WE CAN SUPPORT OUR CLIENTS WITH THEIR VARIED NEEDS AND DEMANDS.

WE RECEIVED VERY GOOD SUPPORT FROM THE PARTNERS WHENEVER WE CONTACTED THEM TO REFER OUR CLIENT TO THEM. PARTNERS WERE HELPFUL TO GUIDE US THROUGH THE PROCESS AND MAKE IT EASY FOR THE CLIENTS TO ACCESS THEIR SERVICES.

SHAH JALAL

BANGLADESHI YOUTH & CULTURAL SHOMITI



5 KEY OPPORTUNITIES FOR IMPROVING IMPACT

INVESTMENT

Because Brighter Futures predominantly uses local organisations, employing local people, a high proportion of the revenue for the project is re-spent in the local economy.

Increasing expenditure on the project will increase this impact.

SKILLS

Investment in skills of clients generates significant long term benefit for the national economy and the client. The benefits of skills investment are related to the level of the qualification delivered, and whether that qualification is the “first and only”. Delivering more qualifications at all levels will create a much larger net economic benefit.

SUSTAINABILITY

We have assumed that employment outcomes last for 6 months. If the project delivered longer-term employment outcomes then the savings to the state (and impact of earnings on the local economy) would be great. To illustrate, doubling the average length of employment for the 281 clients to one year would generate an additional £2m in savings for public purse.

SOFT OUTCOMES

The Social Impact valuation (largely driven by soft outcomes measures) is a large proportion of the total social value generated by Brighter Futures. Increasing these soft outcomes across the 4 domains of health, social inclusion, financial inclusion and future prospects will significantly add to the social value of the project.

EARNINGS

Earnings data is not tracked on the project at present, so we have used assumptions about the nature of earnings for clients progressing into work. We recommend that the final evaluation surveys participants on their earnings to capture the full value of the project e.g. ensuring that clients are off benefits and measuring tax contributions.

EVALUATION AIMS, APPROACH AND METHODOLOGY

AIMS

The aim of the Brighter Futures interim evaluation is to identify and highlight good practice and lessons learned from the project to date, and to provide an assessment as to how well the project is meeting its original objectives. We hope that this evaluation will be of interest to delivery organisations, commissioners and stakeholders.

APPROACH

The approach taken has been to:

- Examine the initial objectives of the programme, including both the Project Outline (the specification of requirements) and the Partnership's proposal to deliver against the specification.
- Provide an interim evaluation of delivery ("formative"), analysing what has worked and what has not in the delivery of the project, based on a series of structured interviews with all Partners.
- Review the implementation of Cross Cutting Themes on the project.
- Provide an interim evaluation of impact, covering the performance of Brighter Futures against its objectives.
This "summative evaluation" has used both project data and interviews with individual participants to assess impact.
- Provide a social valuation of the impact of the project and data to support value for money assessment for the project.

OBJECTIVES

**SPECIFICATION
PROPOSED**

DELIVERY

ANALYSIS OF DELIVERY AND ORGANISATION

IMPACT

**OUTPUTS, RESULTS,
OUTCOMES AND
IMPACT**

SOCIAL VALUE

**SOCIAL VALUATION
VALUE FOR MONEY**



DATA SOURCES

The interim evaluation methodology has drawn on the following data sources:

12 X 1-HOUR INTERVIEWS WITH PROJECT STAFF AND STAKEHOLDERS	Covering senior managers and frontline staff in the lead and partner organisations. Interviews covered experience of the project, looking at delivery models, cross cutting themes, and lessons learned.
46 X 40-MINUTE INTERVIEWS WITH PARTICIPANTS	Covering their background, how they found out about the project, their experiences and outcomes resulting from participation. The sample included participants who had exited the programme. Interviews were also used to gather data to inform the social valuation.
ANALYSIS OF PROJECT DATA	Review of participant and performance data, including cross cutting themes implementation reports.
DESK RESEARCH	Review of local strategies, publicly available data sets, and previous local and national social valuations of comparable projects to support the social valuation.

SUMMARY METHODOLOGY

The Good Consultancy was engaged at the start of the project to provide advice and support on the collection of data for use in this evaluation. This has meant that the project has built a data-set that allows much greater levels of analysis and confidence in impacts.

Our approach was:

1. Initial interviews with the Lead Partner, Business2Business, and review of project specification and proposal to understand the aims and objectives for Brighter Futures.
2. Initial analysis of project data to identify areas of strength and weakness and inform qualitative survey.
3. Semi-structured face-to-face and telephone interviews with staff and clients to provide a consistent qualitative insight into the impacts, best practice and areas for improvement. As these interviews were conducted, we had further meetings with Business2Business to clarify and provide context to the responses.
4. Full analysis of all qualitative and quantitative sources around critical success criteria.
5. A social valuation of the project's impact, combining cost-benefit analysis, local economic benefits, and social value of impact on individuals.

2 PROJECT DELIVERY

THIS SECTION DESCRIBES AND EVALUATES THE HIGH LEVEL DELIVERY OF THE PROJECT, INCORPORATING FEEDBACK FROM PARTNERS, FRONTLINE STAFF AND PROJECT PARTICIPANTS GAINED FROM OUR EVALUATION INTERVIEWS.

THE BRIGHTER FUTURES PARTNERSHIP

Brighter Futures is delivered by a Partnership of eight organisations, including the Lead Partner, Business2Business.

A summary introduction of each organisation is provided below.



LEAD PARTNER: BUSINESS2BUSINESS (UK) LTD

Business2Business is an East Midlands-based, high performing, employment and skills provider with over 30 years' experience as a prime and sub-contractor delivering publicly funded programmes such as the ESFA funded Careers Education Service and National Careers Service; the DWP funded Work Programme, Flexible New Deal and Pathways to Work programmes and local authority funded City Strategy, Neighbourhood Renewal Fund and Working Neighbourhoods Fund programmes. In addition to these mainstream programmes, Business2Business has delivered many specialist programmes focused on disadvantaged groups including people from BAME communities, ex-offenders and people with health conditions and disabilities.

As well as winning awards for our work in partnership with employers, Business2Business' delivery of the Ethnic Minority Outreach Programme, achieved the highest job entry performance in Britain and our delivery of the Single Regeneration Budget 6 employment initiative was the most successful in the history of the programme.



EMMAUS LEICESTERSHIRE & RUTLAND

Emmaus is an international charity, based in Hinckley since 2011. Their support for the homeless is unique; founded on values of solidarity, community, and temperance. All “companions” (beneficiaries) participate in meaningful activity in a community setting. Companions improve their self-reliance, independence, and vocational skills which empowers them to move-on and sustain their tenancy and independence in the long-term. Emmaus create a space for recovery and healing based on holistic support. They offer companions a home for as long as is needed. Many experience multiple, complex and entrenched issues that include mental health issues, substance misuse and alcohol addiction, meaning support often lasts over 12 months.



BANGLADESHI YOUTH & CULTURAL SHOMITI (BYCS)

BYCS is a community learning provider offering a one-stop-shop service, specialising in providing culturally-sensitive social, education and leisure activities to the BAME community, particularly in Highfields. BYCS has a 20-year track-record of supporting the hardest to reach groups in minority populations. BYCS use learning, training and employability to support individuals to take steps toward the labour market and advance within it. BYCS provide adult education; learning and training; pre-employment support; IAG; services for elderly/ disabled and support for employers. BYCS has delivered programmes to the unemployed for ESF, LSC, SFA, Neighbourhood Renewal Fund and recently it led a consortium of five VCS organisations to deliver SFA Neighbourhood Learning in Deprived Communities. Reaching the most disadvantaged communities, the project promoted active citizenship that enabled participants to take a first step into learning and to progress towards sustainable employment.



RATHBONE TRAINING

Rathbone is a British youth charity and training provider that engages over 10,000 young people each year, transforming their lives through learning.

Rathbone's primary aim is to empower young people, their families and the most disadvantaged individuals to help them achieve their full potential. Rathbone's approach is to provide quality careers advice and guidance, supported by strong pastoral and employability support. Rathbone has over 30 years' experience of delivering ESF programmes. They support care leavers, ex-offenders and BME groups through ESF, EFA and SFA delivery linked to the 'Get Into Work' programme and Apprenticeships as a route to employment. Rathbone is also one of four delivery partners in the Lancashire BBO project 'Invest In Youth'.



SOMALI DEVELOPMENT SERVICES (SDS)

SDS seeks to improve the quality of life of the Somali community and other local disadvantaged people. SDS delivers culturally-sensitive support, including: IAG, interpreting and translation; free adult learning such as ESOL, ICT and employment related courses; cultural training; family and early years support to disadvantaged people in Leicester including women returners to the labour market and people from the Somali community; health and social care support; and youth support.

SDS has delivered projects such as The Big Lottery's Talent Match and Leicester City Council funding, to support members of the Somali community (particularly in impoverished estates such as St Matthews – part of Britain's most deprived Ward) and other newly arriving minorities into work or training. On each project they significantly over achieved the target outcomes.



HEALTH LINK SERVICES UK

Intervention Partner

Established in 2011 as social enterprise training company, Health Link Services (UK) deliver health and social care training. They are a BAME-led organisation, specialising in supporting minority groups, with established links with community organisations, churches, and more than 40 care companies who provide progression routes for voluntary work, internships, and employment. Courses span QCF L2-L7, including mandatory Care Certificate training, access courses, employer training, undergraduate and post-graduate programmes.

Health Link supports individuals to become qualified, offering support in multiple languages. Health Link has delivered numerous projects including Neighbourhood Learning in Deprived Communities, TimeBank English for women, and projects for the young unemployed on behalf of the Big Lottery, and the unemployed for ESF.



THE ADHAR PROJECT

Intervention Partner

The Adhar project is a community-based, Black and minority ethnic group specialist, mental health service. As well as providing cognitive behavioural therapy (CBT) and Mindfulness-based cognitive therapy (MBCT), the Adhar Project provides advocacy, peer support, volunteering and health and well being activities such as arts and crafts, ESOL, IT skills, Asian Dancing, exercise classes and Tai Chi. Adhar's support is holistic and delivered in a culturally relevant and accessible manner, with the aim of helping individuals to learn, and have the confidence to manage their own mental health difficulties.

Fosse Training Academy



NHS Receptionist and Administrator Training

FOSSE TRAINING ACADEMY

Intervention Partner

The Fosse Training Academy offers vocational training in primary care healthcare occupations such as healthcare administration and healthcare assistant roles. Within the Brighter Futures project, it is providing a three-week, vocational routeway with a 'sector-based work academy' format which includes work familiarisation, pre-employment training and a guaranteed job interview.

THE BRIGHTER FUTURES DELIVERY MODEL

Brighter Futures model is centred on the role of the Community Coach, who engages with a potential participant and:

- Assesses the individual's needs and goals (the 'My Goals Conversation')
- Develops a forward plan of activity and support to help the participant achieve their goals (the 'My Goals Roadmap')
- Supports the client to access a range of interventions from resources internal or

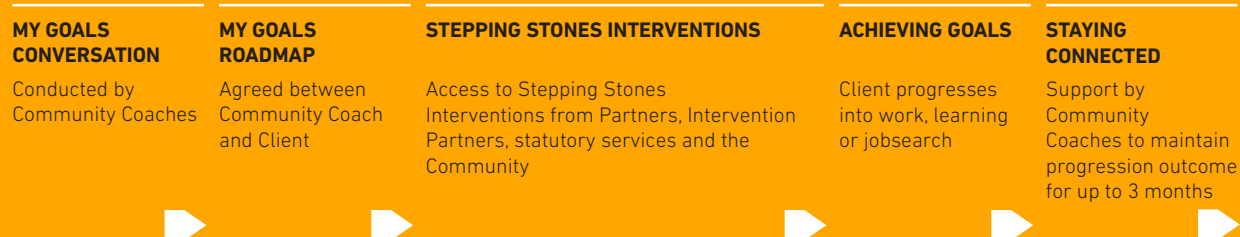
external to the project (called 'Stepping Stones'). Stepping Stones address the participant's needs holistically using a framework designed for the project by the Partners

- Ultimately guides the client towards achieving a positive progression
- Provides up to 3 months support to sustain the progression outcome.

COMMUNITY COACH SUPPORT & CO-ORDINATION

Engagement, My Goals Conversation & Roadmap, Regular meetings and personal development, Co-ordinating Stepping Stones, In-work support

Community Coaches employed by 5 Partners: Business2Business, Emmaus, Somali Development Services, Bangladeshi Youth & Community Shomiti, Rathbone



HOLISTIC SOCIAL INCLUSION

Brighter Futures identified four holistic outcomes with a suite of indicators to measure the extent to which each client had been support holistically. These holistic outcomes complement the "hard" targets of job and education progression outcomes.

Described in more detail in Section 4 Achieving Outcomes, the holistic outcomes are summarised below.

HEALTHIER LIVES

- We feel healthy and well
- Health is not a barrier to daily life and work

COMMUNITY INCLUSION

- We can access local services
- We have interaction with others

HOLISTIC SOCIAL INCLUSION

FINANCIAL INCLUSION

- We can manage our money
- We can manage on our money

FUTURE PROSPECTS

- We have goals and ambitions
- We have the skills to succeed

COMMUNITY COACHES

The Community Coach role is central to the success of Brighter Futures. Coaches are critical to building and maintaining the relationship with clients and ensuring that they progressed through to positive destinations.

DEVELOPING COACH CAPABILITIES

Recognising the importance of the Coach role, Partners had identified early in the project the need to implement consistency of delivery.

The diverse backgrounds and experience of partners also meant that some standardisation should be adopted to make the service consistent.

During the Project Plan stage, Partners agreed to adopt minimum standards for Information, Advice and Guidance based on Matrix Standard (an organisational standard) and a target of all Coaches to achieve at least level 3 NVQ in IAG.

The Lead Partner has invested significantly in developing the Coaches' capabilities to deliver for clients of Brighter Futures. This includes:

- **New Partner Inductions:** Providing extensive and consistent training for new partners and their coaching staff to understand the project and its aims,

- **Coaches Meetings:** where Coaches from different partners can meet to share best practice, receive training and updates, and tackle issues together.
- **Management Support** for Coaches' managers to help them understand the role and how to get the best out of it through performance and quality management.
- **Individual Training Packages** for Coaches on key aspects of the role including: compliance, the My Goals Roadmap, documentation and files, BBO updates/guidances, and new resources for the partnership.

As well as the training delivered as part of the role, interviews with Coaches revealed a diverse and relevant suite of skills that would complement Brighter Futures delivery. Current Coaches have backgrounds and expertise in youth work, careers guidance, social care, supported housing, employment support, commercial recruitment, and much more.

Brighter Futures also benefits from the passion of Community Coaches. They have a clear understanding of the project, and deep commitment to achieving its goals for clients.



DURATION OF SUPPORT

Brighter Futures is a flexible programme with no set restrictions on length of time that a client can be in receipt of support.

The Partnership originally estimated, based upon similar contracts, that the mean time on programme would be circa 6 months, with a wide distribution of cases around that average up to 18 months of support.

Duration of support for clients is shown in the chart below using administrative data on compliant exits. In discussion with the Partnership, we know that around 100 further exits were awaiting final compliance checks and we have added these into the data.

Most clients to date have exited the project during the first 3 months of support. The majority of outcomes are achieved in that period. There is a large caseload of recent and veteran clients still awaiting a formal exit destination.

HOW LONG SHOULD SUPPORT LAST?

Community Coaches follow a structured, best practice approach to caseload management using the My Goals Roadmap and quarterly (as a minimum) reviews.

- Establishing a plan that is tailored to the client;
- Building that plan with the client using specific, measurable and timebound objectives;

- Making the client responsible for progress and following up on it regularly.

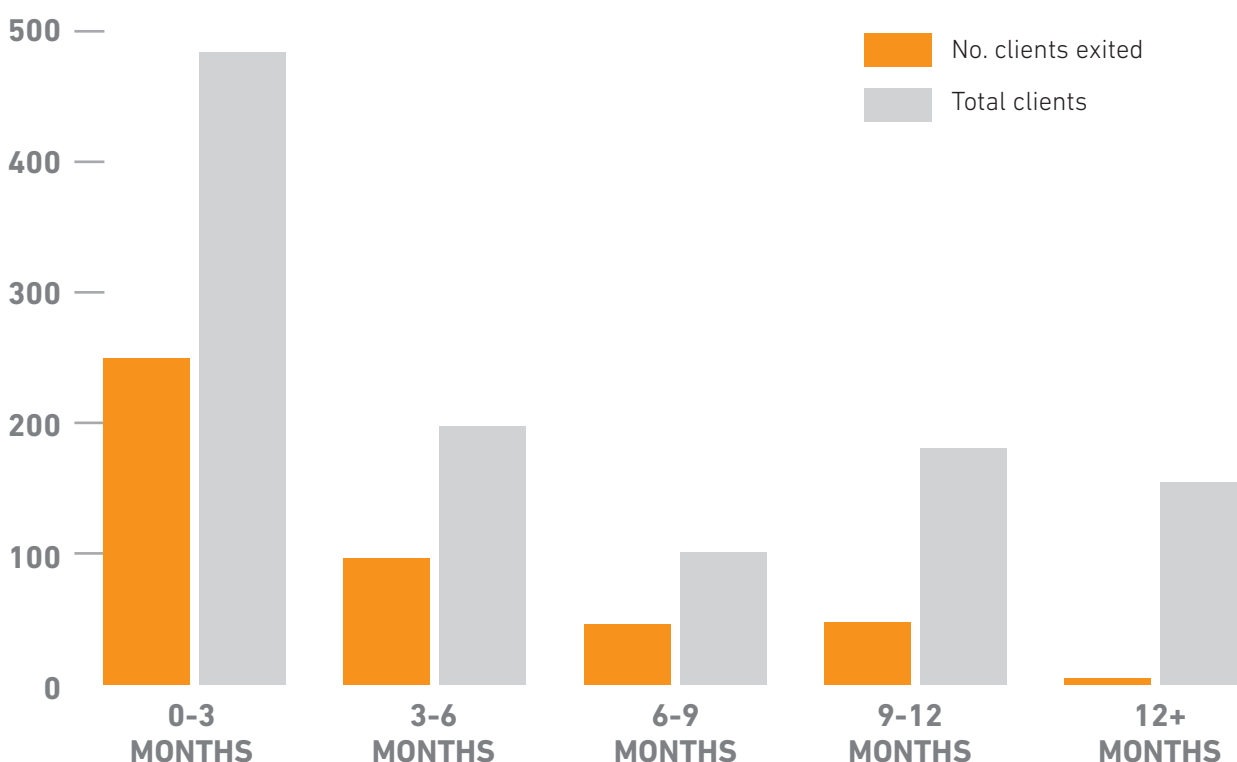
Coaches are very aware that clients should be progressed at a rate that works for them, but that progress needs to be made. This approach is proven in other employment programmes to underpin strong results.

From interviews we conducted with clients, it was clear that Brighter Futures adapted to suit their pace: focussed on moving them forward quickly, but flexible to allow them to “take a break” when circumstances demanded it.

Coaches use the project-wide caseload management system to keep track of clients and ensure that all clients are being contacted monthly whilst still on the project.

Brighter Futures offers the right balance of pace for those who need it. As the majority of clients engaged want to work, delivering on that objective sooner rather than later is a positive feature of the project.

Clients with greater support needs are afforded more time and resources. The grant-funded model used by Building Better Opportunities allows organisations to do this with reduced risk.



SERVICE USER EXPERIENCE

Service users are at the centre of Brighter Futures. Clients are heavily involved in the design and delivery of the service. Their individual needs are extensively explored, and every client is closely involved in the process of determining their path through the project.

Community Coaches will often take multiple sessions to conduct the initial assessments, reflecting the complexity of need for some clients and the importance of building trust in order to challenge clients to move forward.

Client opinions are sought at fixed points in their time on the project: at the start, quarterly (at a minimum) in reviews, and at the end of their time on the project. Additionally, feedback is sought through online and snapshot surveys and in the process of conducting this evaluation (which has provided feedback to the Partnership). Clients are also involved in design and review of the service e.g. during the commissioning of the Adhar Project mental health and wellbeing provision.

Where there are criticisms of the service from Coaches, these were typically about perceived barriers to delivering 1-2-1 support, such as the time spent conducting administration.

WHY DID CLIENTS JOIN BRIGHTER FUTURES?

In the interviews we conducted with clients, we explored their motivations and reasons for participating in the project.

A large proportion of clients engaged through word of mouth or on the basis of a recommendation (over 50% had some form of prior recommendation before joining).

The most common motivation given by clients for engaging with Brighter Futures was to address **financial insecurity**. Interviewees described immediate financial pressures as the motivator: risk of homelessness, inability to afford food or to support their family, were amongst reasons cited. Nearly half (46%) of those we interviewed specifically raised housing insecurity.

The next most common reasons for joining the programme were related to **integration**. Clients particularly wanted access to English language courses related to work.

The third most common reason was typically given by clients who were referred to Brighter Futures from a local signposting action (e.g. a local library or charity). These clients cited the “**opportunity to turn things around**” as the main driver for joining.

Brighter Futures has been particularly successful at engaging with diverse new arrival communities in Leicester (see Section 3 Participants). For many of these clients, other service have not been accessible to them and so Brighter Futures’ reach into their communities is made more important.



THE IMPACT [OF OUR INTERVENTIONS] FOR BOTH B2B AND OURSELVES IS THAT THE LOCAL COMMUNITY ARE ABLE TO ACCESS JOBS THAT GIVE THE OPPORTUNITY OF A LIFE LONG CAREER TO PEOPLE THAT WOULD NOT HAVE NORMALLY BEEN ABLE TO SEE THE INTERNAL POSTS, AND IT BENEFITS THE NHS BY BRINGING IN NEW BASIC TRAINED STAFF, WHICH SAVES SURGERY TIME AND MONEY IN RECRUITMENT AND THEN THEY CAN FOCUS THEIR TRAINING ON ANY SPECIALIST AREA NEEDED.

VICKY HILL
PRACTICE MANAGER
FOSSE TRAINING ACADEMY



**SERVICE USERS
ARE AT THE CENTRE
OF BRIGHTER FUTURES.**

WHAT CLIENTS LIKE THE MOST

We asked clients to list and describe “what you liked best about Brighter Futures”. We then categorised the responses into features. In order of prominence, the most highly valued features were:

- 1 Ease of access:** Clients highly valued their ability to access, although access meant different things to different customers. Physical location and being based locally was important to nearly all clients. Having staff who spoke the same language, and being co-located with other services, were also important features of access.
- 2 Staff attitude:** Clients highly valued the approachability of staff. They described Community Coaches as “friendly”, “listens to me like a human being”, “interested in me”, “we can just talk”. Clients were extremely positive about the flexibility that Coaches showed; allowing clients to use facilities on a drop in basis and being available for calls/SMS contact between arranged sessions.

Most clients who had experienced going to a Jobcentre contrasted Brighter Futures with that experience.

- 3 Delivering jobs and skills:** On a practical level, clients welcomed and respected achieving positive outcomes and progression from their time on the project. The most common reason for joining the project is to increase income, and so clients highly value this outcome when it is achieved.

Brighter Futures also delivers skills as part of the model and clients see the value and importance of developing their basic, language and vocational skills. Some clients told us they were continuing to use drop-in facilities at Partner premises to continue their studies even though they had left the project.

83%

OF CLIENTS SAID THEY WOULD RECOMMEND THE SERVICE TO A FRIEND, FAMILY MEMBER OR PEER

85%

OF CLIENTS RATED THE COMMUNITY COACHES AS GOOD OR EXCELLENT



WHAT CLIENTS FELT COULD BE IMPROVED

We asked clients to list and describe “what you felt could be better about Brighter Futures”. We then categorised the responses into features.

In order of prominence, the most attractive changes were:

- 1 More jobs:** Approximately a third (37%) of clients we interviewed would have liked a wider range of job and progression outcomes.

During the early stages of the project, Brighter Futures had access to a narrower pool of employers and active opportunities. As the project has progressed, this pool and the range of sectors and employers has more than doubled.

- 2 More secure jobs:** As financial security formed such a core part of participation, many clients wanted secure work (fixed hours, permanent contracts) as their ideal outcome.

Brighter Futures have highlighted that the breadth of roles they offer includes many full time and permanent roles as well as flexible and temporary contracts. As many clients are entering the labour market at entry level due to lack of skills or experience, the first job is, for many, a stepping stone to more secure work. Our

research with clients suggests that is the case - 50% of those who started with “insecure” work through Brighter Futures have progressed into more secure work either at the same employer or with a new employer.

- 3 More staff resource:** 24% of clients said that they wished Community Coaches had had more time to work with them and that Coaches, on occasions, had seemed over-worked.

Brighter Futures have (as mentioned previously) invested significantly in supporting Community Coaches. This has drilled down to individual packages of support such as, for example, Business2Business helping another Partner’s Coach to manage their performance targets more effectively, and thus their resources. Another Coach has required support to reduce the administration burden of the project by using the tools provided by the partnership more effectively.

NOTE: Clients were selected for interview who had exited the project. As such, many of them were involved during the early days of the project. These issues have been identified and either have been or are being addressed by the Partnership.

WORKING WITH LOCAL PARTNERS

Brighter Futures organisations have an extensive local network of support organisations to whom they can refer clients.

Where clients need particular interventions, or where a client can progress on from the project, these local partnerships widen and strengthen the menu of support available to clients.

Examples include:

- CT Skills (training provider)
- P3 One Roof Charity (housing specialist)
- Open Mind (Mental health)
- Prince’s Trust (training/enterprise/Team Programme)
- Shama Centre (training provider only for women)
- Leicester College (City Skills and other outreach throughout Leicester City)
- Twenty Twenty (Youth training provider)
- Go Learn Leicestershire (Training Provider)
- Leicester Adult Education College and outreach services (Training provider)
- Hub 100 (employability support)

GOVERNANCE ARRANGEMENTS

LEADERSHIP & MANAGEMENT

Business2Business is the Lead Partner, with the contractual responsibility to the commissioner and is ultimately in a position of bearing the financial risks associated with funding.

Business2Business host the administration and leadership of the Partnership, including a Partnership Manager, financial controller, administration and compliance teams. The lead also is responsible for maintaining contracts and relationships on behalf of the partnership.

Business2Business plays a strong leadership role and drives performance and compliance through a strict management regime. Project Board meetings are supplemented by individual and group training sessions for managers, Coaches and functions within partners e.g. finance and administration sessions.

All Partners receive tailored support and advice, and Business2Business have provided capacity building support for Partners including advice, staff and funding to improve administration, training on using the jointly-created tools (e.g. My Goals Roadmap).

CASELOAD PARTNERS

Business2Business deliver the Community Coach function alongside other caseload Partners: Emmaus, BYCS, Somali Development Service, and Rathbone.

INTERVENTION PARTNERS

Community Coaches can refer clients to a menu of interventions, or 'stepping stones'. These interventions come from one of three sources:

- 1 Intervention partners: Health Link Services, The Adhar Project, or Fosse Training Academy;
- 2 Internal to their organisation: For example, Business2Business have invested in a new Skills Hub to deliver basic skills to clients;
- 3 Referrals to organisations outside the Partnership (see panel left).



PERFORMANCE MANAGEMENT

The structures and reporting arrangements in place lead to a strong focus on performance, with demonstrable control over outputs, results and outcomes. Partners have clear targets and these are cascaded down to individual Coaches, who have a clear understanding of what they need to achieve on weekly and monthly basis culminating in quarterly submission to the Big Lottery.

This culture of performance management is in the case of most Partners a new approach which has required support from the lead to adopt.

QUALITY AND COMPLIANCE

The compliance requirements of ESF are significantly more challenging than most funding that partners had experienced previously. Some Partners were already delivering on other Building Better Opportunities projects, and described there being different rules depending on the project.

Business2Business have engaged with external ESF compliance specialists, including engaging RSM (the risk management organisation employed by Big Lottery), and consulted closely with the commissioner, to support their approach. Business2Business have explored innovative, tailored approaches with partners to manage compliance and subsequent financial risk.

Our view is that the approach taken by Business2Business is proportionate and effective.

CULTURE IS HIGHLY CLIENT-LED

In interviews we conducted as part of the evaluation, clients strongly agreed overall that the service was flexible and tailored to their circumstances. Coaches were led by service user needs, using the assessment tools and My Goals Roadmap to ensure that holistic needs are translated into support activities. The overall design of the service is focused on delivering change for clients across a wider range of holistic indicators, and this is driving how the service is managed. For example, the procurement of new services under the Community Provision Budget has been led by provision gaps identified by client needs data. Partners are adapting their internal provision to meet these needs. For example, Business2Business are investing in a new Skills Centre to enable delivery of basic and vocational skills to clients including numeracy, English, employability. Other identified courses are in development including ITC.

“ IT IS GOOD TO BE PART OF A PARTNERSHIP WHERE WE CAN MEET UP AT RELEVANT MEETINGS TO DISCUSS THE SIMILAR ISSUES THAT WE ARE HAVING AND SHARE BEST PRACTICE ABOUT WAYS TO OVERCOME THEM. IT WAS VERY NICE THAT A NUMBER OF THE PARTNERS ATTENDED OUR LAUNCH EVENT TO SUPPORT OUR ORGANISATION AND THE PARTICIPANTS THAT WE ARE WORKING WITH.

LINDA FARMER, COMMUNITY COACH, EMMAUS



3

PARTICIPANTS

THIS SECTION EVALUATES THE PROFILE OF PARTICIPANTS, HOW THEY WERE ENGAGED AND WHAT STRATEGIES WERE EFFECTIVE FOR ENGAGING THEM, USING PROJECT DATA AND INTERVIEWS WITH PARTICIPANTS AND STAFF.

BRIGHTER FUTURES' OUTPUT TARGETS

Brighter Futures proposed ambitious scale in engaging and supporting LLEP residents, offering to support over 70% more participants than the original Project Outline.

The increased numbers of participants being supported by the project represented significantly better value for money than the original specification.

ESF 'OUTPUT' TARGETS

The specification included a set of rigidly-defined ESF Outputs for numbers of participants with certain characteristics. These Outputs had numerical targets as minimum requirements for the project.

The Partnership proposed over 70% higher Outputs ("stretch Outputs") compared to the Project Outline ("outline Outputs"). The Outputs were as set out in the table here.

Participant Group (Output)	Project Outline Outputs	Proposed Stretch Outputs
Total	1100	1882
Men	550	941
Women	550	941
Unemployed including long-term unemployed	550	941
Economically inactive	550	941
Aged 50 or over	220	376
Disabilities	224	383
Ethnic minorities	394	674



LLEP PRIORITY CHARACTERISTICS


In addition to the ESF Outputs, the specification requested projects to focus on supporting a range of groups to meet local priorities as identified by LLEP. These priority characteristics would ensure that the project addressed specific local needs and variations.

No quantitative targets were set in the specification for numbers of participants with these characteristics. During the Project Plan phase, the Partnership consulted with local stakeholders and partners to determine the levels of likely local need, and the numbers of participants who could realistically be engaged and supported by the project.

Brighter Futures made a very clear offer with quantified targets for working local priority groups. By setting challenging and objective targets against each characteristic, Brighter Futures has ensured that its contribution to local priorities can be measured.

In the table below, we show both the proposed ("stretch") targets for LLEP priority characteristics and have calculated what these would have been if maintaining the same proportions at the level of the Project Outline Outputs. This is to demonstrate the impact of additional support in terms of numbers of individuals with needs.

LLEP Priority Characteristics	Project Outline Characteristics	Proposed Stretch Characteristics
Total	1100	1882
Experiencing inter-generational poverty	200	342
ESOL Needs	159	272
Women returning to labour market	100	171
Homeless	23	40
Substance misuse issues	40	68
Care leavers	29	50
Carers	50	86
Learning Difficulties & Disabilities	228	390
Mental or Physical health conditions	200	342
Long term unemployed (1yr+)	400	684



**BRIGHTER FUTURES IS
HELPING 70% MORE OF
LEICESTER'S MOST IN
NEED RESIDENTS**

HOW PARTICIPANTS ARE ENGAGED

Brighter Futures is being delivered by locally established "brands", who are frequently known and trusted by clients and their networks.

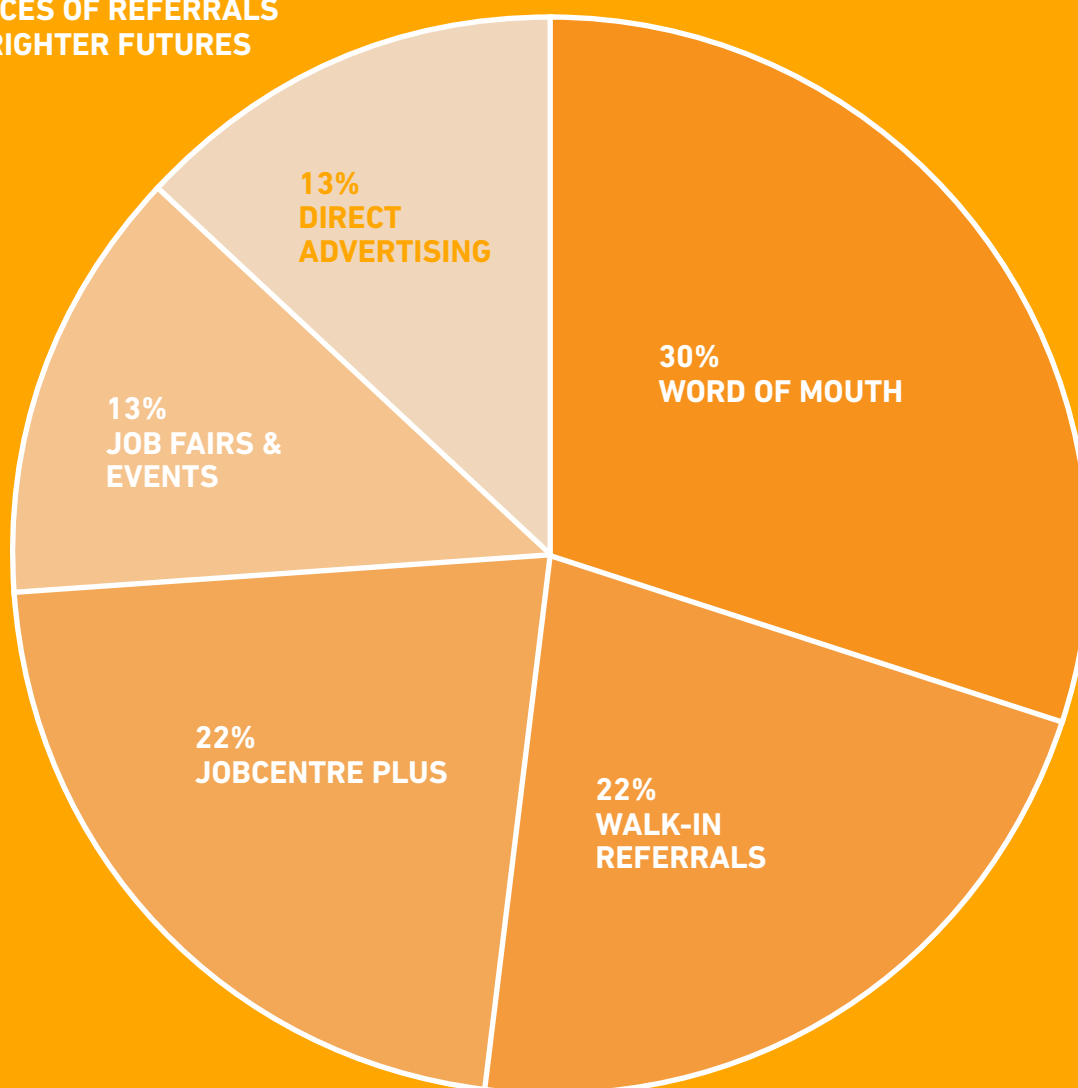
The evaluation conducted interviews with clients to identify how they engaged with the project initially (results summarised in the chart below).

Even if a client did not already know of the Partner, they often knew someone who did and who then reaffirmed the decision that this was a useful place to seek support.

- Word of mouth was the recruitment approach most frequently (30%) cited by clients.
- "Walk in" clients lived locally or passed by the offices and responded to shop-window displays promoting the service.

- Advertising has also been an effective strategy, covering social media, leaflets, door-to-door promotion, and promotion via other services.
- Outreach and events was an important subset of marketing activities and 13% of referrals came from either specific large-scale Job Fairs or from Partners operating out of local libraries, community centres, and specialist support venues.
- Jobcentre Plus referrals made up just over a fifth of referrals. The project was well known to local Jobcentres and Work Coaches.

SOURCES OF REFERRALS TO BRIGHTER FUTURES



ACHIEVING OUTPUTS

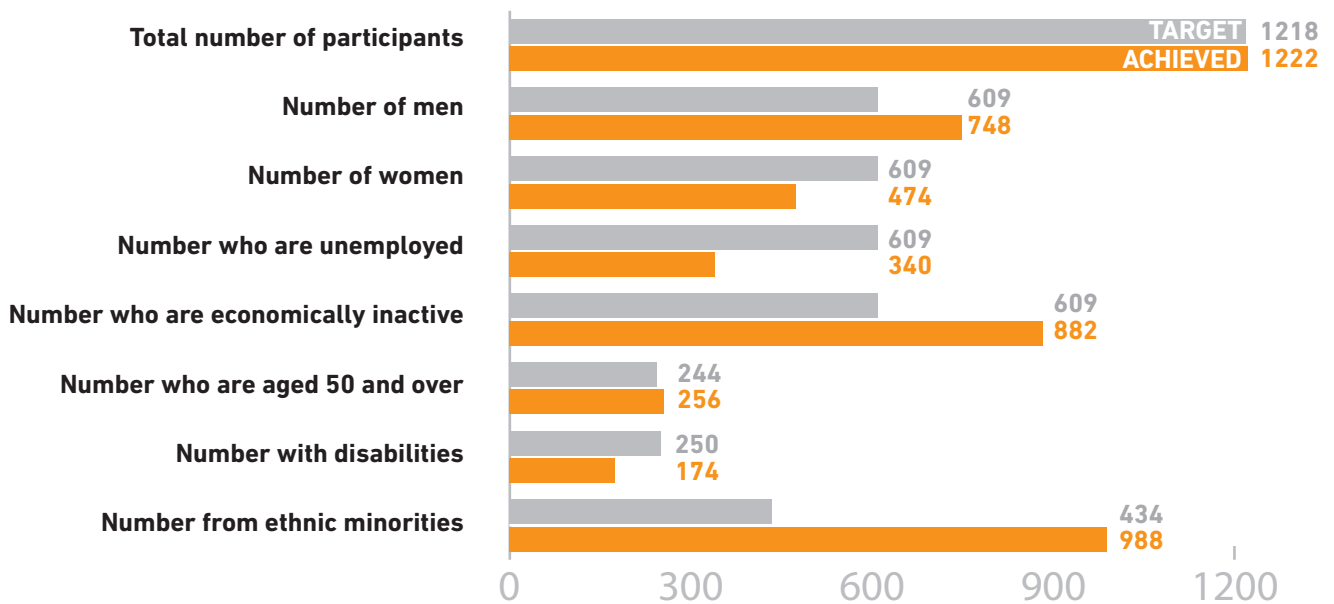
At the time of evaluation, Brighter Futures had engaged and officially started support for 1,222 clients. This represents a significant over-achievement against the Outline Outputs targets (894 to date), but an under-achievement against their proposed profile (1,529 to date). Allowing for the delayed implementation of the project, we would expect Brighter Futures to have a time-shifted (see box) stretch target of 1,218 Outputs. Against this measure Brighter Futures is achieving overall client numbers.

GENDER-BASED OUTPUTS

The contract calls for equal numbers of male and female participants. There are almost 50% more men accessing the project than women. This is due to the very enthusiastic take up of the project

by men from BAME New Arrival groups who have heard through word of mouth that the project can rapidly secure employment for participants even if they have ESOL needs. Women from these new arrival groups are, for cultural reasons, less likely to be seeking rapid entry into the labour market and therefore the widespread perception of the project as one that secures employment is having a positive impact on male engagement but a potentially negative impact on female engagement.

The partnership is addressing this through the promotion of other forms of project support such as the skills hub functional skills provision, community involvement activities and well-being provision and the deliberate targeting of engagement and marketing activities on venues and services used by women.



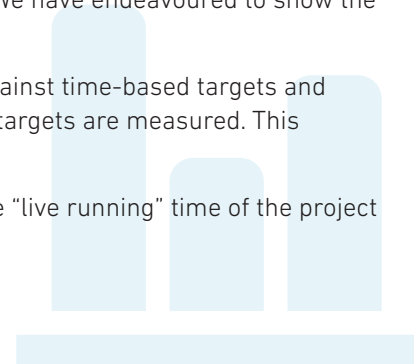
TIME-SHIFT: CONTROLLING FOR DELAYED IMPLEMENTATION

The delayed implementation of Brighter Futures meant that all data on starts, outcomes and results would show a level of under-performance against the planned profiles. However, the delay was a one-off (and not atypical for comparable projects) phenomenon. We have endeavoured to show the success of Brighter Futures whilst controlling for this effect.

To more accurately show the performance of Brighter Futures against time-based targets and benchmarks, we have shifted the point in time from which these targets are measured. This effectively pushes the targets back by three months.

The result is that data comparisons a) more accurately reflect the "live running" time of the project and b) points of relative strength/weakness are clearer.

We have used this approach throughout the evaluation.





AS EXPECTED OUR NEW FUNCTIONAL SKILLS PROVISION HAS ATTRACTED CONSIDERABLY MORE FEMALE PARTICIPANTS THAN MALE PARTICIPANTS. THE 'SCHOOL HOURS ONLY' FORMAT OF THE PROVISION HAS BEEN DELIBERATELY CHOSEN TO FIT WITH THE AVAILABILITY OF PEOPLE WITH CHILDCARE RESPONSIBILITIES.

WE HAVE ANECDOTAL EVIDENCE OF WOMEN CHOOSING TO JOIN THE BBO PROJECT FOLLOWING PEER RECOMMENDATION FROM WOMEN THAT HAVE TAKEN PART IN THE FUNCTIONAL SKILLS PROVISION. WE EXPECT THE IMPACT OF PEER RECOMMENDATION TO EXPONENTIALLY INCREASE OVER THE NEXT FEW MONTHS.

WE ARE ALSO UNDERTAKING TARGETED PROMOTION OF THE PROJECT AT NURSERIES SUCH AS BELGRAVE AND ST. MATTHEWS SURESTART, SCHOOLS SUCH AS ABBEY PRIMARY SCHOOL AND CATHERINE STREET INFANTS SCHOOL, COMMUNITY BASED WOMEN'S GROUPS SUCH AS THE SHARMA WOMEN'S CENTRE AND WOMEN SPECIFIC SERVICES.

**STEPHEN NEAL
PARTNERSHIPS MANAGER
BUSINESS 2 BUSINESS**



UNEMPLOYED & ECONOMICALLY INACTIVE

Brighter Futures is targeted supporting unemployed (those who are on “active” benefits such as Jobseekers Allowance) and economically inactive (on inactive benefits or not connected to the benefits system and still unemployed). At the point of evaluation, the nearly three quarters of participants engaged were economically inactive.

The high proportion of inactive clients reflects the success of the community-based recruitment used by Brighter Futures (see also the section on BAME clients below). This engagement activity was targeted at key groups and characteristics proposed in the original Project Plan, and drew upon relative strengths of the Partners. For example, Rathbone engaging with young people who are NEET or at risk of NEET through schools and youth clubs.

A large proportion of the economically inactive clients engaged with Brighter Futures had no connection to local services or the benefits system. This “hidden” group still faced challenges are not being supported elsewhere, nor do they have access or recourse to other sources of support. There are a number of different reasons for their not being engaged with public services. Those reasons given in our interviews included:

- Lack of language skills
- Lack of knowledge of entitlements or rights
- Belief in self-sufficiency.

OLD COLONIAL TIES GOA, DAMAN & DIU

Leicester is home to a unique recent arrival community: the Portuguese citizens of Goa, Daman and Diu.

Portuguese law recognises any citizen of these former colonies from prior to 1961 (or their children) as Portuguese citizens and they are entitled to apply for a passport giving them freedom of movement across the European Union.

Leicester has one of the largest populations of Daman and Diu emigres in the UK. This group faces a very unique set of challenges. The principle languages in Daman and Diu are Gujarati and Hindi, although a number of clients spoke less well known languages including Malayalam. Many are drawn to the UK by either language or culture,

and the existence of thriving Indian communities and local economy in Leicester make it attractive. However, Brexit makes this group particularly vulnerable. Many are citizens of Portugal, yet with no cultural, community or economic ties there, and have no certainty over their future rights or status.

Brighter Futures has engaged with and established a strong reputation amongst the Goa, Daman and Diu communities of Leicester.

AGE

The average age of participants is 37 years old, with a mean time remaining in the workforce before retirement age just below 16 years.

Participants are fairly evenly distributed across different age ranges from the youngest at 16 years old (on starting) up to 50 years of age. Above 50 there is a slight reduction in representation, but it is still above the stretch targets set for the programme.

The slight emphasis on younger clients may be due to the experience of the partners. Both Rathbone and Business 2 Business are well known for their education and advice services for young people, and have strong networks for referrals for younger age groups.

DISABILITY

The number of clients recorded as having a disability is below the stretch target of 250. At 174, disabled clients represent around 14% of clients as opposed to the intended 20%. We believe from our evaluation research, which asked clients about disabilities in a different context, that the figure for clients with disabilities should be circa 30% of the population of clients (so over 360 clients). The evaluation interviews highlighted a range of different potentially work-limiting conditions including musculo-skeletal problems, anxiety and a number of secondary mental health problems that were not recorded during the project.

Identifying disabilities in participants can be problematic. Many disabilities are in fact “hidden” and therefore without disclosure the Coaches would not readily identify, be able to support nor record a disability. Interviews with participants and Coaches conducted as part of the evaluation revealed that many clients consider that disclosing a disability might reduce their chances of successfully gaining work. This is particularly true of mental health issues. Given that the majority of clients are seeking employment as an outcome, not support for their condition, this would further limit disclosure.

Brighter Futures is successful at engaging older participants. It has exceeded the stretch target of 244 and started 256 clients aged 50 or over.

58 participants were over 60 on starting the project, and Brighter Futures has helped a 70-year-old participant, their oldest, into work after seven months support from a Community Coach.

Business 2 Business recruited a programme Partnership Manager, Stephen Neal, with professional experience in supporting pan-disabilities in community settings. Stephen has been supporting Coaches and Partners to develop best practice approaches to working with clients:

- Providing learning and guidance resources for Coaches to support participant engagement
- Support Coaches to recognise traits and understand impact on daily life and employment
- Provide signposting to specialisms
- Guidance in preparation for recruitment
- In-work support
- Return to work support

In collaboration with partner Coaches and through the Community Provision Budget Business 2 Business procured expertise to support participant intervention referrals e.g. Adhar Project, providing mental health and wellbeing support.

ETHNICITY

Brighter Futures is highly effective at engaging with and delivering positive outcomes for BAME participants, having engaged more than double the target (988 BAME clients vs a stretch target of 434).

In particular, Brighter Futures demonstrates particular success with engaging with “hard to reach” and “hidden” communities including new arrival communities. Three reasons most frequently cited for this were:

1. **Local accessibility:** Brighter Futures is available from within the communities it serves. Operating from locations such as the Bangladeshi Youth & Cultural Shomiti centre in Highfields reduces the barriers to entry for potential clients. This was important not just for physical barriers, but also for psychological barriers: clients feel a service is “for them” if it is in an area where they are.
2. **Coaches:** The diversity of languages spoken by Community Coaches, and their understanding of the diversity of different cultures, plays a significant role in building client trust and reducing access barriers for clients. 47% of BAME clients had a basic skills need on starting, and for a large number this was a language barrier as one of the complex range of barriers facing them. Helping clients to navigate the array of support available, and doing so in their own language, is key reason for the overall success of the project in engaging with these groups.

3. **Perception of delivery:** Word of mouth, walk-in referrals, and clients attending job fairs on the recommendation of peers, demonstrate the importance of reputation: “Once we have established a reputation with that group, then engagements are much easier”. Many clients interviewed had heard, prior to approaching them, that Brighter Futures delivered on clients’ objectives.

A high number of clients had language barriers and/or were not currently connected to any service. The trust built up over years by the Partners, and their ability to speak diverse locally-used languages is a key feature, and the employment rate for BAME customers demonstrates the approach works.



MEETING LEICESTER'S LOCAL PRIORITIES

The two charts below show how Brighter Futures is meeting local priorities as set by the LEP.

Table 1 shows the number of clients engaged who are recorded as possessing each characteristic. Clients may (and typically do) possess more than one characteristic.

Table 2 shows how many clients possessing each characteristic are recorded compared to the numbers initially estimated in the original Project Plan.

TABLE 1: LLEP PRIORITY CHARACTERISTICS OF BRIGHTER FUTURES CLIENTS

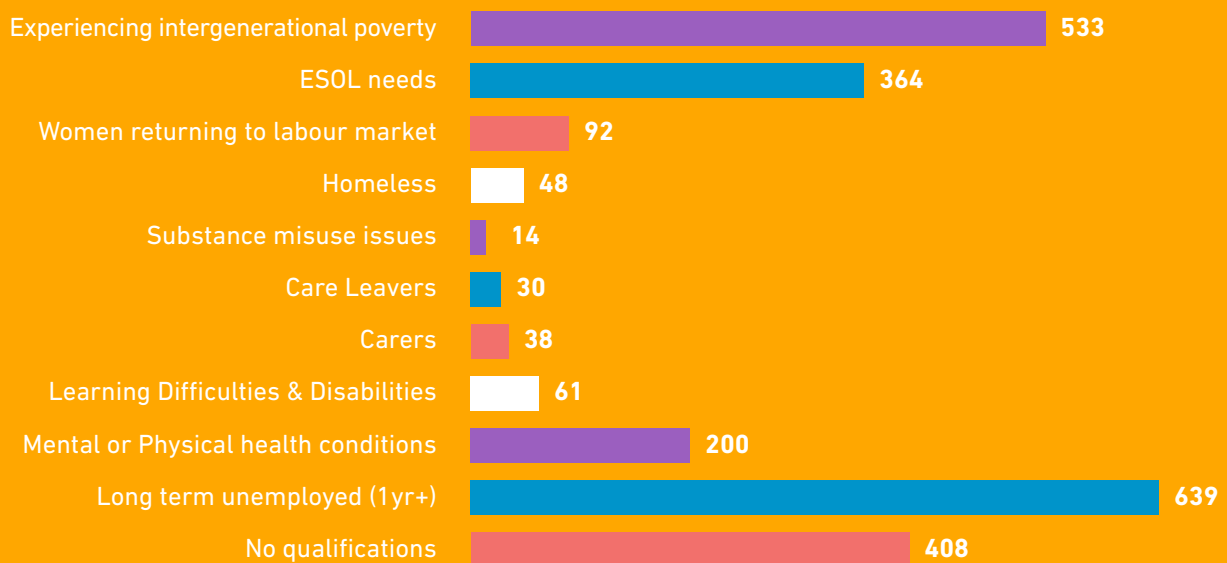
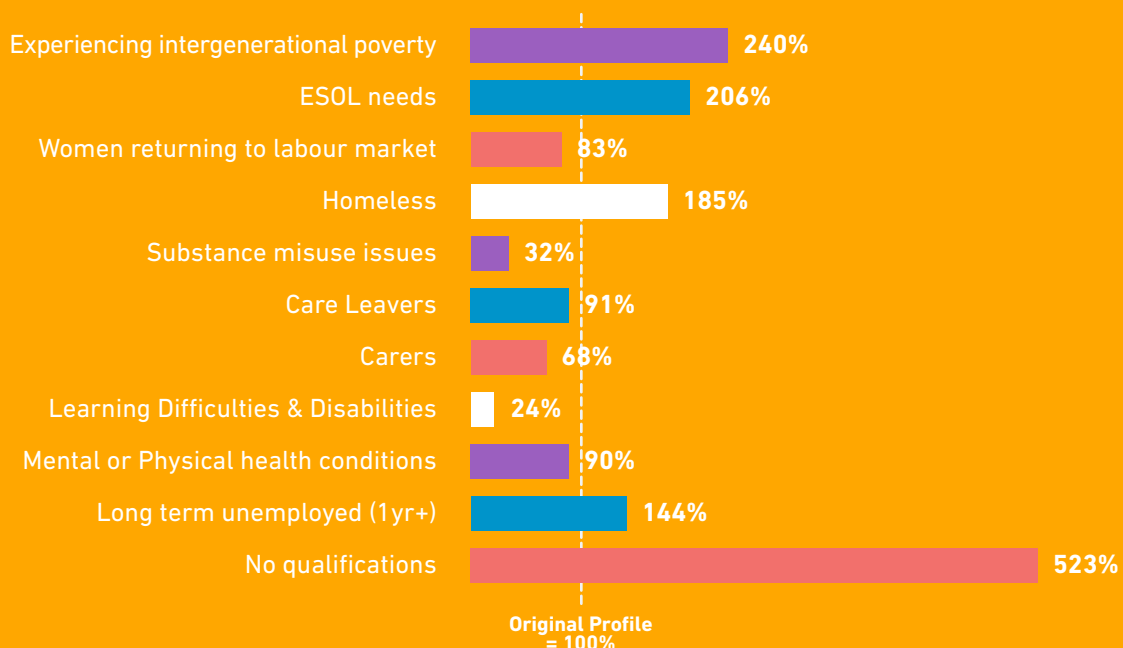


TABLE 2: INCIDENCE OF CHARACTERISTICS AGAINST ORIGINAL PROFILE



FROM AREAS EXPERIENCING INTER-GENERATIONAL POVERTY

The project is more than twice as effective (2.39 times) at engaging with participants who live in areas experiencing intergenerational poverty. We have used proxy measures of areas where a high proportion of children live in houses with low income. 44% of participants fit into this group.

Brighter Futures is highly effective at addressing this local priority and appears well targeted towards tackling entrenched worklessness in the most deprived communities in the LLEP.

ESOL NEEDS

Brighter Futures has worked with twice as many participants with ESOL needs as originally proposed. This is largely due to the project's demonstrable success at engaging with BAME communities in LLEP, and significantly exceeding the proposed targets for BAME participant engagement.

Business 2 Business, BYCS and Somali Development Services are all BAME specialists with a strong track record and network into these communities.

WOMEN RETURNING TO THE LABOUR MARKET

The project is exceeding the original expected population of women returners as a proportion of female clients. We would therefore expect that an increase in the relative number of women towards parity with men will result in the project exceeding their original proposed numbers.

This is also likely to be the reason for a shortfall in the estimated number of carers, who are typically women.

As part of their improvements to attract more female participants, Brighter Futures introduced skills delivery to fit around school hours and childcare arrangements. These features have anecdotally been well received by clients with children who wish to return to work.

HOMELESSNESS

Brighter Futures has worked with 48 (4%) participants who are homeless or at risk of homelessness. Brighter Futures offers a spectrum of support for these participants ranging from the intensive support by Emmaus for people leaving the streets, through to advice and guidance from Emmaus staff on housing and help to improve participants' financial situation from Community Coaches.

The holistic outcomes framework used by Brighter Futures shows that a far higher proportion of participants showed an improvement in their housing situation. 13% of clients reported an issue with and improvement in their housing security, which would equate to at least 158 clients. This indicates that a more sophisticated measure of homelessness might capture more of the project's impact.

Clients housing security improved as a result of earning more, benefits advice and signposting to financial advice and support where needed.

PROBLEMS WITH USING & COMPARING CHARACTERISTICS DATA

Whilst the characteristics data does provide some useful insight into the Brighter Futures project and the types of participants it is supporting, there are a number of weaknesses that prevent drawing stronger conclusions.

- **Original estimates will not be accurate:** The estimates in the original proposal were based upon a range of different statistical and estimation techniques and we would not expect them to be accurately reflected in the demographic data of the project.
- **Clients may not disclose:** This will typically suppress recorded incidences of a characteristic. Characteristics data is typically completed at the start of the client's time on the programme and based upon early interaction with clients. Clients either may not wish to disclose (e.g. substance misuse) or may not be aware (e.g. learning disability) that they possess a characteristic. We found strong evidence of both of these influences in our interviews with clients during the evaluation.
- **Groups volunteering may be different to those targeted:** As Brighter Futures has a large proportion of self-referring clients, the original estimates of characteristics of the client population may change. As the Partnership has changed, this has also changed the nature of the clients they are in touch with and able to access.

NO QUALIFICATIONS

A third of all clients on Brighter Futures are recorded as having no qualifications. This is a significantly higher number of clients than originally expected. In talking to staff and clients for the evaluation, we found a range of different and sometimes overlapping reasons for this:

- First generation migrants without UK-recognised qualifications
- Young people at risk of NEET in the school system
- Clients facing multiple and severe disadvantage
- Individuals unable to remember or evidence qualifications.

There is a strong skills component to Brighter Futures which aims to address and move clients into education and training as part of their wider goals. The Partnership provides basic skills and ESOL as part of the programme, vocational courses in key sectors (e.g. health and social care) and referral links to external training organisations and funding streams to enable onward development of skills.

The delivery of skills by Brighter Futures has contributed over £1.2m in value to the UK economy already.

OTHER PRIORITY COHORTS

Brighter Futures has engaged almost 50% more people who have been out of work for over a year. 639 clients stated that they had been out of work for more than 12 months in the characteristics collection form. This is higher than the administrative data which only collects technically unemployed clients' claim period.

Of those who were technically unemployed on joining the project, 122 (out 340) were unemployed for 1 year or more. Unemployed clients showed a "long tail" of lengths of claim (44 clients with claims between 12 and 24 months, 21 claims between 24 and 36 months, and smaller numbers thereafter). The longest claim period recorded was 40 years.

Care leavers and carers populations were estimated at fairly low levels in the original proposal, and have proven difficult to specifically target in practice. They have different challenges associated with them. Care leavers are relatively easy to target at the point of transition from youth services, where there is already a great deal of provision for them, but harder when they are adults.

HEALTH & LEARNING ISSUES

Numbers of participants voluntarily disclosing health conditions is lower than predicted. We believe this is primarily linked to concerns around disclosure, and also with some clients not being aware of conditions.

From interviews with staff and clients, it is likely that substance misuser numbers are under-reported, even where clients have a problem they are often unwilling to face it.

Mild learning difficulties or disabilities (LDD) can frequently not be diagnosed in the wider population. When clients reach Brighter Futures they either may not know of an issue or, if they are aware, may actively resist any form of diagnosis. Community Coaches have received training and guidance on identifying LDD, and cases are identified and diagnosed through the assessment process. However, it is likely that the real prevalence of LDD in the client population is higher than recorded.

Similarly, mental health issue diagnosis and disclosure is heavily dependent on client agreement.

The evaluation interviews with clients, based upon guaranteed anonymity, revealed a higher incidence of mental health (and physical health) issues than where revealed in client self-reporting.

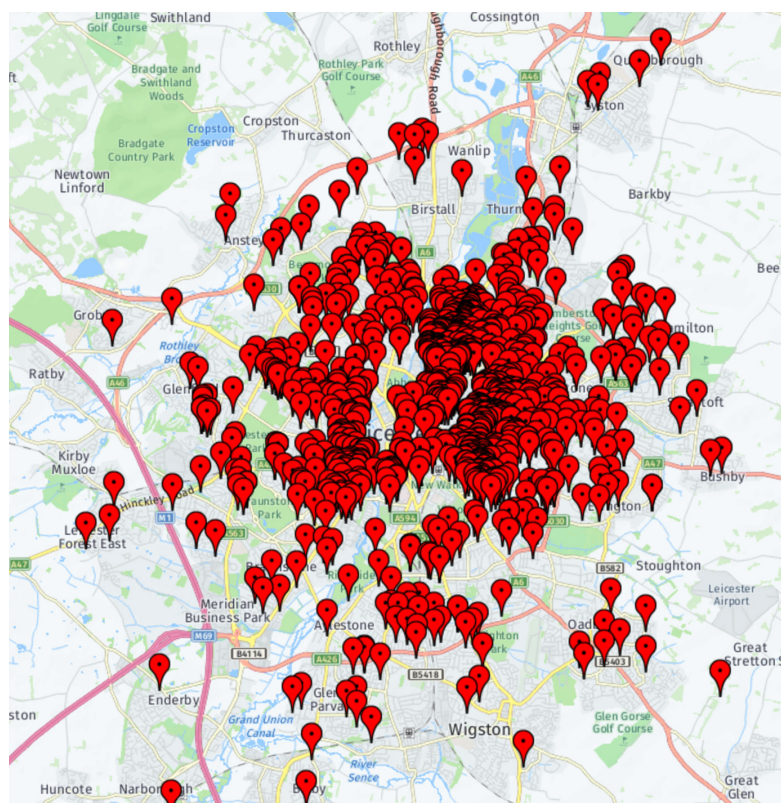


DIAGRAM 1: CITY COVERAGE

GEOGRAPHICAL TARGETING

Brighter Futures proposed to cover the entire Leicester & Leicestershire Enterprise Partnership area. The LLEP stated as a priority to focus on the most deprived 20% of wards in the geography. In Diagram 2 below, the LLEP border is outlined in purple, and purple shading denotes levels of deprivation.

We have pinpointed the home postcode of each participant to show the spatial distribution. This shows:

- Clients have been recruited from the most deprived wards in the LLEP;
- The most deprived wards in the LLEP have been served by the project.

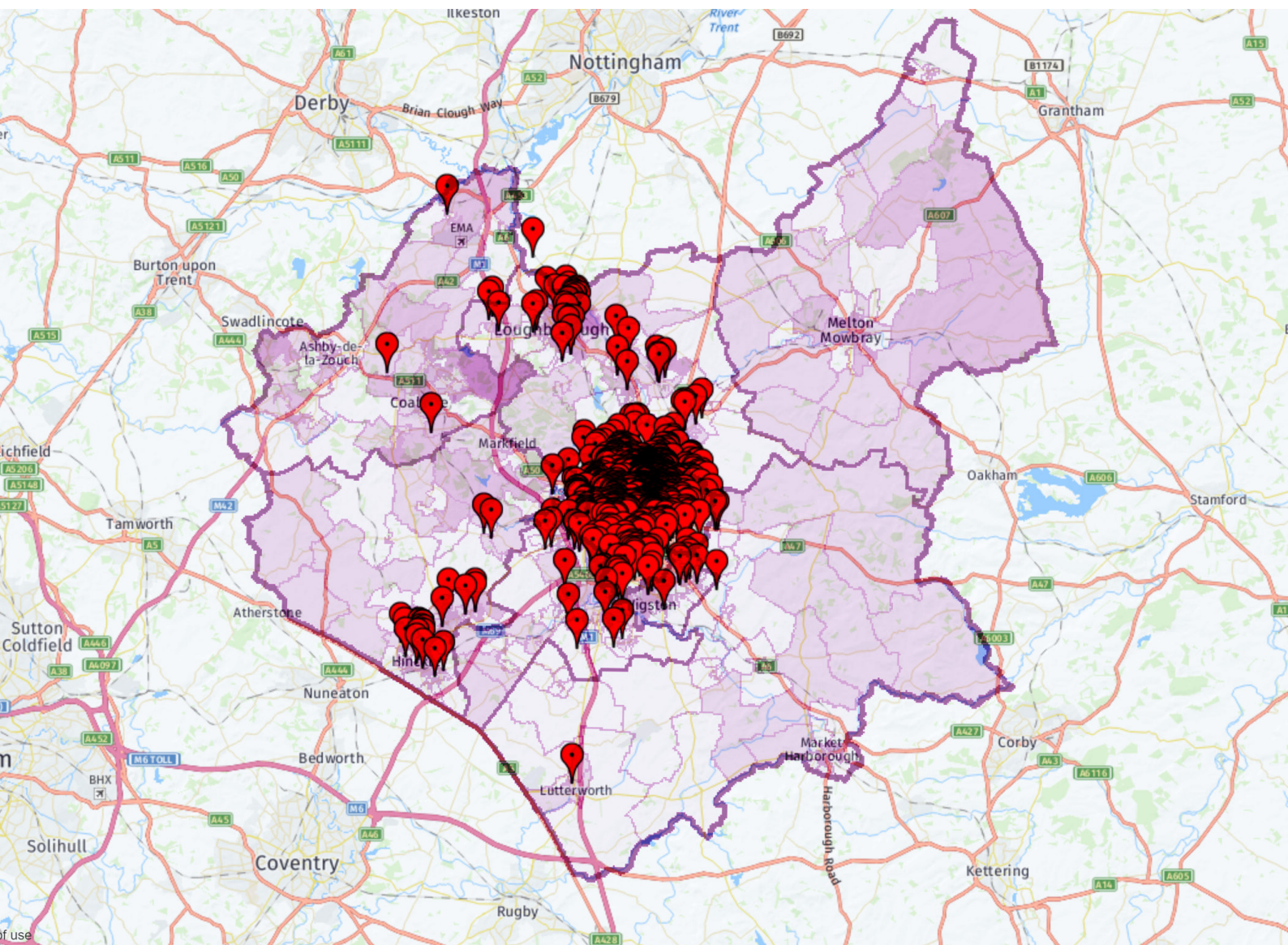
Brighter Futures focuses in Leicester City, where the highest proportion of deprived neighbourhoods exist, and the highest concentrations of potential eligible participants.

The Partnership have identified gaps in provision coverage, including Market Harborough, Melton and Coalville. The Partners are planning engagement activities in these areas over the second year of the project.

Withdrawal of some partners with reach to these communities has effectively meant that the project is being expanded into these areas more slowly.

There is a sister Rural Inclusion project (Work.Live. Leicestershire) that has now been commissioned and was due to work in partnership with Brighter Futures. Business 2 Business have engaged with this project to ensure coverage without duplication.

DIAGRAM 2: LLEP COVERAGE



4

ACHIEVING OUTCOMES

BRIGHTER FUTURES IDENTIFIED FOUR KEY OUTCOMES: HEALTHIER LIVES, COMMUNITY INCLUSION, FINANCIAL INCLUSION, AND IMPROVED FUTURE PROSPECTS. EACH OUTCOME HAS A SET OF INDICATORS WHICH, TOGETHER, MEASURE EVERY CLIENT'S JOURNEY TOWARDS HOLISTIC SOCIAL INCLUSION.

A feature of the Building Better Opportunities grants programme has been the adoption of wider outcomes measures, enabling projects to capture the social impact of the work they carry out. Each project was required to define up to 4 Outcomes, with measurable Indicators of Change, that would illustrate the impact of their service on the individual or wider society.

Brighter Futures identified 4 major Outcomes; each with a subsidiary set of Indicators. The Outcomes and Indicators are given in full in the table opposite.

Each outcome represents a positive change in some aspect of the clients' lives that are associated with social inclusion from a holistic service perspective.

The Outcomes and Indicators were selected by the Partners through a thorough process of engagement with representative service users and experienced frontline staff.

HOW OUTCOMES ARE MEASURED

Each client completes a Distance Travelled Form (included as an Annex in this evaluation) with their Community Coach at the start and end of their time on the project. Whilst the Community Coach can provide some guidance to individuals completing the form, it is largely self-directed and based on client perceptions. More detailed assessments can be used if responses to the Distance Travelled Form justify it. For example, use of clinically-evidenced mental health questionnaires can be used if the client reports poor mental wellbeing.

This forms part of the toolkit for Coaches to explore the holistic needs of each client as part of the My Goals Conversation, and build up the My Goals Roadmap (the client's plan for time on the project).

The process is repeated at 3 month review points with every client, and on client exit from the project. This enables Coaches and Brighter Futures to see progression over time.

HEALTHIER LIVES

- We feel healthy and well
- Health is not a barrier to daily life and work

COMMUNITY INCLUSION

- We can access local services
- We have interaction with others

HOLISTIC SOCIAL INCLUSION

FINANCIAL INCLUSION

- We can manage our money
- We can manage on our money

FUTURE PROSPECTS

- We have goals and ambitions
- We have the skills to succeed

Outcomes	Indicators of Change	% Clients Expected	# Clients Expected	# Changes Recorded	% vs Expected
Healthier Lives	Physical health no longer perceived as a barrier to progression	18%	67	74	110%
	Mental health no longer perceived as a barrier to progression	30%	111	61	55%
	Client has made healthier lifestyle choices	20%	75	104	139%
Community Inclusion	Family circumstances no longer a barrier to progression	15%	56	63	113%
	Clients engaged in volunteering or community activities	20%	75	88	117%
	Clients can travel independently and confidently	10%	38	89	234%
Financial Inclusion	Debt and finance issues are no longer perceived as a barrier to progression	25%	93	99	107%
	Housing status is stable	5%	20	83	415%
Future Prospects	Client has identified goals and feels confident about achieving them	58%	215	110	51%
	Clients are equipped with functional and vocational skills needed to work	50%	186	144	77%
	Clients are engaged in jobsearch, actively applying for courses, or engaging in enterprise development	41%	152	129	85%

INTERPRETING THE OUTCOMES RECORDED TO DATE

The table above shows the proportion of clients expected to demonstrate a positive change across each Indicator, and the number this would equate based on numbers that have completed the programme so far.

There are significant differences between the estimates and actual numbers of clients experiencing positive changes in each Indicator which mean that care is required when interpreting the data.

There are a number of reasons why these outcomes may over- or under-report positive changes:

- Sampling differences: The original estimates were based on samples and national data, and the clients on project may simply have different needs to what was originally expected;
- Clients may not experience positive changes, although this may be because they do not want to deal with that issue;

- Clients may not disclose or present an issue at measurement points (particularly in the first meetings, from which the change is measured);
- Issues with accurate measurement: The Distance Travelled Form and measurement approach may generate unexpected outcomes.

We explore each of the Outcomes in more detail on the next pages.

"Clinical assessments are used for mental and physical health conditions, but these can still be unreliable if the participant is reluctant to disclose or cannot effectively self-assess. Mental health is a stigma in certain BAME communities, therefore there can be a reluctance to disclose this information, they can also be afraid to disclose if they feel this will reduce their chances of being put forward for a job."

NEHA GOHIL, Business2Business

HEALTHIER LIVES

Brighter Futures has had a strong positive impact on the health of clients, providing wrap-around support for health where needed but whilst still allowing clients to determine what support they will receive.

The health outcomes reported on Brighter Futures are a highly complex area, which Business2Business have been monitoring and reviewing since the project started.

Where a client identifies a high-level need for health related support, more detailed assessments are conducted using the evidence-based Patient Health Questionnaire (PHQ5) screener and related Generalised Anxiety Disorder (GAD7) assessments.

PHYSICAL HEALTH

The numbers of clients reporting improvements in physical health was greater (10% more) than originally anticipated, representing a marginally greater level of impact on health.

During our evaluation interviews with clients, many clients described the positive behaviours associated with work: getting up in the morning, being active all day, mental stimulation. These actions were equated to “good health” in general and physical health in particular, except where clients had a registered health condition. In clients with registered conditions, they measured improvements in health based upon clinical changes, which any a non-clinical project would not be able to affect.

Physical health problems may not be disclosed. Many clients approach the project specifically for work and with the goal of employment. Declaring a health problem is often seen by clients as potentially risking employment prospects.

Coaches appear to manage this issue well, taking the time to build trust with the clients and draw out disclosures on health at subsequent sessions.

MENTAL HEALTH

The number of clients experiencing improvements in their mental health as a result of the project was less than original expected (55% of the anticipated figure). From interviews with Coaches and clients, we believe that this figure under-reports both the prevalence of mental health conditions and the impact Brighter Futures has on them.

Community Coaches provided a number of examples of clients who would rate their mental health as good initially, and then disclose issues as the relationship with the Coach developed. So some of the “start to finish” changes may not capture where disclosure has occurred during time on programme.

Many clients reported significant disclosure issues around mental health and learning difficulties or disabilities. The most commonly reported issues faced by clients interviewed were mild to moderate conditions including levels of anxiety and depression. Mostly these were connected to either financial circumstances or self-esteem. These are frequently under-reported in the wider population and often not recognised as health conditions.

In interviews, clients frequently described the positive role of Community Coaches in helping them to build confidence, tackle financial barriers, and establish a more positive view of their future prospects. As one Community Coach described their role: “I am not an expert in mental health and could not help someone with anxiety, but I can help them deal with the issues that are causing it.” Coaches are also equipped with a comprehensive database of local organisations to refer clients to for different types of support.

Business2Business has also used the Community Provision Budget to procure additional specialist support for mental health issues from local specialist, Adhar Project. Community Coaches are very positive about this procurement as an additional tool in their armoury of interventions to support clients.

COMMUNITY INCLUSION

Brighter Futures is particularly effective at delivering positive community inclusion outcomes, and/or that the incidence of these issues is higher than originally anticipated.

The three outcomes all show increases in excess of what was predicted:

- 13% more clients reported that family circumstances had been a barrier and that this barrier had been removed by the project;
- 17% more clients than expected felt greater confidence in volunteering;
- 134% more clients felt more confident travelling independently.

The last point suggests that the logistics of travel outside a client's known area are a greater barrier than is reported and, therefore, that support to travel to interventions and work will have a positive effect on the mobility of clients and so their employability.

From the interviews we conducted as part of the evaluation, we also discovered:

- Clients who had undertaken volunteering prior to finding work were more happy with the jobs they were in and felt them to be "better quality". This suggests that work experience, trials and volunteering can play a useful role in either helping clients to choose the right job for them, or in adjusting to work when they start.
- Meeting new people at work was by far the biggest social/community effect. This aspect of work was also considered to be a positive "health indicator" by clients.
- Most BAME clients already had strong community links through faith or cultural groups/services. These have been an effective method of engagement for Brighter Futures and, indeed, was a core part of the rationale for including some of the partners e.g. SDS and BYCS.

FINANCIAL INCLUSION

The primary reason given by clients for joining Brighter Futures is to achieve financial security through work. Earning an income, and particularly building financial resilience, is a major objective for participants.

HOUSING INSECURITY

Incidence of improved housing security showed the largest divergence from planned numbers of any of the outcome indicators. Four times as many clients expressed concern around their tenure, and recorded an improvement in their sense of security around housing during the project.

In interviews conducted by the evaluation team, clients had a range of different housing arrangements.

Private renting was the most common tenure type (46% of clients), followed by social housing (24%), and a small number of individuals we spoke to (3 clients, 7%) were owner-occupiers. 24% were technically homeless: living with friends or family in temporary and/or informal arrangements.

In our interviews with clients, concerns about housing security were common themes. Clients talked of problems paying the rent, risks of losing benefits through Jobcentre Plus sanctions (for those on benefits), concerns around whether informal arrangements would last, and so on.

**MORE THAN
4 TIMES AS
MANY CLIENTS
EXPERIENCED
IMPROVED
HOUSING SECURITY
THAN ORIGINALLY
PLANNED**

20

83



IT IS REALLY POSITIVE NOW THAT WE ARE MORE ESTABLISHED, TO SEE THAT WE ARE BECOMING A REAL PART OF THE LOCAL COMMUNITY, ESPECIALLY IN THE WEST END AREA OF LEICESTER.

THIS IS DEMONSTRATED BY THE NUMBER OF PEOPLE THAT WE HAVE DROPPING IN TO OUR OFFICE TO ASK ABOUT OUR SERVICES AND WHAT SUPPORT WE CAN GIVE THEM.

A BRILLIANT EXAMPLE OF THIS WAS A LADY WHO WALKED PAST OUR OFFICE EVERY DAY AND HAD A DREAM OF OPENING HER OWN SHOP BUT DIDN'T KNOW WHERE TO START. ONE DAY SHE WORKED UP THE COURAGE TO COME IN AND ASK FOR SOME ADVICE. THROUGH PROVIDING HER WITH INFORMATION, ADVICE AND GUIDANCE SHE HAS NOW OPENED AN AFRICAN GROCERY SHOP SO THAT SHE CAN MEET THE NEEDS OF THE LOCAL AFRICAN COMMUNITY.

**LINDA FARMER
COMMUNITY COACH**

EMMAUS



FINANCIAL SECURITY

Nearly three quarters of participants in Brighter Futures are economically inactive and the majority of these are disconnected from the benefits system almost entirely.

For these “hidden unemployed”, their financial circumstances are often very precarious. For example, new arrivals to the UK who are not in receipt of benefits would be reliant on the goodwill of community members to support them until they could obtain work.

For those in receipt of benefits, whether active or inactive, our interviews highlighted that financial security was consistently low. All benefit recipients told us that they felt at risk of losing the financial security they had either as a result of sanctions by Jobcentre Plus or from changes in the welfare system.

FINANCIAL ADVICE

As the primary motivation for most clients was to improve their financial security, a number of those we interviewed described the practical advice from Coaches.

Coaches offered practical support for clients to manage their money better, including conducting better off in work calculations and practical money management.

FUTURE PROSPECTS

The three indicators of Future Prospects were chosen to measure the impact of the service on clients’ employability:

- Goals: the client has goals and feels more confident about achieving them;
- Skills: the client has the skills they need aligned with their goals;
- Jobsearch: the client is looking for that job or course to take the first step towards their goals.

CLIENTS DRIVE THE FOCUS ON WORK

The majority of Brighter Futures clients wanted to work, and this was their primary reason for joining.

In the evaluation interviews, most clients had a highly practical sense of their objectives. Although financial security was the most common and highest ranking reason for joining, the practical goal was to earn more income through work. Whilst

Where clients required formal support, Coaches referred them to external agencies.

PERCEPTIONS OF JOB SECURITY

How secure clients felt about their housing situation was directly correlated to how secure their earnings were, or were perceived to be.

Of the clients we interviewed for the evaluation, around 30% (13 clients) were in insecure work (temporary or flexible hours contracts). These interviewees typically expressed lower levels of financial security than those who were in full-time, fixed-hours contracts.

It should be noted that none of the clients we interviewed said they had received insufficient work through their contracts, and so the issue was one of perceived insecurity of work.

Another factor was time in employment. The longer the interviewee had been in employment, the more secure they felt. This effect was the same regardless of the employment type, suggesting that experience of regular work with an employer tended to reduce the sense of insecurity.

these may not be very ambitious-seeming goals, the clients’ sense of financial insecurity was their primary concern characterised by one client saying “I don’t have the luxury of ambition”.

Community Coaches confirmed that this aspiration was particularly common amongst the many participants who were newly arrived in the UK and not in receipt of state benefits.

As the project takes a participant needs led approach, Brighter Futures has helped many participants enter employment relatively rapidly through IAG, ESOL, employability skills and vocational routeways. Work is seen as a stepping stone to further progression.

5

ACHIEVING RESULTS

BRIGHTER FUTURES IS DELIVERING POSITIVE RESULTS AND PROGRESSION FOR PARTICIPANTS, HELPING TO ADDRESS LOCAL PRIORITIES AND CONTRIBUTE TOWARDS ECONOMIC GROWTH AND SOCIAL INCLUSION.

BRIGHTER FUTURES RESULTS

The table below shows the results recorded to the evaluation start date (up to and including March 2019).

There were three primary destinations, against each of which the Partnership proposed a target:

1. Progression into education/training
2. Progression into work or self-employment
3. Progression into active job-searching (only for clients who were economically inactive at the start).

72%

**MORE CLIENTS HAVE
PROGRESSED INTO WORK
THAN PROPOSED.**

Overall, the Brighter Futures has supported more of the hardest-to-help to achieve a positive progression than originally proposed*. Against a target of 466 progressions, Brighter Futures has achieved 526, a 13% uplift.

PROGRESSION INTO WORK

Brighter Futures is particularly strong at delivering employment outcomes, significantly over-achieving on the number of economically inactive clients supported into work (214 progressions vs a target of 84).

Whilst the number of employment progression for unemployed clients is lower than proposed, this caused by a smaller number of unemployed starts. Overall across both groups, employment progressions are 72% above the target outcomes.

Results	Proposed*	Actual	% vs Proposed
Number who move into education or training on leaving	130	104	80%
Number who move into employment, including self-employment) on leaving	163	281	172%
• Of whom, were unemployed at start	84	67	80%
• Of whom, were economically inactive at start	84	214	255%
Number that were economically inactive move into job-searching on leaving	173	141	82%

* Proposed results allow for a one quarter delay to project start in line with the Outputs.

PROGRESSION INTO LEARNING

Whilst overall Brighter Futures has supported more clients to progress than planned, it has slightly underachieved against proposed progressions into education or training.

For most clients this reflects what they approached the service for. The overwhelming majority sought work as an outcome, and the project has delivered that for them.

The Results data also under-reports learning and training outcomes for a number of reasons:

1. Where a work outcome is also a training outcome;
2. Where training courses must wait for the new academic year before being claimed;
3. A number of progressions into education were not recorded during the early months of delivery.

A further complication is that Brighter Futures delivers skills as part of the integrated delivery offer. So all clients have access to skills development from both the internal project and from external providers. The project effectively positions education as a “stepping stone intervention” on the journey into work, after which Community Coaches then progress the individual to the next stage.

However, education delivery within the project is not regarded as an education Result because it is funded within the project. This naturally suppresses the number of progressions into education.

PROGRESSION INTO JOBSEARCH

Brighter Futures has supported 141 economically inactive clients into jobsearch.

Interviews with Community Coaches indicated that there was a strong ethos across all staff of “delivering the outcome the client wants, regardless of who they are” and “not letting people down”. As one Coach put it: “I know he can get there, so I’ll keep working with him”. And the primary focus for

most clients is work and earnings, so there is a reluctance for Coaches to claim an exit Result for what they perceive as an incomplete service.

SUSTAINABILITY OF PROGRESSIONS

This is an interim evaluation being conducted early in the lifetime of the project, and so there is not sufficient evidence to support any strong conclusions on the sustainability of outcomes.

The evaluators interviewed 34 clients who had achieved either a work or learning outcome through Brighter Futures. Of these 85% (n=29) were in work or learning at the point of interview, and 65% (n=22) were with the same employer or learning provider. The balance had switched jobs or training providers since leaving the project.

The spread of time periods for these results is quite broad, and some outcomes are well over 6 months. This suggests that sustainability may be high.

To support sustainability, Brighter Futures provides clients with 3 months post-programme support in work or learning as standard. For some clients, where there is a risk of dropping out of the destination, Brighter Futures may offer longer term support within the project’s auspices. Although this support is not technically funded by ESF.

In addition, the fact that the Partners are based in the communities they support means that in reality the relationship can last a lot longer (see also Duration of Support). Clients interviewed as part of the evaluation saw Brighter Futures Partners with a degree of permanence, and believed that they would be able to return to the partners if ever they needed support in future.

RESULTS FOR KEY CHARACTERISTICS

Brighter Futures delivers some exceptional results for clients. 80% of clients exiting the programme enter work, and very few leave without any form of progression outcome.

Anecdotal evidence from interviews with Community Coaches suggests that Coaches try not to exit any individuals without some form of positive Result. It can also be difficult to formally exit a client if they just “drop off the radar”, as they may not actually want to exit but be dealing with some personal issue of more importance.

At this stage in the project, the proportion of clients leaving to a positive Result is therefore likely to be artificially high as Coaches hold onto cases, or when it is difficult to track down clients to confirm their exit.

ETHNICITY

BAME clients highly likely to enter work on leaving the project. Over 84% achieve an employment outcome.

One of the core strengths of the project is its ability to reach hidden and new communities in Leicester. The success of the partners in building trust and delivering outcomes for these communities reinforces their success as more clients engage through word of mouth.

There is a significant deviation in the results for White British clients. White British clients appear to achieve an employment outcome on exit in only 60% of cases.

This stands out as a significant deviation from the 80% employment outcome average. It is possible that this effect is the result of small sample size (only 50 non-BAME clients have exited, vs 302 BAME exits). It may also be true that this group shares some other characteristics that reduce their likelihood to achieve an outcome.

GENDER

Men and women are almost as likely to achieve a work or learning progression outcome on Brighter Futures. 82% of men progressed into work, and 75% of women. This a small deviation from the average result that could be explained by the under-reporting of outcomes.

AGE

There is a large divergence in the employment outcome rates for different age groups. 50+ clients (of whom 67% of exits are to work) are significantly less likely to be employed on exit than those aged under 25 (86% into work) or between 25-50 (83% into work).

This deviation may be due to sample size, or co-morbidity with other barriers to employment. We also explored whether a larger number of older clients were favouring educational outcomes. Whilst there was a slight preference for educational outcomes for 50+ clients, this was not sufficient to explain the deviation from the average.

DISABILITY

39.5% of clients with disabilities progress into employment (55% progressed into work or learning).

Whilst over half of disabled clients are progressing, there is a significant achievement gap between disabled people and non-disabled (85%), and disabled people are achieving significantly below the average outcomes for clients on the project.

This is broadly in line with the national picture where non-disabled employment rate is 81% vs a disabled employment rate of 51% (ONS, Q1, 2018 figures).

Brighter Futures has identified the gaps in its provision that enable it to fully support those with disabilities. During the first year, key disability support Partners withdrew from the project and these competencies have needed to be replaced. Through a strategic procurement exercise, Brighter Futures is now bringing new support online for this group.

6 SOCIAL VALUE

IN THIS SECTION WE PROVIDE A VALUATION OF THE FINANCIAL AND SOCIAL IMPACT OF THE PROJECT, AND ANALYSIS OF IMPACT OF BRIGHTER FUTURES.

BRIGHTER FUTURES RETURN ON INVESTMENT

The Brighter Futures Partnership designed their service outcomes and indicators to enable a valuation of the impact of the project.

For every £1 invested in Brighter Futures, the Partners estimated at the proposal stage that they would deliver £5.12 of social value.

To date the project has generated a total social value of circa £11.7m from an investment of just over £2.2m. This is a return of £5.31.

This social return is even higher if we extrapolate outcomes for all clients currently on the caseload of the project. Using the same outcome rates for employment and skills progressions, the total social return will be £9.18 for every £1 invested in the project.

PROPOSED

£5.12

DELIVERED

£5.31

EXTRAPOLATED

£9.18

SOURCES OF SOCIAL VALUE FOR BRIGHTER FUTURES

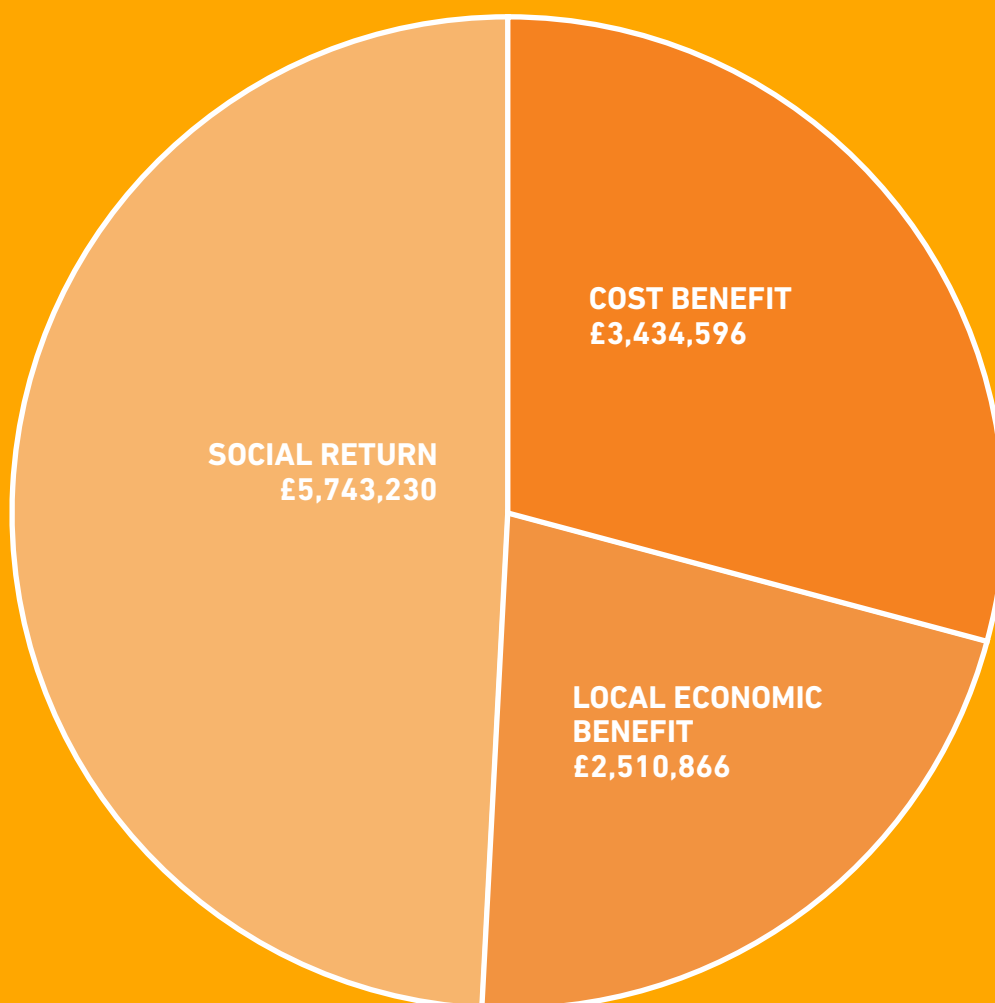
The social value generated by Brighter Futures is a composite measure across three broad categories of impacts.

- **Local Economic Benefit:** Using the LM3 multiplier model for spend in the local economy by staff and suppliers. Because Brighter Futures is largely delivered by local organisations employing local staff, more of the spend is retained within LLEP and re-spent in the local economy.
- **Cost-Benefit:** Using a range of Cabinet Office approved calculations on savings to the public purse through, for example, reduced benefits payments or savings to the NHS (£2m). This category also includes the net present value of investment in skills for clients within the programme (£1.3m).
- **Social Impact:** Using a range of different measures from peer-reviewed valuations to value and measure the non-financial impacts on clients, such as improved confidence and healthier lifestyles.

As this is an interim evaluation after the first year of activity, there are a number of limitations to how far the social valuation can go.

For example, because it is so early in the project, we cannot effectively measure sustainability, because there is not a large enough sample who have been in employment for a long time. In most cases, our substituted proxies and judgement underestimate the likely value of the project.

For the final evaluation, more detailed analysis will provide a more comprehensive measure of the impact of the service. Based upon the data from the interim evaluation, we expect the final social return on investment for the project to far exceed the original proposals.



5 KEY OPPORTUNITIES FOR IMPROVING IMPACT

INVESTMENT

Because Brighter Futures predominantly uses local organisations, employing local people, a high proportion of the revenue for the project is re-spent in the local economy.

Increasing expenditure on the project will increase this impact.

SKILLS

Investment in skills of clients generates significant long term benefit for the national economy and the client. The benefits of skills investment are related to the level of the qualification delivered, and whether that qualification is the “first and only”. Delivering more qualifications at all levels will create a much larger net economic benefit.

SUSTAINABILITY

We have assumed that employment outcomes last for 6 months. If the project delivered longer-term employment outcomes then the savings to the state (and impact of earnings on the local economy) would be great. To illustrate, doubling the average length of employment for the 281 clients to one year would generate an additional £2m in savings for public purse.

SOFT OUTCOMES

The Social Impact valuation (largely driven by soft outcomes measures) is a large proportion of the total social value generated by Brighter Futures. Increasing these soft outcomes across the 4 domains of health, social inclusion, financial inclusion and future prospects will significantly add to the social value of the project.

EARNINGS

Earnings data is not tracked on the project at present, so we have used assumptions about the nature of earnings for clients progressing into work. We recommend that the final evaluation surveys participants on their earnings to capture the full value of the project e.g. ensuring that clients are off benefits and measuring tax contributions.

SUMMARY METHODOLOGY

Brighter Futures was designed to deliver a positive social impact and collecting data for social valuation has been built into the project from the start. The Outcomes proposed were explicitly connected to indicators of change that could form part of the social valuation process.

	Data sources	Actions
Inputs	<ul style="list-style-type: none"> Administrative project data 	Financial information used to determine actual spend and values of inputs to the project.
Outputs (Clients)	<ul style="list-style-type: none"> Enhanced demographics to cover LLEP priority characteristics ESF administrative project data 	Identifying the different cohorts of clients that will experience changes, and the types of changes we could expect from each. For example, 4% of clients are ex-offenders, indicating that we should consider including methodologies for calculating savings from reducing re-offending for this proportion of the caseload.
Results & Outcomes	<ul style="list-style-type: none"> Administrative project data Internal tracking and monitoring data from the project Interviews with participants and Partners to confirm data Distance Travelled Form and associated assessments 	<p>Analysis of the administrative data on progressions, and using Distance Travelled Form, demographic data collected by the project. Data was confirmed and enriched (e.g. confirming types of changes clients had experienced) through telephone surveys.</p> <p>Data on BBO Outcomes was also analysed and validated by interviews and client surveys.</p>
Impact	<ul style="list-style-type: none"> Financial expenditure on Partners, staff and suppliers Range of approved sources for valuations used to determine realistic values for impacts Interviews with participants and Partners to confirm attribution, impact and materiality. 	<p>Using Social Value-approved valuation techniques and processes to determine material impacts, deadweight, attribution, displacement and drop-off.</p> <p>Use of range of external valuation sources including Social Profit Calculator © and Global Value Exchange to determine values for project impacts.</p> <p>Valuations conducted were:</p> <ol style="list-style-type: none"> Cost-benefit analysis of savings to the public services Local economic benefit of spend using LM3 model Social Return on Investment (SROI) valuation of impacts on clients <p>Analysis of results to determine key areas for improving impact.</p>

COST-BENEFIT ANALYSIS

The cost-benefit analysis was conducted using a range of measures (detailed below) previously used on comparable services.

Measures have been adjusted to compensate for inflation using the Bank of England inflation rate tool, and for duplication of value.

The two major areas of savings to public expenditure are:

1. Reduced costs to public services because clients enter work, and
2. The economic value of acquired skills.

ASSUMPTIONS

Assumptions	<ul style="list-style-type: none"> • Accruing benefits: We have assumed that savings are accrued for the duration that a client is working, and that these savings are linear and constant in real terms. • Incomes: Due to a lack of detailed income-related data for clients, which they were unwilling to divulge in interviews, we have assumed that all clients were in receipt of the equivalent of Jobseekers Allowance / full Universal Credit. This allowed us to use compound benefit calculations. We further assumed that clients' earnings in work were at the maximum threshold for entitlement to Universal Credit. • Skills values: We have assumed that the present value of skills are accrued based on the lifetime value divided by number of working years. The average "working life remaining" for participants was 15.7 years, so we have used a third of the lifetime value.
Deadweight, Attribution	<ul style="list-style-type: none"> • Deadweight for employment: We have used the NOMIS 2018 JSA Off-flow average for LLEP to identify the number of clients who will have moved into work anyway. • Deadweight for skills: We have allowed a deadweight for skills at 30% as an estimate of the number of clients who would otherwise have gained those skills. This is based on the number of clients who said they would have sought this support regardless of the project. • Attribution: We have attributed two thirds of any employment related outcomes to work conducted by Brighter Futures. This is based on the number of clients who said that the project was responsible for them getting work. The attribution for skills outcomes is 80%.

CALCULATIONS

Measure	Source of valuation	Impact Value*	Number	Final Value
Reduction in worklessness (Annual fiscal and economic costs per workless claimant - moving from Job Seekers Allowance to paid employment)	Social Profit Calculator combined outcome value excluding housing benefit	£25,940	281	£1,807,853
Non-disabled client individual cost savings to NHS	Business in the Community, Social Return on Investment of Ready for Work, 2012	£667	266	£43,978
Disabled client individual cost savings to NHS		£1,335	15	£4,965
Reduction in costs for the criminal justice system		£126,128	5	£156,413
Reduction in Housing Benefit not counted elsewhere	Social Profit Calculator combined outcome	£4,882	37	£44,801
Economic benefits of basic skills	BIS, Measuring the Economic Impact of Further Education, 2011	£32,400	281	£1,376,585
TOTAL				£3,434,596

**BRIGHTER FUTURES HAS
ACHIEVED OVER £2M IN
PUBLIC EXPENDITURE
SAVINGS ALONE**

LOCAL ECONOMIC BENEFIT

Local economic benefit measures the local impact of expenditure. It captures what is spent locally by staff and suppliers, and how much leaks out of the local economy. This measure will be of interest to LLEP stakeholders to assess the relative benefits of using local suppliers.

The local economic benefit has been calculated to three rounds using the standardised Local Multiplier (LM3) methodology, and building in assumptions from Centre for Local Economic Strategies (CLES) benchmarks.

ASSUMPTIONS

- **Staff expenditure:** Using the CLES benchmark that 70% of staff expenditure is re-spent in the LLEP local economy. This includes participant and staff expenses, which are treated like income for the purpose of this model.
- **Other expenditure:** Average level of local re-spend estimated at 50% for other expenditure. We have reviewed each expenditure line and the original budget justifications from the proposal to arrive at this average level.
- **Participant earnings:** We have included a small measurable benefit at Round 3 from participants spending 70% of any disposable income above the Universal Credit threshold rate. This has been included for completeness but is not a material amount.

CALCULATIONS

Measure	Impact Value	Final Value
Round 1	Project actual spend.	£2,202,678.92
Round 2	Amount spent on staff and suppliers	£1,490,641.53
Round 3	Amount staff and suppliers re-spend locally	£1,020,224.69
Total		£4,713,545.13
NET ECONOMIC BENEFIT		£2,510,866.21



IMPACT ON INDIVIDUALS

The impact on individuals is a significant source of value generated by the project, capturing and valuing “soft outcomes” such as confidence and security. During the Development Stage of the project, the Partners identified a range of changes that they expected, based on experience and

talking to past participants, to be material impacts of the project.

These impacts were built into 4 composite Outcomes proposed to the commissioner, using a set of indicators which would align with known Social Return on Investment valuations.

ORIGINAL PROPOSAL FOR OUTCOMES AND INDICATORS

Stage	Commentary	Metrics	Measurement and Evaluation
Outcomes	<p>We have defined Holistic Social Inclusion as comprised of four major outcomes:</p> <p>Healthier Lives</p> <ul style="list-style-type: none"> We feel healthy and well; Health is not a barrier to daily life and work. <p>Community Inclusion</p> <ul style="list-style-type: none"> We know how to access local services we need; We have social interaction with others. <p>Financial Inclusion</p> <ul style="list-style-type: none"> We can manage our money; We can manage on our money. <p>Future Prospects</p> <ul style="list-style-type: none"> We have goals and ambitions; We have the skills we need to succeed. 	<p>We will measure through self-assessment in My Goals assessment:</p> <p>Healthy Lives</p> <ul style="list-style-type: none"> PHQ4 (mental health); GAD7 (physical); General wellbeing questions on lifestyle. <p>Community Inclusion</p> <ul style="list-style-type: none"> My relationships; Knowledge and access of local services. <p>Financial Inclusion</p> <ul style="list-style-type: none"> Family income and money management; Housing status / stability. <p>Future Prospects</p> <ul style="list-style-type: none"> Confidence and motivation; Functional, language and vocational skills; Employability and job search. 	<ul style="list-style-type: none"> Distance travelled analysis on My Goals Roadmaps; Analysis of contribution to results and outcomes including cluster analysis of intervention performance across 10 sub-domains of holistic social inclusion; Client feedback on Community Coach and intervention efficacy; Earnings and attainment surveys of clients.

Each holistic outcome is measured on a quarterly basis through self-assessment by clients at a review meeting with their Community Coach. Where there is a positive change from start to finish on the project, it is recorded as an outcome. We have then used interviews with 46 clients to determine which impacts are material, and the

average extent and attribution of those changes.

Some of the holistic outcomes captured did not match directly the indicators precisely as expected, and Business2Business will address this issue in their review of the assessment process. The impact of skills and employability are measured in the cost-benefit analysis and are not duplicated here.

SOCIAL IMPACT ASSUMPTIONS

Assumptions	<ul style="list-style-type: none"> Numbers impacted: The number of clients experiencing these benefits is calculated from the total number of clients on caseload (regardless of length of time). We have used the % of participants who recorded a positive change and have assigned the value to this number of individuals. Period of impact: The duration of the impact is assumed to be one year. The project has not been running long enough for this to be more accurately determined. We have used the 1 year based on previous projects as benchmarks.
Deadweight, Attribution	<ul style="list-style-type: none"> Deadweight: We have used figures from past Social Profit Calculator projects for deadweight on comparable services. Attribution has been estimated using the number of individuals who claimed in interviews that the service was responsible for the change.

SOCIAL IMPACT CALCULATIONS

Measure	Source of valuation	Impact Value	Number	Final Value
Healthier Lives				
Improved wellbeing (mental health)	HM Treasury, 2010 via Global Value Exchange	£2,272	114	£132,340
Improved wellbeing (physical)	The Sage Gateshead, 2012 via Global Value Exchange	£6,492	138	£457,799
Healthier lifestyles	Value of general improvements in diet and exercise, Social Profit Calculator, 2017	£20,570	194	£1,456,571
Community Inclusion				
Reduced Isolation	Effects of 12-week mental health programme for men, HACT, 2014	£2,571	117	£121,813
Active citizenship or volunteering	Valuing volunteering activities, 'Wellbeing and Civil Society', DWP, 2012	£15,933	164	£1,621,374
Financial inclusion				
Money management	Value of improved money management skills, Social Profit Calculator, 2017	£2,474	184	£172,999
Housing security	Proxy using cost to a landlord of failed tenancy, Cunninghame Housing Association, 2007	£5,712	155	£549,366
Future Prospects				
Improved Confidence	HACT (on licence through Social Profit Calculator)	£13,996	205	£1,780,335
TOTAL				£6,292,596

7

CROSS-CUTTING THEMES

BRIGHTER FUTURES IS REQUIRED, AS WITH ALL ESF FUNDED PROGRAMMES, TO INTEGRATE EQUAL OPPORTUNITIES & GENDER EQUALITY AND SUSTAINABLE DEVELOPMENT INTO DESIGN AND DELIVERY OF THE PROJECT.

MANAGEMENT AND INTEGRATION OF THE THEMES

The approach led by Business2Business and adopted by the Partnership is robust and proportionate. Partner organisations are diverse in terms of size, infrastructure and operational design, making any homogeneous approach unlikely to work. As a result, Business2Business have put in place flexible, shared approach that drives adoption and delivery against the themes.

- Brighter Futures has a policy for each of the two themes, to which all Partners are subscribed.
- A “multi-speed” approach is in place that ensures minimum standards but allows some Partners to proceed faster than others.

- The Partnership jointly monitors and shares data from within and outside the project.
- Best practice is shared, and a number of initiatives are being explored and adopted across partners.

Overall, the Partnership is effectively managing and integrating the Cross-Cutting Themes into design, delivery and management of Brighter Futures.

EQUAL OPPORTUNITIES & GENDER EQUALITY

There is a project-level Equal Opportunities & Gender Equality Policy and Action Plan in place for Brighter Futures, and all Partners are signatories to these.

Equal opportunities and gender equality are highly integrated into the project design, and Business2Business has reviewed Partner policies and practice to ensure that the minimum standard is at least compliant. This enables Partners to maintain and adapt their existing organisation-wide policies and plans, increasing the impact of ESF Cross-Cutting Themes. And in practice the project goes beyond any minimum standards.

Business2Business’s approach, as project lead, to driving improvement in policies has been

well received by managers and staff in Partner organisations. Most Partners saw the benefits of improving practice and policy in this thematic area.

All staff were aware of and supported initiatives associated with the equalities agenda.

As demonstrated by the outputs and results (see earlier), there is a strong practical implementation of the thematic requirement. Including:

- Outreach activities reduce accessibility issues, engage participants from diverse backgrounds, overcome travel barriers, and support participation regardless of gender, disability, etc.
- Brighter Futures can be delivered to groups or 1-2-1, and staff typically arrange delivery to suit the needs of the individual, thus overcoming most barriers to learning/progression inherent in project delivery. Participants said that staff were willing to fit around their needs, caring responsibilities, benefit regimes and other potential barriers. This flexibility was highly valued and ensures that the project delivers against equalities requirements.
- Project-wide monitoring of equalities data and adherence, including staffing demographics, and

details around physical support for disabilities. For example, Business2Business maintain a database of which partners have grab rails installed in their offices.

- Additional training and provision (through the Community Provision Budget) is being sought for specialist needs to a) upskill partners and b) provide tailored responses to health conditions.

The Partnership has a proportionate approach to monitoring and reviewing performance against its Action Plan. The Project Board reviews the Action Plan quarterly, and managers are identified in Partners to drive the Action Plan agendas within the host organisation.

Overall, Equal Opportunities & Gender Diversity are highly integrated into the monitoring and operational delivery.

SUSTAINABLE DEVELOPMENT

There is a project-level Sustainable Development Policy and Action Plan in place for Brighter Futures, and all Partners are signatories to these.

The Sustainable Development Action Plan is proportionate and an integrated aspect of Brighter Futures. All Partners participate in practice-sharing and demonstrated active involvement in exploring ways to improve the sustainability of the project. Brighter Futures is inherently focussed on social sustainability, and so the Action Plan appropriately focusses on environmental sustainability. This is managed and reviewed at the Project Board, providing senior oversight of the Action Plan.

Partners and staff demonstrated a good awareness of the Policy and Plan in interviews and there is a practical approach to sustainability.

Examples of practical initiatives adopted include:

- **Adopting measures:** Measurement is the first step towards management, and Partners are tracking a range of indicators that will contribute to improved environmental sustainability such as the number of staff travelling by different modes of transport, recycling facilities, and attitudes to improving environmental sustainability practice.

- **Changing behaviour:** Partners are exploring car-pooling as a means of reducing travel to work by car.

Business2Business's approach, as project lead, to driving improvement in policies has been well received by managers and staff in Partner organisations. Partners largely see the benefits of improving practice and policy in this thematic area, although in some cases there are organisational barriers to driving change within organisations that are either very small or where there is not organisation-led focus on the issues. All staff were aware of and supported initiatives associated with the sustainable development agenda.

Overall, Sustainable Development is highly integrated into the monitoring and operational delivery.

8 ANNEXES

ANNEX A: CLIENT SURVEY METHODOLOGY

SAMPLE SELECTION

To obtain a representative sample and cross-section of experiences and to support the social value assumptions on individual impact, we contacted a range of clients who had completed their time on the Brighter Futures project.

A total of 252 clients had completed the project as of the start of the survey, from 1,222 recorded starts. Of these, we attempted to contact 100% and were able to conduct full interviews with 46 individuals.

SURVEY RECRUITMENT

Survey participants were recruited through direct phone calls to their primary telephone contact numbers. These calls were preceded by 3 notification emails to all clients and social media activity advising them of the evaluation survey.

There was a mix of respondents who were happy to talk immediately and those who wanted to arrange a different time, which was accommodated for them.

SURVEY METHODOLOGY

Each respondent was given a semi-structured interview lasting between 25-40 minutes, conducted by telephone.

The semi-structured interview approach allowed the surveyor to explore responses around subjects

The primary supporting Partner for respondents was split as shown in the chart to the right. No respondents from SDS were willing to be interviewed and we have made recommendations for altering the approach for the final evaluation.

This is slightly above the sample size of 41 needed to achieve confidence level of 95% (interval 15%) for the broader population of 1,222 clients supported.

We found that very few (only 2 out of 252) respondents said that they were aware of any of the prior communication about the survey. The nature of the Project's services and the questions in the survey are highly personal and so many respondents wanted time to check the validity of the survey.

and generate useful insights into individuals' experiences, feelings and changes through the project.

The interview structure is given in the table opposite.

RECOMMENDATIONS FOR THE FINAL EVALUATION

For the final evaluation, we propose changes to the methodology more suited to the clients and their barriers as presented during this interim evaluation.

- 1. Online and postal quantitative survey:** To extend the reach of the final evaluation, we propose conducting a quantitative survey of all participants covering their perceptions of the project and the impact it has had. This will be conducted by online initially, with postal option for non-respondents. The quantitative survey will provide more robust and statistically significant responses and allows for consistency in questioning and use of multiple languages.
- 2. Qualitative focus groups by cohort:** A number of focus groups could be run representing clients from different cohorts and backgrounds. Group sessions will enable us to overcome some cultural and language barriers encountered

during the survey, and develop richer "deep dive" understanding of the project's ability to respond to different needs.

- 3. Promoting the surveys:** We propose a more extensive "warming" communications plan for the final evaluation, with postal and digital communications sent by Partners (ideally the Community Coaches involved) to ensure that clients are aware of and trust the survey. If a further round of telephone interviews is conducted, then we will incorporate a booking system (e.g. Timify) and direct calls from Community Coaches to recruit reluctant clients if Partners agree to this.

ENGAGEMENT

When did you start on Brighter Futures?
 How did you hear about it?
 What made you decide to participate?
 What did you think you would get out of it?

WHAT HAS CHANGED

What has changed for you since starting on Brighter Futures? Can you name three main areas that have changed – this could be how happy you are feeling, or having a job, etc.?
 To what extent do you think Brighter Futures has influenced these changes?

HEALTH

Do you have, or did you have before starting on the project, any health problems?
 If so, did your health problems have an impact on your daily life or your ability to work?
 Has the project had any impact on either your general level of mental/physical health or your health condition (if relevant)? Please explain

COMMUNITY INCLUSION

Has being on the project improved your access to local services or knowledge of what is available to you locally? This could include essential services such as housing, or social activities such as volunteering or sports?
 How has your time on the project changed your family and social relationships? What has changed for you in this regard?

FINANCIAL INCLUSION

How was your housing and financial situation before starting on the project? Could you manage on your money?
 Were you in control of your finances? Did you feel secure?
 How has being on the project changed this? To what extent do you think the project contributed to this change?

FUTURE PROSPECTS

Before you started on the project, did you know what you wanted to do in life? Did you have clear goals?
 Did you establish a clearer idea of your ambitions and goals whilst on the project? If so, what are they?
 Did you learn any new skills whilst on the project? If so, how do they relate to what you want to do in life?
 Have you got a job or started a full-time training course since joining Brighter Futures?
 In what way do you feel that the project has helped you move towards achieving your goals?

USER EXPERIENCE

How easy was it to find out about the project, and to join?
 How easy and enjoyable did you find your time on the project?
 What were the staff like on the project? What help did the staff give you? Did you find this useful?
 What was it you liked best about Brighter Futures?
 What did you feel could be better about Brighter Futures?

ANNEX B: DISTANCE TRAVELLED FORM

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ALL RESPONSES ARE ANSWERED ON A 1 TO 5 SCALE.

Please see the following questions relating to how confident you are about your Social and Holistic Inclusion. There are no right or wrong answers. Please circle on appropriate number from 1 to 5. Number one is low confidence and number 5 is high confidence. We will use this information to build a PERSONALISED SUPPORT PLAN for you and we will also review this quarterly and at your exit appointment.

HEALTHIER LIVES

1. Are you confident that your physical health is not a barrier for you, to achieve your goals?
2. Are you confident that your mental health is not a barrier to you achieving your goals?
3. How healthy do you feel your lifestyle is currently?

COMMUNITY INCLUSION

4. Are you confident that your family circumstances are not a barrier to you achieving your goals?
5. How confident are you in doing any voluntary work or community activities?
6. How confident do you feel about travelling independently?

FINANCIAL INCLUSION

7. How confident do you feel about your debt or finances, and can these be barrier to you achieving your goals?
8. How confident do you feel about your housing situation?

FUTURE PROSPECTS

9. Do you feel confident achieving the goals you have identified?
10. Do you feel you have the functional and vocational skills needed to work?
11. Are you confident at job searching, applying for courses or getting support for self-employment?

Customer Name:

Customer Signature:

Date:

Coach Name:

Coach Signature:

Date:

Next Review Date: