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**RAISE Project Final Report**

**Refugee Advice, Information and Support into  
Employment**

**2<sup>nd</sup> March 2017 – 31<sup>st</sup> March 2023**

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# RAISE

## Refugee **A**dvice, **I**nformation and **S**upport into **E**mployment

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# RAISE

## Refugee Advice, Information and Support into Employment

**This report focuses on the participants' journey and the impacts it had on them.**

### **Project overview:**

The aim: to provide targeted support to address the complex barriers faced by working age unemployed and economically inactive refugees in South London in seeking and obtaining employment.

The RAISE package of activities, experienced partners and specialist associate organisations was developed to meet a range of well-researched needs and challenges that prevent refugees and asylum seekers with work permits from accessing UK employment. RAISE was working in the London Local Enterprise Partnership (LEP) and significantly contributed to one of its objectives to ensure that 'all Londoners are well placed to successfully compete for jobs and when in them, thrive'. LTEN, the lead partner, points out that existing provision in London does not meet demand because job search training is resource intensive and is only most effective when combined with a holistic approach involving help with e.g., housing and/or health issues. RAISE plugged gaps in provision for 422 refugees in seven selected London boroughs and from across London.

BBO RAISE partners engaged refugees and asylum seekers, with permission to work, in activities to improve their work readiness; specifically, through provision of:

- English as a second language (ESOL) for beginners
- English tutorials to support International English Language Testing System (IELTS) for people with overseas professional qualifications
- CV writing, job applications and interview techniques
- Access to live employer vacancies including placements and volunteering.

These underpinning interventions were combined with further support and information. The project's outcomes were anticipated as:

- 1 Refugees will develop a better understanding of the workplace – how businesses work, how employers think & greater confidence in looking for & finding sustainable employment.
- 2 Refugees with qualifications from abroad will gain a greater understanding of professional bodies, & possibilities for further training & employment options, related to their professions.
- 3 Refugees have improved their confidence & self-esteem to play a more active role in society, improving their health & well-being, as well as community cohesion.
- 4 Employers will gain a better understanding of refugees' potential – leading to a more positive image of diversity in the labour market & reducing inequalities in the workplace.

The evaluation shows that outcomes 1 – 3 were fully met and exceeded as evidenced by the participants' own assessment of their progress on the Matrix (Appendix 2). Outcome 4 was evidenced differently because employers were not directly questioned but, from the significant number of jobs offered and employments lasting longer than 6 months, it is

inferred. Outcome 4 is also evidenced in the regular progress reports. RAISE was part of the refugee employment network which is a dedicated website for refugees looking for work where information was shared with employers. Also, the RAISE advisers' constant encouraging communication with local employers is likely to have had a lasting positive effect on their understanding of refugees as employees.

### **Since the interim report:**

- RAISE was granted an extension to 31.3.23 to continue delivering the effective interventions
  - Targets were increased accordingly
- The delivery partner RAK (see Appendix 3 for profiles of participating organisations) left the project and the lead organisation, LTEN, reorganised the workload amongst the remaining three organisations – playing an active part in advising and training and taking over a large cohort of participants themselves.
- As experienced across the UK, Covid had a considerable impact on the way RAISE was delivered and the potential to make progress, and the situation impacted on participants' morale. Circumstances were very difficult for the participating organisations throughout that long period and continued difficulty in dealing with the after-effects of the pandemic.

### **Report focus:**

The interim report evaluated the substance of the project – the anticipated outcomes and outputs; the delivery partners; the interventions; the interim impacts and the learning leading to recommendations for the final stages of the project.

This report focuses more on the participants themselves and the impact of the project on them.

### **Evaluation method:**

40 participants were selected randomly from those who completed the project with outcomes in order to highlight the impact. This is a different approach from that contained in the regular project progress reports completed by LTEN which give an ongoing picture of achievements, under-achievements and future action points and plans.

The evaluation and report were delayed by the evaluator's long-term illness and, during the delay, LTEN worked hard to encourage participants to respond to evaluation surveys and calls. Unfortunately, participants were poor at responding, even after several attempts and trying alternative ways of capturing feedback, meaning that it was impossible to obtain a representative sample of first-hand interviews at the end of the project.

The evaluator has therefore focussed on desk research using the participants' own comments taken from the action plans, the Matrix, feedback forms and exit forms that were completed during the project.

To ensure that, as far as possible, these documents were verified, accurate and in line with BBO, the evaluator checked for:

- Eligibility e.g., not in work; refugee or asylum seeker with permission to work etc.

- That all required papers are in order, recorded on the LTEN spreadsheets and certified by bona fide project staff
- Time spent on project activities was appropriate
- Verification of activities e.g., CVs, attendance records for classes/workshops/advice sessions, references, job offers, payslips, evidence of follow up after exit etc. Matrix for start and/or exit – not all were fully complete, but it is quite a lengthy and complex document and could be challenging even with assistance if the participant had limited basic skills. Recommendation to consider different versions in future for different abilities. Evaluator noted that Covid impacted the process considerably because the forms were being completed and capturing progress very efficiently before the pandemic.
- Participants were made aware of ESF and TNL Community funding.

## **Project Outputs – projected and achieved**

The outputs table below shows that RAISE was struggling to meet targets at the end of the first phase in December 2019. This was mainly attributed to a late and slow project start and underperformance of one of the delivery organisations who subsequently left the project. This meant that when an extension was granted from 1.1.2020 – 31.3.2023, the remaining partners had a tough job ahead to achieve targets; this was further compounded by the pandemic striking in March 2020. The commendable final figures in March 2023 highlight a combination of accurate forecasting, excellent directing of the marketing and recruitment and ability to retain and progress those recruited. This is a testimony to the quality of the project management and delivery teams and the commitment of everyone engaged in making RAISE work.

The Outputs recorded by the advisers also show that even those who did not progress into work or training on leaving the project, benefitted significantly in ways they could build on and which would improve their job chances in the future e.g., through confidence building, knowledge and expectations of the UK and the workplace, job search techniques, ability to interact in the community.

The project spent £1,137,412 on supporting 422 participants who each stayed with RAISE, at a rough average, for 18 months. This means that the significant outcomes and outputs achieved cost less than £150 per month per person (£35 pw). Given the level of resources levered by the project team in terms of specialist hours and varied learning experiences delivered, RAISE is a remarkably low-cost model when compared to standard government interventions.

Note on variances:

- Recruitment went according to plan apart from achieving the number of participants with disabilities – only 55% of projected joined the project despite targeted outreach. LTEN suggests that this is because, depending on country of origin, many refugees would be fearful that a disclosed disability would lessen their chances of getting employment – or even a place on the project.

There was an underspend of just over £2,000 caused by inability of the evaluator to work at times - due to long term illness. This also caused the evaluation report to be submitted later than planned.

## Project Outputs Table

Predicted Outputs Apr 2017 – Dec 2019	Actual numbers achieved by Dec 2019	Total target outputs by March 2023 (in brackets numbers to be achieved from Dec 2019)	Actual total numbers achieved by March 2023
Recruit at least 182 refugees & engage them in activities to improve their work readiness. 91 men 91 women	160 refugees  82 men 78 women	<b>400 (240)</b>  <b>200 (118)</b> <b>200 (122)</b>	<b>422 (106%)</b>  <b>181 (91%)</b> <b>241 (121%)</b>
64 participants will be unemployed upon joining the project	116 unemployed	<b>240 (124)</b>	<b>220 (92%)</b>
118 participants will be economically inactive upon joining the project	44 economically inactive	<b>160 (116)</b>	<b>202 (126%)</b>
9 participants will be aged 50 or older	17	<b>29 (12)</b>	<b>45 (155%)</b>
46 participants will be people with disabilities or health conditions	30	<b>122 (92)</b>	<b>67 declared (55%)</b>
173 participants will be from ethnic minorities	155	<b>352 (197)</b>	<b>372 (106%)</b>
At least 28 people will move into education or training on leaving the project	19	<b>68 (49)</b>	<b>68 (100%)</b>
At least 45 will move into paid employment or self- employment on leaving the project	33	<b>65 (32)</b>	<b>66 (102%)</b>
At least 35 participants who were economically inactive on joining the project will move into job search on leaving the project	LTEN were not reporting on this target at the time; they were seeking clarification on the most effective way to evidence	<b>86</b>	<b>84 (98%)</b>
At least 26 participants of those who enter work will sustain the employment for at least 26 weeks out of 32 weeks after entering employment	8	<b>61 (53)</b>	<b>65 (107%)</b>

## **What difference did this project make – to who and why?**

Of the 40 participants sampled, all were refugees or asylum seekers with permission to work. In order to understand the impact that the project had, it is necessary to understand the enormous barriers and challenges they faced at the start of their journey on the project. In turn, this created considerable challenges for the project staff as discussed in the interim evaluation report.

Every RAISE participant was challenged first and foremost by being a refugee. This situation includes loss of home, country, social standing, job, family, friends, essential documents, prized possessions and more. A significant proportion of refugees entering the UK legitimately have had extremely difficult journeys and suffered deprivation at the most basic human levels and, often, abuse. On arrival they may experience overwhelming grief; mental health issues e.g., anxiety and depression, lack of motivation, PTSD; lack of spoken and written English meaning they can't express themselves or seek help easily; often, lack of money and a home creates further challenges and barriers to restarting their lives. Many refugees endure nightmares and sleep deprivation. These factors and more are the backdrop to the struggles and achievements of the RAISE participants.

Barriers discussed by the participants with their advisers and noted on the initial assessment forms include all of the above plus:

- Inability to speak and write in English at a level demanded by most employers – including illiteracy and limited basic skills
- 'Over qualification' linked with lack of English and/or little or no knowledge of the UK workplace meaning e.g., electricians, engineers, medics etc. cannot immediately follow the career they have experience in, and it may take a very long time before they can – if ever.
- No documents and/or documents needing translation
- Care responsibilities
- Health issues and mental health issues
- Childcare needed
- Loss of confidence
- Not understanding how the UK works
- Not understanding UK job search, CVs, interview techniques etc.

### *Case studies – highlighting other challenges:*

G lived with his elderly mother in an upstairs one-bedroomed flat; she is disabled and cannot manage stairs so didn't leave home. The Council turned down her request (through her son applying on her behalf) to move to a ground floor flat on the grounds that it wasn't necessary. RAISE assisted G to write another application before he could even begin to think about preparing for work.

F had been unable to look for work because he had to shield with his vulnerable parents during lockdown. This left him demoralised, but he was desperate to go back to work. RAISE assisted him to regain confidence and motivation before he began to look for jobs.

It is worth noting that all the barriers and challenges mentioned are very costly to overcome in terms of paying for time and specialists. The RAISE project, working with 422 refugees and asylum seekers has achieved remarkable results on a limited budget.

## Impacts:

Based on the above and participant testimony, a crucial impact the project had on every participant was to offer friendly support, advice, a safe place and *a means to climb over the barriers and start a new life and entry into the community.*

*Hopeless participants regained hope* and learnt to have aspirations again e.g.

- 'I want to get a UK degree and teach in a university like before in my own country – meantime I am working for Deliveroo and earning. I am seeking grants and work experience.'
- I want to 'convert my accountancy qualifications'; 'become CEO of my own company again'; 'learn to be self-employed in the UK to be a personal trainer again'; 'use my physiotherapy skills in the NHS'.

*Participants who had completely lost confidence began to find it again* and noted on the Matrix: 'I have made completely positive progress'; 'I am confident in my ability and will continue not to underestimate what I can do'; Full marks for confidence, 'I found my first paid job in the UK in the field I have experience in and with a respectable company'; 'Feeling more confident about my future'.

H's confidence bounced back with RAISE. A fifty-year-old woman, she was educated to primary level and had no work experience; her children had left home and benefits were capped meaning she had to find work to plug the gap. H was depressed and scared, confidence at rock bottom, aware of her limited chances and willing to do cleaning. The RAISE adviser encouraged her and enrolled her on a confidence building course and job search skills workshops. She found a job as a kitchen assistant in a café which she much prefers to cleaning, said 'I found work so quickly!' and she believes her health is improving as a result.

*UK work experience.* The profound impacts of job skills workshops, work placements, work shadowing, trying out jobs in a range of contexts such as pizza maker, Ikea, Big Yellow Storage and Tesco will serve the RAISE clients all the time they are in the UK; an adviser said 'they are literally life-changing'. Also, learning how to leave a job and apply for another (and negotiate the UK benefits system in between jobs when necessary). Through workshops on transferable skills, negotiating with employers etc, participants also realise there are openings for progression in many organisations and have learnt how to make the most of opportunities.

## Has anything happened that wasn't expected to happen? (Positive or negative)

The almost wholesale lack of response to requests to take part in a survey or a phone interview for the evaluation was unexpected and very disappointing. Project advisers had found a similar but less comprehensive lack of enthusiasm for filling in forms and in returning to complete the exit form. In fact, an inducement of £50 was offered for the exit form at times because without it, the outputs and outcomes would not have been counted by BBO.

In the experience of the evaluator in working with refugees, reasons for dislike of form filling can be traced back to negative experiences – often in their own country in the traumatic lead up to becoming a refugee. But, from the RAISE participants' paperwork, it is also noticeable that many, after a few months of regaining confidence, self-esteem and skills, progress in a similar way to Maslow's 'hierarchy of need' in comments such as 'might look for another job – not happy with the holiday pay'. A remarkable sign of growing confidence and self-worth – due to the RAISE interventions.



## **What has worked well, for whom, in what circumstances, and why?**

Customised interventions within the RAISE raft of professional advice sessions, workshops, referrals to specialist agencies and links with employers have resulted in each participant getting what they most need in continual development. Participants were invited and expected to take part in this process by attending classes, researching on the internet or on foot, practising lessons, interacting with others, learning to live again. Participants were also invited to identify their needs alongside their adviser so they were actively involved in shaping their future. This led to confidence building, feelings of taking back control and of making progress.

In this progression, the flexibility of the project was paramount. It meant that advisers could liaise with LTEN to agree expenditure for specific items such as funding (or finding funding) for childcare; special courses; university places; translation of documents; travel to interviews or appropriate clothes to wear etc. This flexibility meant that RAISE, as far as possible, was not putting further barriers in the way of those who already faced too many challenges.

J benefited from the flexibility because it meant his adviser was able to support him through 75 job applications so that he could use his overseas accountancy qualification in the UK. He also worked hard on his sector-based English. He was eventually successful and has taken a well-paid job as an accountant trainee at a renowned international media organisation.

Project progress reports record that further flexibility was in offering face to face or online support to ensure access for all participants at different times; and participants were offered the opportunity to re-engage with RAISE after a break in order to continue with work and job-search support.

A feature that worked particularly well and had worked on previous projects, was networking with other community organisations across London to maximise referral opportunities for participants. This is referred to at the end of the report in a comment on the Refugee Community Advisers Network (RCAN).

## **Did RAISE demonstrate Value for money?**

As mentioned above in relation to the project outputs, the considerable number of targets achieved within budget represents very good value for money at an approximate cost of less than £150 per month per participant. To this, can be added the less tangible value of lives completely turned around, mental health improved, lifelong lessons learnt, and skills acquired which significantly increases the value for money.

The few participants who agreed to a telephone chat about RAISE all agreed wholeheartedly that for them, value for money meant they had not wasted their time on the project, and they had acquired valuable knowledge, experience and skills to take away from RAISE – ‘like a gift’ said one.

## **Cross-cutting themes**

Participants were told about the UK's approach to equality and diversity and to sustaining the environment in an initial meeting with their RAISE adviser. The Matrix form that participants complete twice while they are on the project (with or without help as appropriate) asks them to comment on their understanding of the cross-cutting themes (see the blank Matrix at Appendix 2).

The questions asked were:

How would you rate your understanding of equality and diversity and,  
How would you rate your efforts to protect the environment (e.g., recycling, saving energy).

Participants were asked to rate themselves from 1 – 10 (or 1 – 5 on more recent versions) and, across the 40 sampled, rates varied wildly from 1 – 10 (or 5).

Ratings were occasionally backed by statements which also varied, for example,

- 'I understand we are all equal regardless of race, colour, sexual orientation'
- 'I understand that I should separate plastic from food'
- 'I comply with recycling methods and energy saving methods'
- 'Not that sure'

Participants continued to learn more about both cross-cutting themes as the project progressed and when they experienced different workplaces.

Project team's detailed approach to Equality and Diversity is evident in the specific E and D Action Plan which is thorough and fair. LTEN's success in monitoring across the project and ensuring the plan was adhered to is recorded regularly in progress reports. Minutes of RCAN meetings demonstrate that all partners and the organisations they worked with on the project, are intensely aware of E and D and keen to analyse relevant data and problem solve to find a solution when appropriate.

The team's approach to Sustainable Development was equally committed and resulted in a meticulous action plan which was monitored by LTEN.

There were no significant breaches to report under either of those cross-cutting themes.

## **Comments and recommendations**

### **Comments**

- LTEN, the lead partner and project manager, has experience of similar groups of participants in previous projects and knew when developing RAISE that the clientele were very difficult to work with and to progress especially if economically inactive and/or lacking English. This led them to develop the RAISE programme with infinite flexibility and many elements.
- The covid pandemic created many further difficulties but also brought out innovation as advisers and participants found ways around challenges and learnt to interact online. They also raised money and grants for tablets and laptops and I.T. training.

- It is worth noting that all the barriers and challenges mentioned through the report are usually very costly to overcome in terms of paying for time and specialists. However, the RAISE project, working with 422 refugees and asylum seekers has achieved remarkable results on a limited budget – at a cost of less than £35 per week per participant.
- Towards the end of RAISE, the context for refugees worsened e.g., the government's Rwanda proposition and the attitude to small boat migrants and this has created more challenges in the job market and the need for ongoing programmes that follow the RAISE model.
- It is currently taking longer for asylum cases to be processed and people are very restricted in what they are allowed to do while waiting; this means they regress further in terms of confidence, mental health etc., and are at a lower starting point when they are given permission to work.

#### Comment on RACN (Refugee Community Adviser Network)

- The RAISE team worked with a large number of specialist refugee organisations as well as life skills and job search specialists. The minutes from RCAN show that meetings were lively and passionate with a deep level of care for their refugee and asylum seeker clients. Around 15 RCAN organisations attended each meeting to share findings, expertise, and ideas in order to assist the progress of RAISE participants. Together, the RCAN organisations demonstrate a huge breadth of provision, referral possibilities, knowledge and thought for the future and are a tribute to the RAISE project.

#### **Recommendations**

- First and foremost, to promote and recommend this highly successful RAISE model to government departments and other funders. For them to keep funding the personal and professional development of refugees and asylum seekers in the UK so they can steadily regain a life and contribute to their new country.
- For all organisations -community and statutory – to continue to find the means to inform employers across the UK so that they are willing to employ refugees
- For government departments to allow organisations to support asylum seekers much sooner so they are not further demoralised by the experience of waiting.
- For those working with forms such as the Matrix: to consider different versions for different abilities – although the evaluator notes that the Matrix worked well before Covid but the pandemic seemed to create a hiatus that didn't pick up afterwards.

#### **Conclusion:**

The evaluation indicates that RAISE was a remarkable and cost-effective insertion project that benefitted a large number of severely challenged people. The programme was developed to provide a vast range of interventions at an individual level and the outputs and outcomes show how successful the model has been. Evidence shows that everyone engaged on the project worked super hard to overcome challenges and solve problems – this includes the participants themselves and the project team. RAISE can truly be said to have turned lives around sustainably.

## Appendix 1

### Intended prompts for questions to ask participants for the Final Report

BBO RAISE 2023 - prompts for participants' phone call - use all or some as appropriate

Reason for me phoning. It is confidential - you can say what you like	
Has the project made a difference to you? Major impacts/changes in you?	
Was it good value? A good use of your time?	
Could the project have done anything differently?	
What really helped you?	
What difficulties/barriers were there for you when you first joined the project?	
Did anything unexpected happen?	
Were you listened to when you had queries or issues etc? Were these acted upon?	
Any recommendations for future projects?	
<b>The objectives</b>	
<b>1 Understanding the workplace and confidence in managing it</b>	
Did you have any challenges in achieving this?	
Could any other methods/activities helped you more?	
<b>2 Those with qualifications from abroad</b>	
Does this apply to you?	
Challenges for you?	
Your solution?	
<b>3 Improved confidence &amp; self-esteem to play a more active role in society</b>	
Challenges for you here? Did you understand the need to do this when looking for work?	
Could anything else have helped?	
<b>4 About employers' attitudes etc</b>	
What sort of job have you got?	
Who is your employer? Line manager?	
Are they used to refugees?	
Could anything else on the project have helped you get ready to work in the UK?	

## **Appendix 2**

### **The Matrix – showing the questions advisers asked during the project**



Appendix 2

**Progression Matrix** - showing the questions Advisers asked during the project  
**Please complete 3 times for each participant – in the initial interview, after around 10 weeks and at exit**

Participant name \_\_\_\_\_ ID No \_\_\_\_\_ Date \_\_\_\_\_

Please answer the questions below (1 is unsatisfactory and 10 is outstanding)

											If relevant, please tell us why	
1) Is RAISE helping you develop a better understanding of the UK workplace?												
1a) How well do you know how employers in the UK recruit staff?	1	2	3	4	5	6	7	8	9	10		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
1b) How well can you relate the skills you have to the skills you need for work?	1	2	3	4	5	6	7	8	9	10		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
1c) How confident are you in looking for and finding long-term work?	1	2	3	4	5	6	7	8	9	10		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

<p>2) For those with qualifications from abroad Is RAISE helping you gain a greater understanding of how to find work in similar fields in the UK?</p>	
<p>2a) How well do you know how to find out the equivalent level of your qualification in the UK?</p> <p>1    2    3    4    5    6    7    8    9    10</p> <p><input type="checkbox"/> <input type="checkbox"/>    <input type="checkbox"/> <input type="checkbox"/>    <input type="checkbox"/> <input type="checkbox"/>    <input type="checkbox"/> <input type="checkbox"/>    <input type="checkbox"/> <input type="checkbox"/></p>	
<p>2b) How well do you know the options you have to further training or work relevant to your profession or qualification?</p> <p>1    2    3    4    5    6    7    8    9    10</p> <p><input type="checkbox"/> <input type="checkbox"/>    <input type="checkbox"/> <input type="checkbox"/>    <input type="checkbox"/> <input type="checkbox"/>    <input type="checkbox"/> <input type="checkbox"/>    <input type="checkbox"/> <input type="checkbox"/></p>	
<p>2c) How confident are you in finding work in roles similar to your qualification &amp; prior experiences?</p> <p>1    2    3    4    5    6    7    8    9    10</p> <p><input type="checkbox"/> <input type="checkbox"/>    <input type="checkbox"/> <input type="checkbox"/>    <input type="checkbox"/> <input type="checkbox"/>    <input type="checkbox"/> <input type="checkbox"/>    <input type="checkbox"/> <input type="checkbox"/></p>	
<p>3) Is RAISE helping you to improve your confidence &amp; self-esteem to play a more active role in society &amp; your health &amp; well-being?</p>	







**FOR PARTICIPANTS TO COMPLETE AT EXIT**

<b>Which of these RAISE project activities have you taken part in?</b>	<b>Tick for Yes</b>
Advice & guidance / Counselling	
Training workshops e.g., English, Maths or vocational	
Job search	
Health & Welfare	
Signposting to other agencies	
Any other support services	

**Your insights about the RAISE project:**

Have you learned anything you would like to share with others?	
What changes have you noticed in yourself that will make a lasting impact on you?	
What changes have happened to your situation?	
What unexpected positive or negative effects has RAISE had on you?	
What else would you like to tell us about?	

## Appendix 3

### Delivery organisations - profiles

The RAISE project partnership was led by London Training and Employment Network (LTEN), with Breaking Barriers and STORM Family Centre as delivery partners during the extension period. RAK, who had been involved in the first stage of the project left 1<sup>st</sup> Jan 2019. RAISE supported unemployed and economically inactive refugees and asylum seekers with permission to work, residing in London.

All the partners have extensive experience of assisting disadvantaged groups into the London labour market; this includes work with refugees and asylum seekers, women, those with health and mental health issues (including post-traumatic stress disorder), those lacking the knowledge or skills to seek or obtain work and those lacking confidence and/or self-esteem. All partners know the local context and have connections, partnerships and networks that complemented the project and maximised the facilities and resources offered to participants.

**London Training and Employment Network (LTEN)**, the project manager, was established in 1998 as a second-tier membership organisation of employability skills training and job brokerage providers, 95% of whom are from the voluntary sector or are not for profit organisations. Since 1999, LTEN has raised over £21 million; developed and managed 50 partnership projects with an average of five delivery organisations; successfully supported a wide range of clients each year; and developed and disseminated good practice guides on integrating refugees; developing coherent employment/self-employment programmes and improving policy and practice in supporting survivors of domestic violence.

<http://www.lten.org.uk/>

**Breaking Barriers (BB)** is a charitable incorporated organisation set up specifically to work with refugees to break down many of the barriers they face in finding employment. It offers a holistic service designed to make sure that refugees can find meaningful employment that is commensurate with their skills, experience and qualifications.

<https://breaking-barriers.co.uk/>

**STORM Family Centre** is a charity set up in 2004 to empower women who are trapped by poverty, domestic violence and sustained unemployment. Its activities, such as hands on employability skills training, help women gain practical skills and the confidence to fulfil their potential in a supportive and stimulating environment.

<http://stormempowerment.com/>

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