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| Maximise! Pilot Programme Research Report #1July 28, 2020 |  |
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|  | BEFORE AND AFTER COVID-19: How social networks are helping frontline practitioners in family support services adapt to social distancing |
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### Summary

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|  | Preliminary analysis of interview and observational data indicates social networks are a significant factor in the delivery of family support services. Building relationships with families was central to practice; social interactions helped to alleviate the emotional stress induced by prolonged economic insecurity, as well as sudden financial hardship. Maximise’s child-centered, school-based model is facilitated by a cluster of three frontline practitioners specializing in family well-being, advice, and employability, respectively. Maximise clusters facilitate flexibility and community network building, which was critical for adapting to COVID-19 social distancing policies. In addition, prior relationships with school personnel were a critical access point for referrals and distance learning resources. Maximise’s embeddedness in community networks further facilitated adaptation to the needs of diverse communities and helped improve overall access to social support resources during the COVID-19 crisis.Taken together, these interim findings illustrate the effectiveness of Maximise’s cluster model, as well as intensive family support approaches more broadly, at building social networks that facilitate the delivery of emergency social services in economically distressed communities. These results indicate the outcomes of interventions – family and otherwise – aimed at poverty reduction are “nested outcomes” embedded in a complex web of social and community resources (see Figure 1). This calls for more holistic approaches to monitoring and evaluating the effects of poverty reduction program that consider social relationships as well as individual behaviour. Further analysis will focus on how structural social network factors influence family support practices and family outcomes. Finally, this analysis illustrates the integral role of third sector practitioners in local community networks, which were critical support systems for vulnerable children and families during the COVID-19 crisis. Despite their central role in crisis response, policymakers traditionally view third sector organisations as peripheral rather than central components of the social welfare system. Future research will address this gap by considering the institutional role of third sector services in times of crisis. | |  |

### Project Background

The purpose of this research project is to analyse how Maximise! services build social and community support systems for children and families and to examine how those services changed in response to COVID-19 social distancing policies. In Edinburgh, 1 in 5 children live in poverty, which bears high social and economic costs. In recent weeks, the COVID-19 pandemic has further demonstrated how poverty makes our communities less resilient in times of crisis. Strong social relationships and diverse local resources make up the protective social networks that reduce individual and group vulnerabilities. This project addresses the urgent need to understand the dynamic between social relationships, community resources, and service delivery practices that support children and families with multiple deprivations in Scotland. Social networks capture the social connections between people, making them useful for understanding how social resources influence individual and family outcomes. Numerous studies show that building protective social networks enhances family interventions. Family interventions aimed at substance misuse, for instance, that build supportive relationships – with, for example, spouses, non-using friends, and mutual support networks – were more effective than those that did not. Given their emphasis on family dynamics, child welfare services nested in a comprehensive, family model are inherently focused on relational aspects of social care. Figure 1 shows how outcomes for children and families are “nested outcomes” embedded in a complex web of social and community resources

***Figure 1. Nested outcomes for family support services***

School personnel

Government services

Third sector organisations

Maximise team

Organisation members

Personal contacts

Parents and carers

Children and siblings

Extended family

### Research Questions

1. How do the practices of Maximise frontline practitioners help foster supportive relationships and community networks that support families?
2. How has social distancing policy impacted the delivery of family intervention support?

### Analysis

#### Context

Maximise Is an intensive family services programme delivered in partnership by Children 1st and CHAI (Community Help and Advice Initiative). Maximise takes a child-centred, family minded approach to child poverty by providing holistic, community-based advice and support. Maximise works with parents, children and young people who are, or are at risk of, experiencing poverty. In the short term, Maximise works with families to address and alleviate immediate crises, while over the long term Maxmise focuses on helping families improve their resilience and well-being and their participation in school and working life. Maximise aims to improve families’ financial resilience and health and wellbeing, as well as increasing children’s positive participation in school life and education attainment, reducing the attainment gap that exists between higher and lower income families.

School partnerships are central to the Maximise model. School partners provide Maximise with space in the school to initiate service delivery. While referral norms vary, Maxmise provides a regular schedule for school employees to make referrals and for families to initiate contact. School partnerships also embed the service within natural community networks. Maxmise focuses on leveraging existing community capital to help families build supportive relationships. Several schools also provide Maximise with financial support through the Pupil Equity Funding scheme.

Maximise’s school-based model is facilitated by a cluster of three frontline practitioners specializing in family well-being, advice, and employability, respectively. The three-member cluster team facilitates a holistic approach to family advice and support. Further, the cluster model facilitates community network building by integrating the diverse professional experiences of the three-team member who draw from distinct domains of traditional social work. Family support practitioners, for example, specialize in relational and therapeutic strategies that help people cope with the individual burdens of systemic inequality and injustice. Advice support practitioners, meanwhile, focus on providing people with practical information and know-how for accessing benefits and other resources. Employability support practitioners tailor people’s development in the emotional and practical skills needed to reintegrate into working environments.

#### Methods

This study employs a mixed-methods approach that combines social network analysis and ethnographic field work. Semi-structured interviews were conducted with frontline practitioners and managers. Interviews asked participants about organisational and social factors that shaped service delivery and Maxmise’s response to social distancing policies. This report summarizes the initial findings for an ongoing research project. Fieldwork and analysis for this report took place over a 3-month period:

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| Date | Research Activities |
| May 2020 | Conduct and transcribe 25 hours of interviews with 11 frontline practitioners  Conduct and transcribe 10 hours of interviews with 4 programme managers |
| June 2020 | Inductive qualitative coding  Case reports for each cluster  Follow-up meetings with participants to sensitize and validate initial findings |
| July 2020 | Draft and revise a summary of initial findings  Submit first report on initial findings |

## Interactions with family members

#### The interactions of frontline practitioners with family members focused on building individual confidence and improving trust in others.

### Key Findings

1. Intensive practical and emotional support took up

most of the time, roughly 70-80%

1. A lot of time and effort is spent getting to know family members, which helps tailor support to each members’ needs, as well as the needs of the family unit as a whole
2. Helping build confidence to re-engage with the community is often challenged by the pervasive belief amongst family members that they themselves are responsible for the effects of structural poverty.
3. Building trust with family members could be challenging because of their past and ongoing experiences with social support services, particularly statutory institutions.

#### ***How did social distancing impact interactions with family members?***

* The sudden inability to meet with family members face to face disrupted family support in significant ways – some ways causing difficulties and in other ways spurring positive changes.
* There was consensus amongst interview participants was that **in response to the crisis many organisations relaxed bureaucratic rules, easing – in some cases, significantly – access to critical resources**.
* Several families that were considered high risk, who at the outset of the crisis triggered anxiety for frontline staff, fared much better than expected.
* The referral and assessment process were significantly disrupted by social distancing rules. Referrals to employability services dropped noticeably, while initial needs assessments were difficult to conduct without in person contact.
* Frontline practitioners **developed new resources and practices to continue support work remotely and to help families alleviate the stress of close living quarters** – many with uses beyond the context of the COVID-19 crisis*.*

*“I will ask questions about the family's emotional situation, how they're coping, what the situation is with the children. I wouldn't normally ask those questions, but in Maximise we do. I'm trying to explore every avenue possible to see, is there a need? Is that something that we're missing? Is there something that we can do to help this family, other than just benefits, or housing?”*

## Interactions with colleagues

#### The cluster team structured interactions in ways that supported family members and improved the practices of frontline practitioners.

### Key Findings

1. Practitioners in all areas of support distinguished the flexibility of Maximise from prior experiences; flexibility was enabled by team cluster members learning from each other and working together to solve problems.
2. Advice practitioners engaged in more holistic approaches, while family practitioners learned practical knowledge and skills from advice and employability practitioners
3. The team structure provided collective benefits to practice that could not have been realized by the combined individual efforts of team members, or more simply, “the sum is greater than the parts” when it comes to family intervention work in the Maximise programme

#### **How did social distancing impact interactions with Maximise colleagues?**

* *Maximise’s school-based cluster model facilitated flexibility, which was critical for adapting to COVID-19 social distancing policies, as well as providing coordinating capacity for rapid problem-solving*
* Teams members had the benefit of experiences that spanned institutional boundaries, enabling them to help respond to sudden, complex social problems in the community. The diversity of knowledge and experience within clusters, as well as across the Maximise program, facilitated quick responses to families and adaptations to social distancing policies
* Social distancing reduced some of the practical and emotional benefits of the team structure by preventing face-to-face interactions

*It's the three of us and we're a really close-knit team and just generally get on really well. I think that is really important to make a service like this work because if each component is working together then the family at the end of the day is getting a far better service.*

## Interactions with community networks

#### Maximise’s community-oriented culture facilitated adaptation to diversity and helped improve overall community access to social support resources.

### Key Findings

1. Regular communication with school employees was critical for referral and support work
2. Maximise frontline staff regularly engaged in network building to promote status and trust within the community
3. Maximise’s flexible model allowed them to respond to a wide range of marginalized groups, making them adaptable to the specific demographics of local communities

#### **How did social distancing impact interactions with community networks?**

* Maximise’s embeddedness in a network of community organisations helped to coordinate a collective response to the negative effects of the crisis.
* Sharing information across networks helped identify and respond to the varying impacts on marginalized groups – social distancing made some groups, such as ethnic minority families and young children, significantly more vulnerable.
* The digital divide revealed and exacerbated economic and social inequality in the community. Maximise was involved in community efforts to respond to this unfolding crisis, often playing a central role.
* There were improvements in communication with existing collaborators, as well as the formation of new relationships with community members. Maximise staff noted that the connections made during the crisis will have lasting effects by helping to building community resilience to other external shocks. Some were trying to build on current efforts by formalizing new network structures.

*We arrange appointments with families, either at the school or more often outside of the school. The whole idea is that we make the service as accessible as possible. We are flexible.*

***Appendix A. Impact of Social Distancing on Interactions with Family Members***

| FINDING | SELECTED QUOTES FROM INTERVIEW DATA |
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| *The sudden inability to meet with family members face to face disrupted family support significantly as services became reliant on new technologies to communicate with families. In some ways this caused difficulties and in other ways it spurred positive changes.* | * “The COVID thing has brought a mixed bag, and it's been a learning curve for me. I'm still using all my initial skills and new ones, like Teams and what have you and technology. Initially, people didn't like just talking on the phone, and so I had to work quite hard. I would fill a lot of the time in initially just saying, "Oh, this morning, guess what I had for my breakfast?" So people didn't feel like they had to have something to say. I've adapted.” * “I think the COVID is going to change the way we work, and hopefully, it will for the better. Working from home, I realise, actually, I can give quite powerful support over the phone at a distance. I don't need to see everyone every week. Though some people I would really want to see every week. I can't, and that's to do with child protection concerns and stuff like that.” * “When you're doing video calls that's always quite a positive because you get to speak to other family members and stuff, which is great.” * “Definitely. I think it's a lot more exhausting and a lot more harder trying to do this because we're trying to pick up on a lot of the social cues and all the rest of it and reading the behaviours. Everything that comes naturally to us in a natural environment, you're working twice as hard to pick all of that up. Obviously, you can't be a home visit. That's all a different storey, a whole different ballgame.” |
| *There was consensus amongst interview participants was that in response to the crisis many organisations relaxed bureaucratic rules, easing – in some cases, significantly – access to critical resources.* | * “When you apply for universal credit, which is the big benefit that everybody's now being advised to apply for if you're out of work. There's a conditionality attached to that whereby, depending on your household circumstances your children, their ages, and so on, you're expected to look for work. That's a condition of you receiving the benefit. What's happened is – because normally you would have to attend face-to-face appointments at the job centre – face-to-face appointments have all been cancelled, and the conditionality; although, they're not saying exactly that it has been removed, it has. They can't expect people to look for work at the moment.” * “I think in a way it's like other agencies are being a little bit more flexible as well. Everyone's being a bit more flexible. It shows you what you can achieve if everybody's working together to just take a flexible approach. Things like mandates are an issue; we normally have to have a sign mandate. But now I've just been doing things like getting a client to send me an email saying, ‘I give permission dah, dah, dah.’ It's not our official mandate, but I've just been sending that off. The agencies understand that we're all in this situation. We can't visit the families. We can't get them to sign the mandate. So they're being more flexible too. It makes it easier – makes easier to do your job in some ways I think than normally. The bureaucracy that we normally have to deal with has been slightly removed.” * “There's been this really strange positive thing for some families. The normal pressures they were under have been removed – like having the ability to gain welfare and not have to go through all these appointments and not have to jump through hoops at times. For some families, those pressures were causing the biggest stress. Now they're gaining the financial support that they need. They've got the house. They've got the rent. I mean there are pressures I think everyone has now [because of COVID-19] from any socio-economic factor, like homeschooling, but like I said some of the actual more strenuous things that put their homes at risk or put food on the table at risk, they've actually maybe been alleviated a little bit due to the concept of how the welfare is being finally decided on welfare and how it goes out in more simplicity, streamlined way of doing it which hopefully we learn from in general as a society and as a government to make these things that are possible and easier to do this way and there isn't a need to maybe put so much strain and pressure on families.” |
| *Several families that were considered high risk, who at the outset of the crisis triggered anxiety for frontline staff, fared much better than expected.* | * “Surprisingly they've all done absolutely brilliant during the lockdown. I find that's because you've got these families who live in difficult circumstances so they're very resilient. When something like this has happened they've adapted really quickly and just done the best that they can.” * “From what I've seen the resilience that my families have shown has been absolutely unbelievable. These are families that a lot of other people wouldn't think they have these skills, but they very much do. It's that like being mindful that in this situation people are able to cope as well. Giving people that chance to see that too.” * “I just thought it was a really interesting thing to see that crisis for some families has actually been alleviated through the virus which is a strange concept that definitely seems to be something because I've found a lot of my clients and my colleague's clients saying, ‘No, but we're doing okay.’” |
| *The referral and assessment process were significantly disrupted by social distancing rules. Referrals to employability services dropped noticeably, while initial needs assessments were difficult to conduct without in person contact. Some families that were already unable to leave the house benefited.* | * “It's just all over the telephone now. That's actually the biggest change is that we don't have any face-to-face, one-to-one contact like we've done in the past. It's all over the telephone. Like I said, because we work with quite a lot of vulnerable clients that have mental health difficulties and the like, it can be really hard to build up rapport with somebody over the phone compared to what you'd really done face-to-face. On the other hand, I've got to say that in some ways, it's actually beneficial for a lot of people as well, because there's a lot of families that I may have worked with that had physical or mental health problems that were unable to leave the house, and actually, this telephone communication is actually working quite well for them because they wouldn't be able to access the service any other way.” * “In terms of working with families for me, it all depends on what the family is comfortable with in terms of the contact. It's been through phone call, video call, text or email. There's a couple of families that are just more comfortable with email. It's been hard to not being able to visit families and to be able to see things for yourself.” * “One of the families that I'm working with at the moment she's found that very overwhelming having a number of many different people in touch with her. She's quite happy for me to stay in contact with her twice a week but other people they are now taking that stance, they're backing off a bit unless there's a need. Because she's starting to feel like she wasn't trusted, that her social worker wasn't trusting her. She was feeling really judged. She was feeling really stressed. I think if you've got a parent that's highly stressed, already in a stressful situation like a lockdown the impact of that can spill over onto the kids which is really unfair as well. It's just being mindful about this.” * “I think outreach has definitely grown and being able to reach more families in a short period of time. These days where I could attain eight different goals and that's between professionals and families and a mixture between video calls and phone calls. I'm exhausted by the end of it, but here we got it done.” |
| *Frontline professionals developed new resources and practices to continue support work remotely and to help families alleviate the stress of close living quarters – many with uses beyond the context of the COVID-19 crisis.* | * “I found a lot of the support has been more practical. Helping families source food, doing referrals to food banks or to other organisations that are doing food parcels or hot meals. Also, funding applications as well. To get families some funds to keep some going whether that be for foods or basic essentials. Like, I helped a family fill out an application for new mattresses and some furniture.” * “Another thing that I've used to communicate is postcards. I ordered blank postcards and I decorated them all individually and sent them out to families along with a blank postcard, a stamp, some sweets, and some stickers. Because it's a good way of communicating with the kids. Because I find that a lot of kids, they don't really want to speak over the phone and quite a few families aren't keen for video calls either and that's fine. I would never want to pressure anybody to be honest. So I thought the postcard idea was an exciting thing for the kids and also a nice way to communicate with them as well to let them know that I'm still thinking about them.” * “Families that struggled, I found last week quite a few families were struggling a bit more so I was on hand there to offer emotional support to the parent and to the children that I'm able to engage as well. Also, speaking about activities and strategies that I have used. A really good one I'd suggested to a family that they could either use a teddy, as in a talking teddy, or they could create a feeling stick or a magic stick as an arts activity. Then it could be something that the family uses when things are getting quite stressed. They could sit together and whoever's holding the magic stick or the feeling stick could talk about what's bothering them. Maybe what they're enjoying about lockdown or what they're really struggling with.” * “What I found difficult is with my newer families trying to get them engaged. Obviously, they've never met me, they don't even know me. I've been trying to devise introductory packs, which just come with basic information on Children 1st, on Maximise. I also do family group decision-making with that. For those families, I also put in a leaflet of that and just devise a little A4 sheet with my remark face on it. I hope and just my likes, my dislikes, and my hobbies. It's just a wee soft introduction. We can only do what we can do in these times, try and do the best we can.” * “I've actually appreciated that despite we've been so limited in what we can do because we're at home and we're not running from home to home, it's given me the opportunity to check in a few times with a family. Let's say if I know a mum's going through a really bad bout of depression because of whatever has been going on, I can maybe take the kids on a Teams chat one day for a chunk of time. It lessens that load on mum, it gives her time and a bit of breathing space for her not to feel so overwhelmed, which is really nice.” * “I have been trying to find different ways to make connections with the kids. Like I will ask a child write a storey about what they think about coronavirus or something, depending on the age of whatever.” * “Obviously there's a huge difficulty of not being able to go to the schools not being able to meet clients face to face. Especially for me, I'm quite heavy on meeting face to face, I like doing it and I like to be in the community as an individual. I think that some of the more-- I'd say all my works now are done telephone. As an individual, if you like, some things have become increasingly difficult because there isn't a lot of work available out there and courses have stopped and et cetera.” |

***Appendix B – Impact of Social Distancing on Interactions with Colleagues***

| FINDING | SELECTED QUOTES FROM INTERVIEW DATA |
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| *Maximise’s school-based cluster model facilitated flexibility and network building, which was critical for adapting to COVID-19 social distancing policies, as well as providing coordinating capacity for rapid problem-solving* | * “Let's say the work in the ethos is the same, and we're all getting the best support we can. We've adapted, we've not been very rigid in our approach at all. We've been very open to anything that came our way. In the first couple of weeks, we were testing at Zoom and then suddenly it was like, "Oh, we shouldn't be using Zoom because of encryption issues." Then it was like, "Okay, let's move on to Teams." We've tried it all. We've tried and tested everything under the sun. We've pretty much burst ourselves on the technology out there and made sure that we were using it to the best of its advantage to get the work done.” * “It's been for me personally it's about being flexible and understanding that my role isn't rigid, it's more about the Maximise project and offering support to the families in whatever way they see fit and me being able to support my colleagues whose workload may have actually went up.” |
| *The diversity of knowledge and experience within clusters, as well as across the Maximise program, facilitated quick responses to families and adaptations to social distancing policies* | * “We've all got our wee channel. Our team found so many different avenues of support out there during COVID that I never knew was there before and it's amazing at how much people are still there and still trying to help and provide all these different amazing things. I mean, I was able to source a free washing machine and fridge freezer for a family from a guy that runs a business of light green energy solutions. He doesn't like things to end up in the scrapyard. He will make sure if it's a working product, he can get it back out there and it's for free. I managed to do that another week and I was like, ‘Yes, I love this.’” * “In terms of my work, I've tried to morph as much as I can to be as flexible as possible and understand that maybe being an employability worker in its purest sense is very difficult this time but there's maybe a lot more work I can do. I've offered my support to the schools to do any type of work that they really see fit if that's coming to the school or offering to go around to meet families if they want to social distance and drop things off.” |
| *Social distancing reduced some of the practical and emotional benefits of the team structure by preventing face-to-face interactions* | * “I would say the impact on our cluster has been the lack of fluidity in our approach. Obviously, with the three of us coming from three different strands for our families and three different angles of support, it's always been quite a fluid approach in how we do that because we're always in any of these areas and we have some shared office space. Because we're always in and out of there, we're able to have discussions face-to-face more fluidly. As a conversation, rather than it being a finger-cross of an email. Nots it’s a lot of pick-up of the phone and that more rigid approach that we've found now is less easy finding the timing to have discussions. Whereas before, it was just like when you’d walked into the office and you just talked. It was more one of those before. We're still doing all of that, finding our way around all.” |

***Appendix C – Impact of Social Distancing on Interactions with Community Networks***

| FINDING | SELECTED QUOTES FROM INTERVIEW DATA |
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| *Maximise’s embeddedness in a network of community organisations helped to coordinate a collective response to the negative effects of the crisis* | * “I think the community has just been really resourceful within the area to adapt to that, to make it easier for services like ourselves to still tap in and to the help that's on offer.” * “I suppose working under these conditions has brought good things but also challenges. I found out that I can do things in a different way, and it's about being flexible and adapting, whatever. I've used all my networking people much more. I'm on the phone saying, "Are you doing packed lunches? Are you doing this? Do you have any--?" Bess is still very busy, the money adviser.” |
| *Sharing information across networks helped identify and respond to the varying impacts on marginalized groups – social distancing made some groups, such as ethnic minorities and young children, significantly more vulnerable.* | * “I would definitely say families with younger children are going to be finding it harder, particularly children where there's additional support for learning definitely. The change in routine can be quite difficult. Younger kids are struggling to process that in the same way, which is understandable. I think they need to be more occupied and parents need to be doing more. Whereas I think sometimes the teenagers they can be left a wee bit more to their own devices. Because that's kind of how they like it.” * “Obviously that might not necessarily be employability work or what but I have a relationship with them. It's important that I'm flexible enough to change the work and do what's needed. Because that's a big part of our project is to be flexible and meet the needs of the families and be relationship-based. If they're open up and telling me the issues they have that I'm able to act on them as much as possible. I think all projects can do that.” |
| *The digital divide revealed and exacerbated economic and social inequality in the community. Maximise was involved in community efforts to respond to this unfolding crisis, often playing a central role.* | * “I know a lot of schools have provided iPads and the likes, but some of the families just really are IT illiterate and really, really struggle with that. There's been a lot of great community resources to help get probably desktop computers or just general information about that.” * “I think I found in terms of technology is its really difficult to get so many some of the kids off their computers, off their devices. I think parents are feeling quite stuck between, ‘If it’s keeping them going and they're doing okay so I keep it or so I limit their time?’ And they find it really distressing so parents are still trying to find that balance.” * “During this time, it's been also a lot of making sure they've got access to internet and devices and stuff like that. Let's say for the children and also for the parent's wellbeing and as a means to communicate as well. A lot of that's come under the practical umbrella at the moment. We actually are the first that have put in bids, we've managed to get funding to help a lot of our families access devices, access internet, and that sort of thing. We're helping support that, emotional support, of course, the mental health and well-being of families at this point in time and the overwhelming nature of everything that's just going on and all their worries. Of course, we're there helping to lessen that.” * “I know that people say, "We're all in this together", but as I'm sure you're more now aware, I think it is much more difficult for poor people in terms of a lot of some of the things I touched on talking about home-schooling, that's hugely difficult if everyone doesn't have a phone and everyone doesn't have a computer and everyone doesn't have good Wi-Fi, but the other settings like the using of the systems and the difficulties that the people have in doing, that hopefully, it will be much more difficult to vilify the poor through the media or whatever in the future which obviously is a personal point of view, I believe it's what happens. Othering if you like.” |
| *There were improvements in communication with existing collaborators, as well as the formation of new relationships with community members. Maximise staff noted that the connections made during the crisis will have lasting effects by helping to building community resilience to other external shocks. Some were trying to build on current efforts by formalizing new network structures* | * “I've been impressed with some other projects I spoke with and how they've changed their ways of working. It may not-- if you're a youth project, you may come a family support and you do a whole wider things and making sure that you are supporting the communities as best you can at this difficult time because it's not normal. We know people haven't been through this before, workers haven't been through this before and making sure that you log all this and you explain to funders this is an amazing ability for when things like this ever happen in the future that we've got these logs and projects and families can look at them and statutory works and governments can look at them and see what we've done and see that the flexibility of these projects is paramount to making sure that the families still get everything that they need.” * “I know pretty well that I've built relationships where they've turned them for delivery systems to families and then maybe they're not doing the youth work or maybe doing a bit of online youth work, being available for chats to the young people and things. It's about being flexible and staying in touch with your funders and explaining what you can do and what you can offer and still working collaboratively as well” * “I've been linking them with other projects to provide phones and computers to clients and also doing the employability side, making sure that people that we have everything in place so when things go back to normal, that they can take advantage of the things that we were working on previously, be that volunteering or work or applying for courses in college and university in August, September if things are - if we're in luck.“ |

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