



Diversity House

Community Resilience Hub

Food and Wrap-around Support: Building Resilience Through Food, Wellbeing and Opportunity

Monitoring Report: July 2026

Fund: Swale Borough Council – Crisis and Resilience Fund

Funding Strand: Food & Wrap-around Support

Project Delivery Period: July 2026 – 31 March 2027

Organisation: Diversity House

Registered Charity Number: 1122960

Funding Award: £25,000

1. Executive Summary

Diversity House commenced delivery of the Community Resilience Hub in July 2026, funded through Swale Borough Council's Crisis and Resilience Fund. The project is designed to provide an immediate response to food insecurity and financial hardship while creating opportunities for residents to strengthen their financial resilience, wellbeing, skills, social connections and longer-term independence.

The July monitoring period represents the initial stage of delivery. It therefore provides an early indication of reach, participation and emerging outcomes rather than a final assessment of project impact.

During the month, **59 residents engaged with the project**, with monitoring data indicating positive early outcomes across several of the project's intended resilience domains. Reported outcomes included 88% of participants reporting increased financial confidence, 78% reporting improved resilience, 100% reporting increased confidence in preparing healthy meals on a budget, 83% reporting improvements in wellbeing and confidence, and 88% reporting stronger community belonging.

Delivery also extended beyond direct food provision. During July, Diversity House recorded **220 people reached through outreach**, alongside participation in healthy eating and cookery, Active Over 50s and financial resilience activity. In addition, **47 residents**

progressed into learning, volunteering or employment, demonstrating early evidence of movement towards the project's wider objectives.

An important early finding is that engagement with wider resilience support is not automatic. The monitoring process has identified that some residents approach the service with an immediate and specific need for food assistance and may not be ready to engage with additional interventions at the same point in time. This should be regarded as an implementation learning point rather than a failure of the model. It reinforces the importance of maintaining food support as an accessible, non-conditional intervention while using ongoing relationships, trust and repeated contact to create opportunities for wider engagement.

Overall, the first month provides encouraging evidence that the Community Resilience Hub is establishing the intended link between crisis support and wider resilience-building. However, the evidence base remains at an early stage. Continued monitoring will be required to establish whether initial improvements are sustained and whether participants progress into longer-term outcomes, including greater financial stability, reduced reliance on crisis support, improved wellbeing, skills development and economic participation.

2. Project Purpose and Strategic Context

The Community Resilience Hub was established to respond to the relationship between immediate financial hardship and the wider circumstances that can contribute to ongoing vulnerability.

The funded project combines multicultural food support with a broader package of interventions, including Social Supermarket provision, financial capability support, debt and fuel advice referrals, healthy eating and cookery activities, employability and enterprise support, digital inclusion, volunteering, sustainable living and community participation.

This approach reflects Diversity House's experience of delivering culturally responsive, person-centred and strengths-based support. Prior to the current project, the organisation distributed more than 2,000 multicultural food support boxes across Swale between March 2025 and May 2026.

The project's intended progression is from immediate crisis intervention towards greater resilience and independence. This is reflected in the project's theory of change and monitoring framework, which recognise that food support can provide an important safety net while longer-term outcomes depend on access to skills, advice, wellbeing support, social connection and economic opportunities.

The overall delivery period runs from July 2026 to 31 March 2027 and is structured around mobilisation, early delivery and engagement, consolidation and progression, and final evaluation and sustainability.

3. July Delivery Overview

July represented the mobilisation and initial delivery phase of the project. Key activities included project mobilisation, beneficiary enrolment, establishment of monitoring systems, baseline assessment arrangements, food support and Social Supermarket access, financial wellbeing assessment and the development of referral pathways.

The project's delivery model is intended to operate through a combination of weekly and monthly activity. Weekly provision includes emergency food support, Social Supermarket access, one-to-one crisis support, welfare and income-maximisation referrals, debt and fuel poverty referrals, volunteering opportunities and community outreach. Monthly provision includes healthy eating and cookery sessions, Active Over 50s activities, financial capability, employability and enterprise support, community wellbeing activity and outcome monitoring.

July activity recorded

Area	July monitoring position
Residents engaged	59
People reached through outreach	220
Healthy eating and cookery participants	27
Active Over 50s participants	25
Financial resilience participants	16
Residents progressing into learning, volunteering or employment	47
Food-support participants progressing into wider resilience activity	32%

The July figures combine Lamplight activity tracking with qualitative follow-up.

4. Emerging Outcomes

4.1 Financial Resilience

Financial resilience is a central component of the funded programme. The project aims to increase residents' confidence in managing household finances, improve budgeting capability, increase awareness of available support and facilitate access to specialist advice where required.

The July monitoring data indicates that **88% of participating residents reported increased financial confidence**. This is a positive early result against the project's longer-term target of 80% reporting improved money-management confidence.

It is important, however, to distinguish between reported confidence and demonstrated longer-term financial stability. The latter will require further monitoring through repeat

assessments, advice and referral records and evidence of sustained changes in financial circumstances.

The project target includes 150 residents receiving financial resilience support, 100 accessing debt, fuel or welfare advice, and 75 residents being supported through income-maximisation pathways.

Assessment

Early indication: Positive

The initial results suggest that financial capability support is contributing to increased confidence. Continued delivery should focus on translating this confidence into practical changes in budgeting, income maximisation, debt management and household financial stability.

4.2 Food Security and Healthy Living

Food support remains a core component of the project and provides the immediate intervention through which many residents access Diversity House.

The July monitoring data records **27 participants in healthy eating and cookery activity, with 100% reporting increased confidence in preparing healthy meals on a budget.**

This provides encouraging evidence that the project is beginning to connect food provision with practical skills and healthier household food management.

The longer-term project target is to engage 100 residents in healthy eating activities, deliver 20 Cooking for Resilience sessions and achieve at least 80% reporting increased confidence preparing healthy meals on a budget.

Assessment

Early indication: Positive

The current evidence supports the value of combining food assistance with practical food skills. Further monitoring will establish whether increased confidence is accompanied by sustained changes in food budgeting, meal planning, food security and healthy eating.

4.3 Wellbeing, Confidence and Social Connection

The project recognises that financial hardship can be associated with isolation, reduced confidence and wider wellbeing challenges. Active Over 50s activities and community-based engagement are therefore integral components of the resilience model.

In July, **25 residents participated in Active Over 50s activity**, while **83% reported improvements in wellbeing and confidence** and **88% reported stronger community belonging**.

These findings are consistent with the project's intended outcomes around improved wellbeing, reduced isolation, increased confidence and stronger community connections.

The funded project has set targets of 50 older residents engaging through Active Over 50s, 80% reporting improved wellbeing and 75% reporting reduced loneliness and isolation.

Assessment

Early indication: Positive

The results indicate that community-based activity is contributing to outcomes beyond the immediate provision of food. Longer-term assessment will be necessary to determine the extent to which participation is sustained and whether reported improvements translate into measurable reductions in isolation and increased independence.

5. Resilience and Progression

The July monitoring data records **78% of participating residents reporting improved resilience**.

This is particularly relevant because resilience is the central outcome underpinning the project. The funded programme has established a target of 70% of participants demonstrating measurable improvement through the Community Resilience Scorecard and 60% demonstrating improvement in at least three resilience domains. The Scorecard covers food security, financial resilience, health and wellbeing, social connection, employability and skills, and independence and confidence.

At this stage, the July figure should be treated as an early self-reported outcome rather than evidence that the longer-term resilience target has already been achieved. The distinction is important because the project's assessment framework is intended to measure change over time through baseline and follow-up assessment.

The project has also recorded **47 residents progressing into learning, volunteering or employment** during the monitoring period.

This is a significant early indication of progression against the project's wider economic participation objectives, although further monitoring will be required to establish the sustainability and nature of these outcomes.

6. Progression from Food Support to Wider Resilience Activity

One of the project's key measures is the extent to which residents receiving food support subsequently engage with wider resilience-building activity.

The July monitoring position shows that **32% of food-support participants progressed into wider resilience-building activities.**

The full project target is 70%.

The current figure should therefore be interpreted as an early-stage performance measure rather than as an indication of final project performance. July was the first month of a nine-month programme, and the project's delivery model explicitly anticipates that engagement and progression will develop over time.

Nevertheless, the difference between the current position and the eventual target is an important area for management attention. The project should continue to examine the factors influencing progression, including the nature and severity of immediate need, participant readiness, confidence, accessibility of activities, referral processes and the effectiveness of follow-up.

7. Implementation Learning: Engagement Is Not Linear

The first month has also generated an important operational learning point concerning participant engagement.

One resident accessed Diversity House specifically for food support. Staff discussed opportunities available through the wider resilience model, including digital inclusion, mental wellbeing support, job searching and CV development. The resident made clear that food support was the only assistance they wished to access at that time.

The resident's decision was respected, and food support remained available.

This experience provides useful evidence about how the resilience model needs to operate in practice. The project is designed to encourage progression from immediate crisis towards wider resilience; however, progression cannot be assumed to occur during the first interaction, nor should access to food support depend upon willingness to engage with additional services.

For some residents, the immediate priority will be securing food for themselves or their household. At that point, additional interventions may not be relevant or may feel unmanageable. Continued engagement may depend upon establishing trust, resolving the immediate crisis and allowing residents to determine when they are ready to consider other forms of support.

This has implications for delivery and monitoring. The project should therefore assess not only whether a resident engages with a wider service immediately, but also whether

opportunities have been appropriately offered, whether relationships are being maintained and whether residents subsequently return to consider other forms of support.

This approach is consistent with the project's person-centred and strengths-based model. The objective is to create a credible pathway towards resilience rather than to require every resident to follow the same sequence of interventions.

8. Evidence of Individual Progression

Qualitative evidence provides important context to the quantitative monitoring data.

One resident, identified in the July monitoring update as **LC**, initially engaged through Coffee Morning sessions and community events. Continued participation contributed to increased confidence, social connections and a stronger sense of belonging. LC subsequently started a Level 3 ESOL teaching course and began volunteering as an ESOL teaching assistant. This represents progression across learning, volunteering and active community involvement.

The project proposal also identifies examples of longer-term progression from previous Diversity House activity. One gentleman recovering from a stroke had been largely housebound and socially isolated for almost four years before accessing food support. He subsequently engaged with Active Over 50s activity and experienced improvements in mobility, confidence and social connection. Another resident, aged 85, progressed from engagement at a community event to volunteering in food support and sewing activities, reporting increased purpose, belonging and self-worth.

These examples illustrate why the project's evaluation framework combines quantitative measures with case studies and participant feedback. They demonstrate forms of change that may not be captured adequately through activity counts alone.

9. Monitoring and Evaluation Framework

The project has established a structured monitoring framework intended to capture both activity and outcomes.

Evidence sources include:

- baseline and follow-up assessments;
- Community Resilience Scorecards;
- personalised Resilience Plans;
- Resilience Passports;
- attendance and engagement records;
- referral and progression tracking;
- participant feedback;
- case studies;
- partner feedback.

The framework is designed to measure both immediate outcomes and longer-term changes in resilience, independence and wellbeing.

The project also intends to use participant satisfaction surveys, focus groups, Community Voices Panel discussions, informal feedback and volunteer and partner feedback to inform continuous improvement.

This mixed-method approach is appropriate to the nature of the project. Quantitative data provides evidence of scale, participation and reported change, while qualitative evidence can explain how and why change occurs and identifies barriers to engagement.

10. Performance Against Key Project Objectives

The following table summarises the July position against selected project-level indicators.

Indicator	Full project target	July position	Assessment
Residents supported	300	59	Early delivery
Food-support participants progressing into wider resilience activity	70%	32%	Requires continued focus
Residents reporting improved financial confidence	80%	88%	Above target
Residents reporting improved resilience	70% measurable improvement	78% self-reported improvement	Encouraging early indication; further assessment required
Healthy meals on a budget	80% confidence target	100%	Above target
Residents reporting improved wellbeing	80%	83%	Above target
Residents reporting stronger community connections	75%	88%	Above target
Residents progressing into training, volunteering, employment or enterprise	60	47	Strong early progression

The comparison should be interpreted carefully. Some July measures are directly comparable with end-project percentage targets, while others are based on different measurement methodologies or represent activity accumulated during the initial month. The project will therefore continue to track performance over the full delivery period rather than treating early results as final outcomes.

11. Key Strengths Identified During the Initial Monitoring Period

11.1 Strong early engagement

The project has established an initial cohort of 59 engaged residents while also reaching 220 people through outreach. This indicates that the Hub is establishing reach beyond those already participating in structured activities.

11.2 Evidence of outcomes across multiple domains

The early data demonstrates reported improvements across financial confidence, resilience, healthy eating, wellbeing and community belonging. This supports the underlying rationale for an integrated rather than purely food-based intervention.

11.3 Early progression into opportunity

The recording of 47 residents progressing into learning, volunteering or employment is a strong early indicator of the project's wider ambition to support economic and community participation.

11.4 Integrated delivery model

Food support is being delivered alongside financial resilience, healthy living, wellbeing, community activity and progression opportunities. This is consistent with the funded project's intended model.

11.5 Emerging evidence of person-centred progression

The LC case provides a clear example of how participation can develop into learning and volunteering when the appropriate opportunity is identified and the participant is ready to engage.

12. Risks and Areas Requiring Management Attention

The first monitoring period also identifies several areas requiring continued management.

12.1 Progression from food support

At 32%, progression from food support into wider resilience activity is currently below the project's 70% target. This should remain a priority area for monitoring.

The response should not be to make food support conditional on wider participation. Instead, Diversity House should continue to strengthen relationship-based engagement, repeat opportunities, clear signposting, follow-up and accessibility of wider activities.

12.2 Participant readiness

Residents will enter the service at different points of need and readiness. Some may engage immediately with wider support, while others may require several contacts before considering additional interventions.

Monitoring should capture these different engagement patterns rather than interpreting non-participation as an unsuccessful outcome in isolation.

12.3 Sustainability of reported outcomes

The current outcome percentages are encouraging but represent early monitoring. Repeat assessments will be required to determine whether reported improvements are maintained.

12.4 Data quality and consistency

As the project develops, continued consistency between Lamplight records, resilience assessments, attendance data, referral records and qualitative follow-up will be important. This will strengthen the ability to demonstrate change over time and report accurately against the funded KPIs.

13. Priorities for August–September 2026

The next delivery phase will focus on expanding participation while strengthening the pathway from crisis support to wider resilience activity.

Priorities include:

1. Continuing weekly food support and Social Supermarket provision.
2. Completing baseline resilience assessments and developing personalised Resilience Plans.
3. Expanding healthy eating and budget cooking activity.
4. Continuing Active Over 50s wellbeing and social connection activity.
5. Strengthening financial capability and budgeting support.
6. Expanding employability, CV development, job-search and digital inclusion support.
7. Continuing targeted outreach to isolated and harder-to-reach residents.
8. Developing volunteering opportunities and Community Resilience Champion participation.
9. Strengthening referral pathways with partner organisations.
10. Monitoring progression from food support into wider resilience activities and identifying barriers to engagement.

These priorities reflect the planned August–September delivery phase within the funded programme.

14. Conclusion

The July monitoring period demonstrates that the Community Resilience Hub has established a strong initial platform for delivery. The project has engaged 59 residents directly, reached a

further 220 people through outreach and recorded positive early outcomes across financial confidence, resilience, healthy eating, wellbeing and community belonging. The recording of 47 residents progressing into learning, volunteering or employment is particularly encouraging in the context of the project's longer-term objectives.

At the same time, the monitoring evidence reinforces the importance of taking a realistic view of how resilience develops. The project's 70% target for progression from food support into wider resilience activity has not yet been reached, with the July position standing at 32%. This should be treated as an important management indicator rather than as evidence that the model is ineffective.

The emerging learning is that effective wrap-around support requires both opportunity and readiness. Residents experiencing immediate hardship may initially require only food assistance. Others will engage quickly with wider support, while some will progress through repeated contact over a longer period. A robust resilience model must be capable of accommodating these different journeys while maintaining clear routes towards improved wellbeing, financial stability, skills, independence and participation.

The project's monitoring framework is therefore central to delivery rather than simply a reporting requirement. Continued use of the Community Resilience Scorecard, Resilience Plans, attendance and progression records, participant feedback and case studies will enable Diversity House to identify where the model is working, where barriers remain and where delivery should be adapted.

The next monitoring period will focus on increasing engagement, strengthening progression pathways and building a larger evidence base of sustained outcomes. By the end of the funding period in March 2027, the objective will be to demonstrate not only the scale of support delivered, but the extent to which residents have moved towards greater stability, confidence, independence and resilience.

Food is the doorway. Resilience is the destination.

