

## Who is this guide for?

- Senior decision-makers
- Policy staff
- Evaluation and data staff
- Delivery staff

## When should I use this guidance?

Design stage, ongoing delivery, and post-programme.

*Building and sharing knowledge is central to developing effective work and health programmes, and to the wider work and health system. This helps us to understand what works, for whom, where (including in devolved nations and areas), and why.*

Evidence from [Greater Manchester Working Well](#) and the [Health-led Trials](#) highlights how programmes can strengthen internal learning opportunities, build evaluation capability, and share learning more widely to improve outcomes over time.

## **TIP:** Build structures and processes that support knowledge sharing across programme staff and partners.

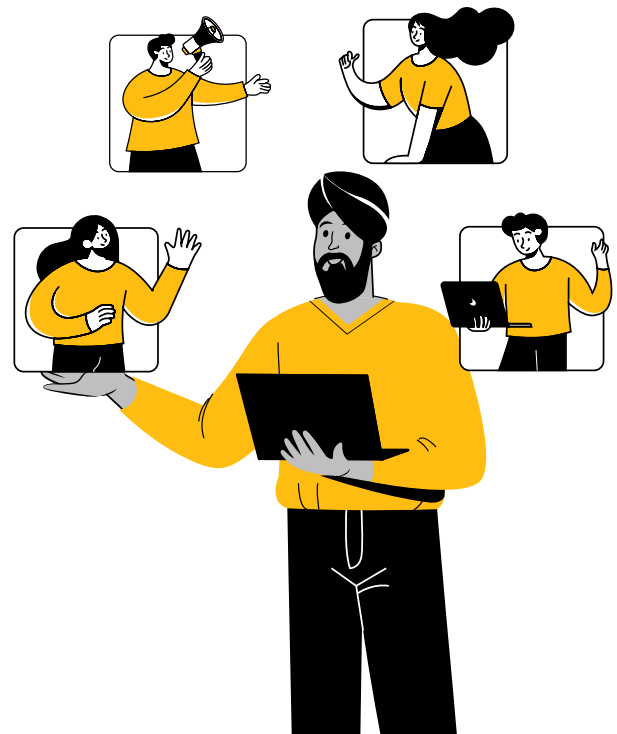
Effective programmes create regular opportunities for staff at different levels to review and interpret MI and evaluation evidence together.

Greater Manchester Working Well highlights the importance of ongoing engagement between delivery staff, programme managers, and strategic partners to review performance, identify challenges, and co-design solutions through regular forums and partnership meetings. This helped the programme governance evolve and improve over time.

Programmes that involve multiple partners also benefit from collaborative approaches to learning. Working Well brought together partners from health, employment, skills, and local government, with a focus on continuous improvement and enabling learning to be shared and applied across the programme.

Programmes should:

- **Create regular learning workshops and forums** where staff can reflect on evaluation data and how this compares with their experience.
- **Encourage joint discussion and interpretation of findings** between operational and strategic levels to help understand effective practice and solutions to emerging challenges.
- **Hold joint learning workshops between partners** to share learning and problem solve.
- **Use partnerships to build a shared evidence base** of 'what works' across their systems, including resources and referral pathways.
- **Provide opportunities for professionals to submit and share their first-hand experiences of 'what works'** when working with key groups e.g. through case studies, reflective practice sessions, or communities of practice.



## **TIP: Build evaluation capacity and capability across delivery teams.**

Developing staff skills and confidence in collecting and interpreting MI data and evaluation is important to ensure sustained engagement in these activities. This then allows staff to use the data insights in practice.

Programmes should:

- **Provide training and guidance for staff** on data collection, interpretation, and use.
- **Clearly communicate the purpose and value of evaluation activities**, and how these will be used in practice to improve services.



## **TIP: Recognise the value of sharing learning and research reports, including ‘what works’ and ‘what did not work’.**

Effective programmes actively disseminate learning and evaluations to support wider system improvement. However, this is dependent on having the resources, capacity, and directive to do this, and organisations being willing to do this in a competitive funding environment.

Commissioners should:

- **Mandate the publication of evaluation reports** with sufficient levels of detail to provide learning.
- **Ensure reports include summaries of key learnings, including what did not work**, so that insights and lessons can be shared more widely.
- **Support an environment where key information can be shared on what does/does not work** that does not negatively impact provider and partners’ future chances securing competitive funding.

These top tips are based on evaluation evidence identified through a [Rapid Evidence Assessment \(REA\)](#) on what enables effective design, delivery and evaluation of local work and health programmes.

The top tips in this guide have been given a confidence rating of indicative - moderate. This means that the evidence these top tips are based on is suggestive and cannot be directly linked to outcomes. It also means that the evidence comes from at least one study which has been rated as moderate using the [Youth Endowment Fund Evidence Quality Assessment tool](#).