

Evaluation of the Military Coworking Hubs Pilot Project: First Phase

Report for MCN Steering Group



Social Research



Service Design & Innovation



Strategy & Collaboration



Evaluation Support



Social Impact Measurement

August 2022



Index/

1: Introduction	1
2: The Coworking Hubs	3
3: The Coworking Hubs Logic Model	6
4: Impact of the Coworking Hubs on Professional Life	9
5: Impact of the Coworking Hubs on Personal Life	16
6: Impact of the Coworking Hubs on Family Life	21
7: Impact of the Coworking Hubs on Military Life	24
8: Impact of the Coworking Hubs on Serving Partners	28
9: Impact of the Coworking Hubs on the Military	31
10: Conclusions	34
Appendix A: Hub User Survey	37
Appendix B: Serving Partner Survey	48

1: Introduction

Military Coworking Network

The Military Coworking Network (MCN) was established in 2017 at Leuchars Station by a group of military spouses and partners¹, who set up the first Coworking Hub, a physical space where spouses/partners of serving military personnel at the base could come together to work or study.

The aim of the MCN is to 'enable all military spouses and partners to create independent, professional lives alongside military life' through a network of Coworking Hubs and an online community.

The Coworking Hubs and the online community aim to help military spouses/partners by:

- providing well equipped, comfortable places to work and study;
- connecting military partners with their peers and others via social and professional events;
- signposting to organisations that can provide support with all aspects of work, study and personal life;
- offering learning and development opportunities to support upskilling; and
- providing emotional support through sharing inspirational stories to drive positive change.

MCN Coworking Hubs

In 2020 the MCN, in partnership with [The Royal Air Forces Association \(rafa.org.uk\)](https://rafa.org.uk), the [RAF Families Federation](#), the [Naval Families Federation](#) and the [Army Families Federation](#) secured funding from the Armed Forces Covenant Trust Fund to open up to 12 more Coworking Hubs at military bases across the

UK and overseas. The pilot was initially funded for two years (until October 2022).

As the MCN was an unincorporated association, it was decided that the RAF Families Federation (as part of RAFA) would manage the funding and the project on behalf of the MCN.

As best practice, independent evaluation of the pilot project was included as a core component of the funding bid to the Armed Forces Covenant Trust Fund. The evaluation will also give impartial evidence to the MOD around the elements of the pilot that have been impactful, and inform any future investment on a longer-term scale

The impact of the pandemic

Funding was granted in April 2020, which coincided with the beginning of the first Covid-19 lockdown. The Covid-19 pandemic has had a hugely detrimental effect on the project. Subsequent lockdowns and other Covid-19 measures, have resulted in newly opened Coworking Hubs being closed again and the opening of others delayed. This has resulted in fewer Coworking Hubs opened and made operational than planned in the original timescale. The project was extended to September 2023, to allow Hubs to operate unhampered for a period of time before they were evaluated.

Another effect of the pandemic has been that fewer than expected military partners have registered as Hub Users.

Instead of providing an evaluation report on the 12 newly established Coworking Hubs after one year of operation, the evaluation has been split into two reports:

1. An interim report on the four Coworking Hubs that have been operational throughout the pandemic, with temporary closures during lockdowns (this report).

¹ In the remainder of this document, we will use the term 'military partners' or 'partners' for spouses and registered partners of serving military personnel.

2. A final report building on the interim report covering another five Coworking Hubs (expected in late 2022).

Coworking Hubs included in the Interim Evaluation

This interim report covered four of the nine Co Working Hubs, which had 60 users at the time the interviews were carried out. Numbers have increased since:

- **RAF Akrotiri Coworking Hub** - based at the Sovereign Base Area of Akrotiri, a British Overseas Territory on the island of Cyprus.
- **Clyde Coworking Hub** - based at HM Naval Base Clyde in Helensburgh (Scotland).
- **Leuchars Coworking Hub** - based at Leuchars Station, in Fife (Scotland) .
- **RAF Valley Coworking Hub** - based at Royal Air Force training station in Isle of Anglesey (Wales).

- Semi-structured interviews with 11 hub users from Akrotiri (2), Clyde (2), Leuchars (3) and Valley (4).
- Semi-structured interviews with 9 MOD personnel from Akrotiri (3), Clyde (3), Leuchars (1) and Valley (2), including MOD personnel at management level (2), HR/Pastoral Care (3) and operational contacts for the Coworking Hubs (4).

Where possible and relevant, we have compared the responses of hub users with the responses of the annual FAMCAS survey conducted by MOD². We believe that, due to the low response rate, a similar comparison with the AFCAS Survey³ is not useful.

Our Research Methodology

For this study we have applied a mixed method, consisting of:

- A Theory of Change workshop attended by 8 MCN staff and hub users, delivered in two videoconferencing sessions.
- A survey of hub users with 57 responses, a response rate of 95%. This represents a 99% confidence level and a 4% confidence interval (margin of error).
- A survey of serving partners with 6 responses, of which only 3 have been completed in a significant way, a response rate of 5%.

² Tri-service Families Continuous Attitude Survey: 2021 (FAMCAS), in particular: the data published in Tri-service families continuous attitude survey 2021 annex B: tables by service. See:

<https://www.gov.uk/government/statistics/tri-service-families-continuous-attitude-survey-2021>

³ Armed Forces Continuous Attitude Survey: 2021

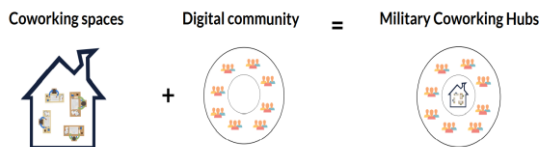
2: The Coworking Hubs

This section describes the Coworking Hub model and presents the characteristics of the survey respondents.

The Coworking Hub Model

The Coworking Hubs form part of an ecosystem which supports the careers, professional, and personal identities of military partners.

The Hubs are coworking spaces on military bases where military partners can go to work together. The online membership area empowers any partner anywhere in the world to access information and resources, collaborate, and be supported by their peers.



The online community is not part of this phase of the research.

The physical Coworking Hubs, backed by the online membership, offers:

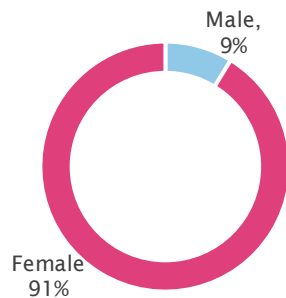
- Fully equipped **office space** on a military base where partners of serving personnel can go to work outside their homes.
- Opportunities to grow and **develop** personally and professionally via access to curated resources.
- Opportunities for partners to **socialise** around their working day, connect, collaborate and learn from each other.
- **Information** about further education and training, skills development, remote working and flexible job opportunities.
- Encouragement, inspiration, and support to help members **maintain their careers and find fulfilling employment**.
- **Access to network** of contacts in the area where the base is located.



Characteristics of Hub Users

The majority of hub users (91%) are female as shown in Figure 2.1, with an average age of 37 years⁴.

Figure 2.1: Gender Hub Users



Most hub users are married, either to a serving military (82%) or civilian MOD employee (7%), as displayed in Figure 2.2.

Figure 2.2: Marital Status Hub Users

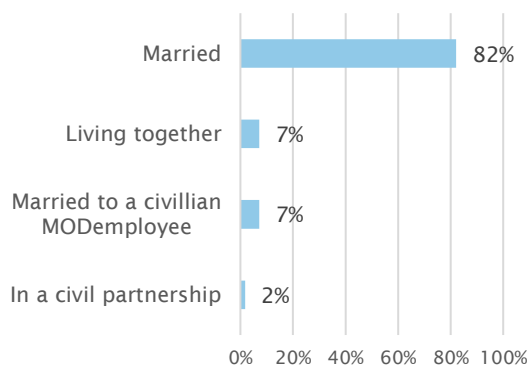


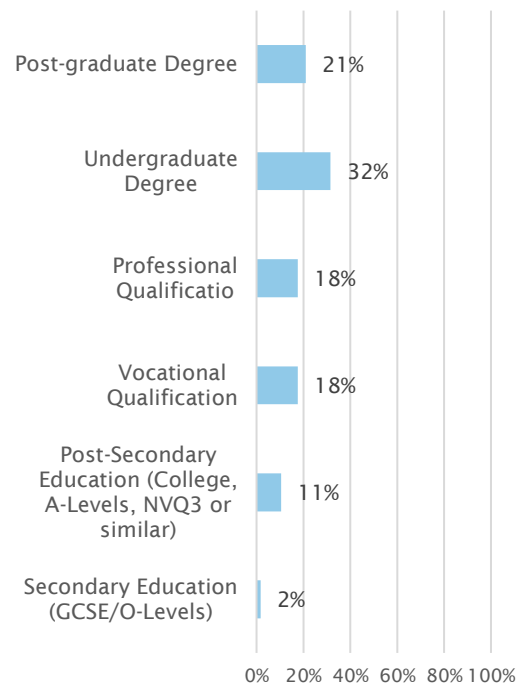
Table 2.1 shows the locations where respondents to the Hub User survey live, and where their serving partners are stationed.

TABLE 2.1: LOCATION OF HUB USERS AND PARTNERS

	Hub Users	Serving Partners
England	39%	44%
Wales	21%	21%
Scotland	19%	14%
Cyprus	21%	21%

Figure 2.3 shows the highest level of education of hub users. Hub users are relatively highly qualified, more than half have a degree (53%) and one in five has a professional qualification (18%).

Figure 2.3: Education Level Hub Users



Compared to the respondent to the FAMCAS survey, hub users are significantly higher educated, as presented in Table 2.2.

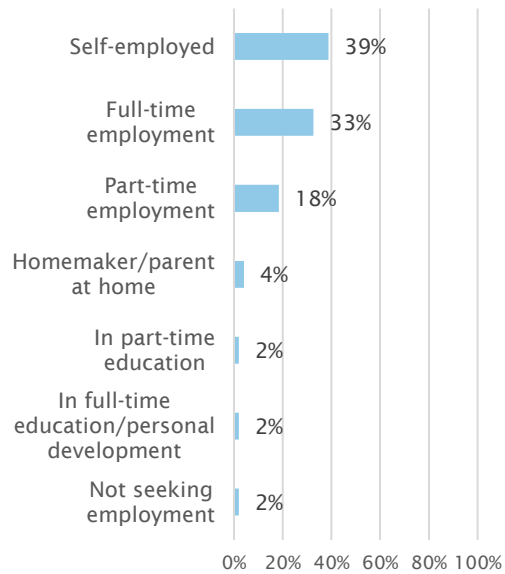
TABLE 2.2 EDUCATIONAL LEVEL

Educational Level	Hub-users	FAMCAS
Post-graduate degree	21%	10%
Undergraduate degree	32%	21%
Professional Qualification	18%	14%
Vocational Qualification	18%	18%
Post-secondary Education	11%	20%
Secondary education	2%	13%

Figure 2.4 reveals that almost four out of ten hub users are self-employed (39%), and a third is full-time employed (33%), and almost one in five part-time (18%). Only a small minority uses the Coworking Hub for education (4%).

⁴ This is consistent with the FAMCAS 2021 Survey results: 91% of FAMCAS respondents was female, with an average age of 37.

Figure 2.4: Employment Status Hub Users



Self-employed people are over-represented among hub users compared to FAMCAS respondents, as displayed in Table 2.3.

TABLE 2.3 EMPLOYMENT STATUS

Educational Level	Hub-users	FAMCAS
Self-employed	39%	7%
Full-time employment	33%	47%
Part-time employment	18%	25%
Homemaker/parent at home	4%	17%
Education part-time	2%	2%
Education full time	2%	2%
Not seeking	2%	3%

3: The Coworking Hubs Logic Model

This section describes the context in which the Coworking Hubs are operating and presents the Logic Model that was developed.

A Logic Model describes the causal (logic) relationship between input (what resources are used) – output (what activities are delivered) – outcomes and impact (the short-, medium- and long-term changes achieved) for all material (relevant) stakeholders.

In the Logic Modelling workshop, attended by MCN staff and hub users, the background and context to the Coworking Hubs was explored in depth. The statements below and the overall logic model reflect the discussion in that workshop. In addition, we have referenced existing quantitative and qualitative research that support a number of the statements made by workshop participants.

The Problem

Background

The mobile military lifestyle - both nationally and internationally - can create long-term insecurity for partners of serving military personnel and hinders their ability to develop their own life and career. This lifestyle can create a range of difficulties for military partners, including⁵:

- They may live in isolated military bases.
- Moving around frequently leads to difficulties in career progression and gaps in their CV.
- If they are a parent, the burden of supporting children may fall disproportionately on them.
- They often may not have a partner to call upon to share domestic responsibilities with and domestic organisation may fall disproportionately on them.

- They may live far away from friends and family who can help with childcare.
- Some feel lonely, which brings with it a range of mental health challenges and impacts on their confidence.
- There may be a lack of jobs in their chosen industry in the place where they are posted.

The Socio-Economic Context

Military partners may feel that their careers - and therefore financial opportunities - have less precedence than their partners, given the demands of military service.

Some military partners do not wish to be separated from their serving spouse, and choose to move regularly with them. If military partners chose not to move with their serving partner, they may not see their partner for periods of time, and have to shoulder the domestic burdens by themselves.

Many military partners have barriers to starting, developing and/or sustaining their career⁶.

Many military partners may have difficulties attending university/college due to their mobile lifestyle.

Some military partners feel self-employment is their only option to work, which is in itself more difficult than it would be for civilians due to the fluid nature of the military lifestyle.

There is little formal career support for partners through MOD or single service welfare packages. The support structures available for partners in military life were seen by participants in the workshop as largely

⁵ See: FAMCAS 2022, UK Tri Service Families Continuous Attitude Survey Results 2022< Ministry of Defence, July 2022 ([link](#))

⁶ See: Where and how are Military Partners Working?, MCN, 2020 ([link](#))

based on a more traditional view on family life and requiring modernisation⁷.

The Cultural and Social Context

Many military partners feel they have no identity of their own. They are seen as the wife/husband/partner of their serving partner, or as the parent of their serving partner's children.

Military partners often report feeling undervalued and not seen as an essential part of the military community⁸.

Military life can be unsettling for children. The absence of close family nearby and periodic absences of one parent, means the non-serving parent can feel more pressure to prioritise their children's needs above their own career than they would if they weren't a member of the military community⁹.

The Context for Serving Partners

When worrying about their partner or experiencing stress from a strained relationship with their partner, serving personnel may not be able to fully focus on their military career.

Serving partners may feel forced to leave the military to save their relationship¹⁰.

The Context for the Military

The Military, Army, Navy and RAF have difficulty recruiting and retaining personnel¹¹.

Partner employment, and impact on children's education, are often the main reasons for serving personnel to not want to take placements in certain locations.

⁷ See: Military spousal/partner employment: Identifying the barriers and support required, Professor Clare Lyonette, Dr Sally-Anne Barnes and Dr Erika Kispeter (IER) Natalie Fisher and Karen Newell (QinetiQ), University of Warwick/Army Families Federation ([link](#))

⁸ See: Living in Our Shoes, Understanding the needs of UK Armed Forces families, Ministry of Defence, June 2020 ([link](#))

⁹ See: Living in Our Shoes, Understanding the needs of UK Armed Forces families, Ministry of Defence, June 2020 ([link](#))

¹⁰ See: UK Regular Armed Forces Continuous Attitude Survey Results 2022, Ministry of Defence, May 2022 ([link](#))

¹¹ See: National statistics, Quarterly service personnel statistics, Ministry of Ddefense, April 2022, ([link](#))

The Logic Model

The workshop led to the identification of a range of short/medium/long term outcomes for key stakeholders and these formed the basis of the consultation with stakeholders.

STAKEHOLDERS (Who is impacted)	OUTCOMES (What changes)	
	SHORT TERM	MEDIUM/LONG TERM
MILITARY SPOUSES / PARTNERS: (spouses / partners who move with their serving partners and those who do not)	<ul style="list-style-type: none"> - Larger business / professional network - Improved day-to-day job productivity - Enhanced opportunities to find and sustain employment - Increased financial independence - Larger social support network and reduced sense of isolation - Greater ownership of personal identity - Increased recognition of value of contribution to the military ecosystem - Increased personal happiness and mental health and wellbeing - Increased confidence - Whole family is happier 	<ul style="list-style-type: none"> - Reduced financial pressure and less debt on the family leading to reduced stress - Increased sustainability of their business / career progression - Increased equality in serving partner and spouse/ partner relationships - Increased ability to deal with transitions and continue career - Increased ability to make the choices that work for them (e.g. moving with serving partner or not) - Improved mental health and wellbeing - Increased control over their life and increased independence
SERVING PARTNERS		<ul style="list-style-type: none"> - Whole family is happier - Feeling less guilty about the impact military life has on their family - Increased focus on and enjoyment of their career - Increased pride in spouse - Reduced pressure to leave the military - Reduced financial pressure on the family - Reduced stress
MILITARY: ARMY, NAVY, RAF		<ul style="list-style-type: none"> - Reduced use of welfare resources - Increased retention of military personnel - Improved recruitment opportunities - Improved resettlement transition - Improved engagement with spouses/partners - Improved positive interaction and engagement with Service families

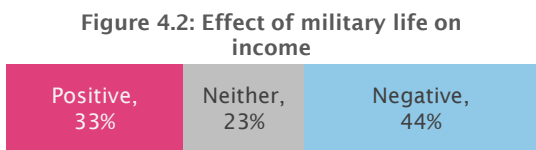
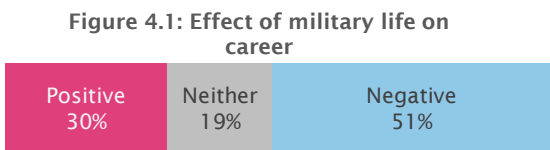
4: Impact of the Coworking Hubs on Professional Life

This section evidences the impact of the Coworking Hubs on hub users’ professional life, as employees, students or self-employed business owners. It details the impact of the Coworking Hubs on military partners’ professional network, their productivity, employability, financial independence, job satisfaction and work-life balance. The data in this section come from the survey of Hub users and serving partners.

The Coworking Hubs’ primary objective is to provide military partners with a place to work and build a personal and professional network.

The effects of military life on career and income

Figures 4.1 and 4.2 show that there are more military partners that believe that military life has a negative effect on their career (51%) and income (44%) than those that believe otherwise.



One in five hub users reported that they had to leave a job or education due to the career requirements of their serving partner (20%).

A growing network

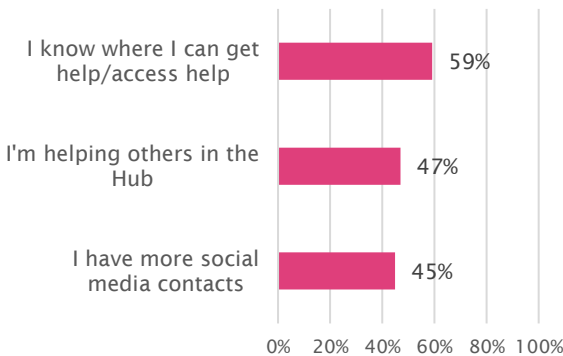
More than three-quarters of hub users have grown their professional network through the Coworking Hubs (76%).

I know more people and have a wider network **76%**

since working at the Coworking Hub

Figure 4.3 provides more indicators of an increasing professional network. Hub users get help through the hubs (59%), and in turn help others (47%) and increase their social media footprint (45%).

Figure 4.3: Impact of hubs on professional networks



Some hub users have been able to use the hub community to find employment or recruit employees, and others have made connections that have helped them with specific skills necessary for the workplace. In interviews, hub users mentioned sharing skills such as website building, CV development, and signposting people who are looking for employment.

“The stuff I have learned from the other people in there has got me on my merry way.”

Hub users found that the range of employment backgrounds that other hub members had was an advantage, as they were able to talk to and

get help from people from different industries and with a variety of skills.

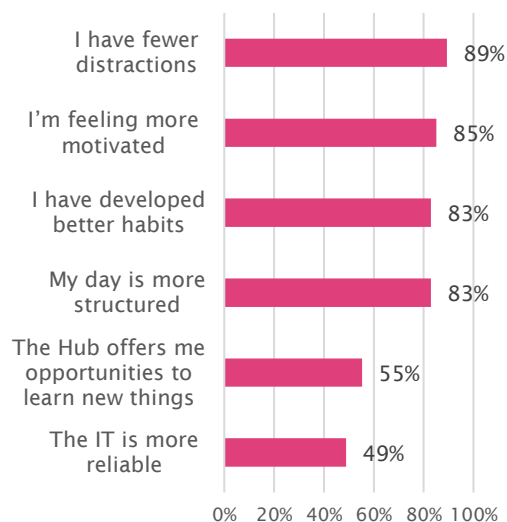
Increasing productivity

Working from the Coworking Hub in a stimulating environment with all facilities available, has increased productivity for the vast majority of hub users (87%).

I am more productive since working at the Coworking Hub **87%**

Figure 4.4 presents a wide range of other factors related to increased productivity resulting from using the hubs.

Figure 4.4: Impact of hubs on productivity



Interviews with Hub users corroborated these findings, and provided some further insights. Most hub users would otherwise be working at home, where distractions such as housework and children take up time that would otherwise be spent working.

"You start doing one thing that leads to another and you end up doing ten jobs at home thinking, actually I've got so much to do."

Home setups – though in many cases improved thanks to adjustments made during the pandemic – were perceived as less well-suited than the hubs for working. Access to

strong Wi-Fi, printers, and other facilities were mentioned alongside more particular but equally significant differences such as having an appropriately professional background for a Zoom call.

"My focus has really improved. I find it much more motivating to have a proper desk space, proper internet – and it's warm as well!"

"I feel like a professional, finally. I work in a professional industry and sitting at my ironing board to do my work does not make me feel like a professional."

"I had to be on the phone quite a lot and my phone connection was horrendous, but it was better when I was in the Hub, so I would go and take my calls there."

This was especially important for people who had recently moved house – a frequent occurrence for military families. Having somewhere to work while their home was in the process of being unpacked, and WiFi was not yet installed meant that hub users could transition between locations without having to take days off work.

"You want to be able to walk into somewhere and sit down at a desk and crack on for a day and not think about the move."

"We didn't have internet when we first got here, but I didn't take any annual leave, so I sort of had to dive straight back into work. So the hub was super handy for that."

"It was really good to have somewhere where there was a desk and chairs and a kettle to make a cup of tea. It took us a few weeks to just unpack everything in the house and get it to a liveable state."

"I've always wound down projects ahead of moving to make sure I don't have too much on my plate, but that's only because I don't have the guarantee. Whereas, if I knew I could just come to a hub and work, then there's no need to do that."

For some people, having a change of scene and working around other people who were also at work helped them to stay motivated and get more done than they would have been able to at home. The layout and décor of the hubs made a welcome visual change to the 'clinical' architecture on the rest of the bases, including homes which are often sparsely decorated because of the potential for being relocated at short notice.

"Not just staring at four walls all day makes a big difference."

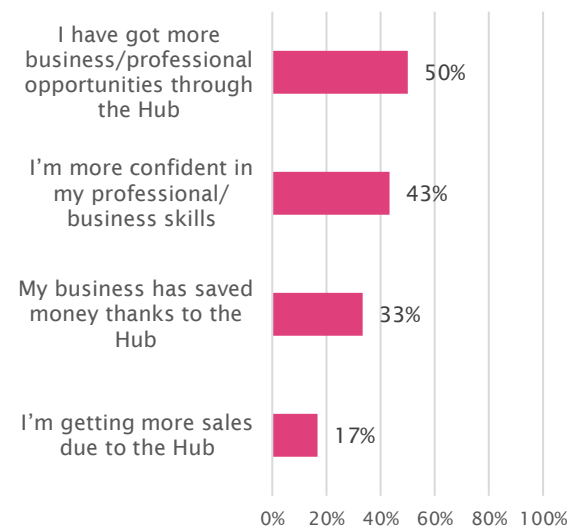
"A change of scene really helps productivity in my experience."

"If there's other people there, that kind of pressures you into working a little bit."

"The main thing for me is to go somewhere where I feel like I'm not just sat in this specific room every day, for days on end."

Hub users that are self-employed also report a range of business improvements, as a by-product of being in a Hub - presented in Figure 4.5, including increased opportunities (50%), increased business confidence (43%), efficiency savings (33%) and increased sales (17%).

Figure 4.5: Impact of Hubs on business (self-employed)



Finding and sustaining employment

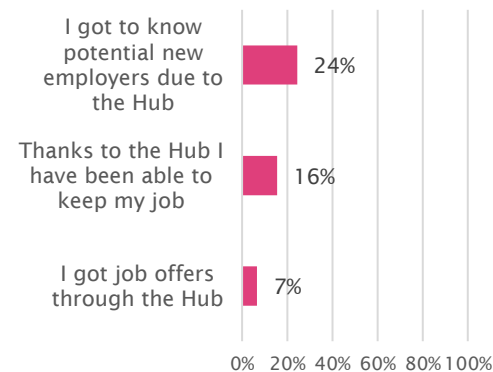
More than a third of hub users have been looking for a job in the last year (37%), and half reported finding it difficult to get a job that suits their needs (50%).

The majority of hub users report a positive effect of the Coworking Hubs of their career (60%).

My career benefits from the Coworking Hub 60%

Figure 4.6 displays other positive effects of working from the Coworking Hubs on the career of hub users. They mention getting to know potential employers (24%) and getting job offers through the hub (7%). One in six hub users report that they were able to keep their job thanks to the hubs (16%).

Figure 4.6: Impact of Hub on career



In interviews, hub users were positive about the impact of the hubs on their career stability and opportunities. Along with direct employment and recruitment opportunities, many described the indirect impact that the hubs had on tangible changes in their careers. For example, some reflected that the existence of the hubs gave them the confidence to apply for jobs they would otherwise have found difficult to commit to; others mentioned that their increased productivity had led to being able to take on more work (for self-employed hub users) or being put forward for promotions (for employed hub users).

"I've got a new job, and I don't think I would have applied for it if I hadn't had the Hub, because I don't think I would have thought it was feasible. And it's my dream job, so I'm pretty excited about it."

"It's been really important certainly in terms of professional resilience going forward, knowing I've got a dedicated workspace."

"I've taken on a lot of work in slightly different roles, and I've done it well and he [boss] is planning to put my papers forward for promotion soon. So, it's definitely helped me focus and try to give it my best rather than having to struggle against the stuff I've got to do at home."

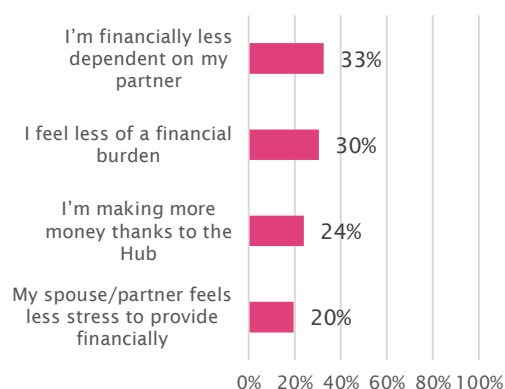
Becoming more financially independent

Two-thirds of hub users felt more financially empowered through the Coworking Hubs (66%).

I feel more empowered thanks to the Coworking Hub **66%**

Figure 4.7 shows how hub users are becoming more financially independent. They mention being financially less dependent on their serving partner (33%), feeling less of a burden (30%), earning more (24%) and reducing financial pressure on the serving partner (20%).

Figure 4.7: Impact of Hubs on financial situation



In interviews, hub users described various financial pressures that make it necessary for both partners in a couple to be earning. This was felt to be more acute now than for previous generations, and increasingly so this year.

Along with increased income, hub users felt that their membership and use of the hub saved them expenses. Turning off heating in their home, not buying printers and other office equipment, and driving less were mentioned as ways that hub users were able to make savings.

"It's nicely heated, I don't have to worry about bills because I've paid my Hub fee, and the broadband is infinitely better than what I've got at home."

"I am earning more because I'm working more. By being there and being more productive, it's a direct correlation."

Support from the hub community also had financial benefits, as hub users were able to share their skills and knowledge. Helping someone with IT or website building could be exchanged for a free course delivered by that person's business, for example. This was more efficient in time and money than hiring someone external, particularly for small tasks, and hub users found that the final result was more professional and a higher standard than they would have achieved otherwise.

An additional benefit that hub users described was increased social connections within the hub community, as people got to know each other better and gained insights into each other's work.

"I was setting up my business, and I know nothing about marketing and stuff, but creating a logo – you always want to discuss it with someone, and having this opportunity to freely discuss those things and not having to set up an agency or a whole process was really good. It feels like you have these close friends but also with a business aspect."

"Seeing other people who have set up their own business has made me think, that's something I might like to do in the future."

Finally, almost all the hub users interviewed said that they found the price of hub membership affordable and accessible. Those who had experience using other coworking spaces found the Coworking Hubs on the bases cheaper than elsewhere, and those who had previously found coworking space membership prohibitively expensive found that they were able to pay hub membership and that it was 'worth it' even if they were using the hubs infrequently.

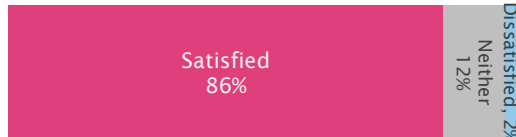
Increased job satisfaction

Working from the Coworking Hubs increased the job satisfaction of the majority of hub users (59%).

My job satisfaction has increased since working at the Coworking Hub **59%**

Figure 4.8 shows that hub users generally have a high job satisfaction (86%).

Figure 4.8: Job satisfaction



In interviews, hub users frequently reported having jobs that aligned with their values and interests and the flexibility of being able to work remotely increased their job satisfaction.

"I've always said it's important for me to be able to pursue my career as well as for him to pursue his."

"I'm making massive sacrifices for him to go and be a fighter pilot, but I don't want one of them to be my career."

When asked, most hub users were in the right jobs, that match their qualifications (69%) and their skills and experiences (73%), as presented in Figures 4.9 and 4.10.

Figure 4.9: Job matches qualification

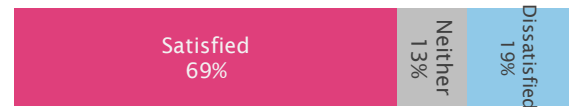
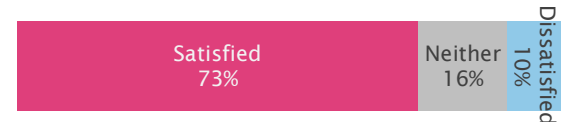


Figure 4.10: Job matches skills and experience



Some members acknowledged the limitations that military life places on their careers, yet for most, this was regarded as a challenge to overcome rather than a fact to accept. With the support of the Coworking Hubs and the changes in attitudes towards remote working in general, many partners saw their position as full of potential. For those with a stable career, the outlook on their progression was positive, and for those looking for work or a change in employment, the resources available through the hub community – officially and unofficially – were seen as relevant, informative, helpful and inspiring.

"You are left juggling looking after children and a house and your job, so you can't have the same level of career. But for that reason, I think the Hubs allow you to regain a little bit of that – professionalism and self-respect."

A better work-life balance

Almost all hub users (89%) experience a positive effect on their work-life balance from working from the Coworking Hubs.

Working from the Coworking Hub allows a separation of work and home **89%**

Figure 4.11 indicates that Hub users find it easier to leave work behind at the end of the day when working from the hub (55%).

Figure 4.11: Able to leave work behind at end of day



"I've noticed I'm now able to wrap up work at the Hub, go pick up my child from nursery, and I come home and there's that definite separation which is really helpful."

As well as leaving work behind at the end of the day, hub users spoke in interviews about how having the hubs to go to helped them leave home life behind and get into the right frame of mind for a workday. For some, it helped them re-engage with their work after maternity leave, and for others, having a reason to get organised and get out of the house helped them to focus on their work. Linked to leaving work behind at the end of the day, compartmentalising the day made it easier for military partners to engage in their roles at home as well, as a parent, partner, friend, etc.

"Waking up in the morning and getting ready to go out of the house to work, it puts me in a different mindset to if I'm just getting up and sitting at the dining room table."

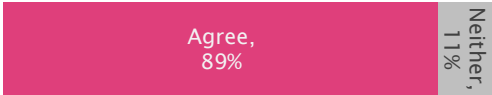
"The really big thing for me initially was just, I'd been off work for nine months, and I'd been pretty much surrounded by babies. I had to get my head back into thinking about work."

"I do appreciate having that space as I can compartmentalise work as taking place at hub, and then I can come home and be mum, friend, wife, or whatever."

"I used to just do the nursery run in whatever, and then I'd just be sat at home all day, and you just care a bit less about how you look. So it's helped me get back into the habit of 'I'm going to work' and it's kind of a morning ritual now, of getting into that mindset of working for the day."

The ability to work remotely from the hub is seen as positive by most hub users (89%), as illustrated in Figure 4.12.

Figure 4.12: I can work remotely from the Hub



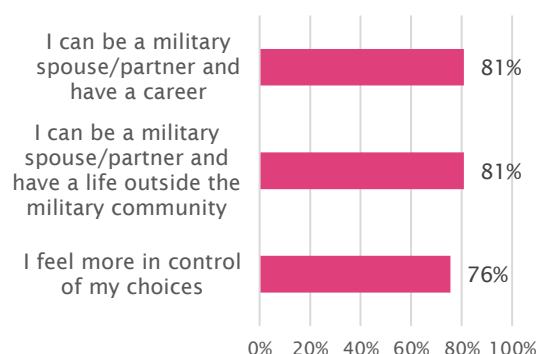
Most hub users interviewed work remotely full time. Having the flexibility of working from the hub or from their home was seen as a huge benefit. Some enjoyed the variety of using the hub some days, and working from home on other days; others found that remote working from home and the hub helped them with childcare – either reducing the amount of time they needed to arrange childcare, or giving them a place to work in peace while their children were home from school.

"I had a very young child, nine months old, and I had my own business which I'd taken some maternity leave from. I knew at some point I had to go back to work, but there wasn't really space for me to work at home, so I had organised for my child to go into childcare just to get my business back up and running again."

"I use the Hub quite regularly. It gets me out the house, away from the washing pile and everything else that was going on, plus my kids are only a couple of doors away, so that's great."

Figure 4.13 provides further indicators of the positive effect of the Coworking Hubs on the work-life balance of hub users. They relate to being a military partner and having a career (81%) or a life outside the military community (81%). Hub users also felt more in control of their lives and choices (76%).

Figure 4.13: Impact of Hub on work-life balance



"I'm self-employed so I'm not accountable to anybody, but the more stuff I do in the day when I should be working, the more piles up in the evenings or mornings when I should be sleeping. It was a vicious, unproductive cycle basically. And if you're self-employed, you're not getting paid, you're not earning as much if you spend less time actually working."

"The fact that I can compartmentalise home versus work life just makes it easier."

"I prefer to have a separate home and work life, and the Hub is definitely key to that."

Comparison with FAMCAS

The following Figures present the comparison of hub users with the general population of military partners as represented by the FAMCAS respondents.

Hub users are three times as positive about the effect that military life has on their career than the general military partner population (30% positive vs. 10%).

Figure 4.14
Effect military life on career - Positive

Hub users	30%
FAMCAS	10%

A third of hub users believe that the military life has a positive effect on the family income (33%), compared to almost half of the general military partner population (47%). This probably reflects the positive effect that their

own income has on the family finances and the greater share of family income earned by the partner.

Figure 4.15
Effect military life on income - Positive

Hub users	33%
FAMCAS	47%

Hub users find it easier to find suitable employment than the general military partner population (14% points difference).

Figure 4.16
Finding it difficult to find suitable job

Hub users	50%
FAMCAS	64%

Hub users are expressing a higher job satisfaction than the general military partner population (12% points difference).

Figure 4.17
Job satisfaction - Positive

Hub users	86%
FAMCAS	74%

There is little difference in the perception whether their job matches their qualifications and skills and experiences between hub users and the general military partner population (3 and 2% points respectively).

Figure 4.18
Job matches qualification - Positive

Hub users	69%
FAMCAS	72%

Job matches skills/experience - Positive

Hub users	73%
FAMCAS	75%

5: Impact of the Coworking Hubs on Personal Life

This section evidences the impact of the Coworking Hubs on hub users’ personal life. It reflects on the impact on social isolation, confidence, general mental health and wellbeing and military partners’ sense of identity.

The Coworking Hubs also have a profound impact on the hub users’ personal life.

Feeling less lonely

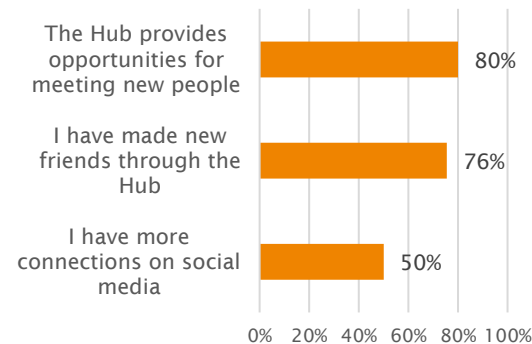
Living life as a military partner can be lonely. Seven out of ten hub users (70%) report that they feel isolated at times.

Almost three quarters of hub users report feeling less lonely (71%) thanks to working and socialising in the hub.

Thanks to the Coworking Hub I feel less lonely **71%**

Figure 5.1 shows that through the hubs, military partners met new people (80%) and made new friends (76%). Half of hub users reported more contact on social media (50%).

Figure 5.1: Impact of Hubs on social life



Combatting loneliness and isolation was a prominent theme in interviews. Hub users spoke about how living on a military base

could result in them feeling cut off from the rest of society, and that working from home exacerbates the loneliness and isolation, as you are not interacting with people through work. The hubs were seen to have made a significant positive difference for the members who used them, in a number of ways.

Firstly, working from the hub inherently leads to more social interactions than working from home. You are likely to be surrounded by other people who are also working; even when the hub is empty, working there involves leaving the house to be on the base, interacting with military personnel, and talking to the people who run the hub. Some hub users felt that simply being seen in the hub helped them to feel more a part of the military community as a whole (discussed in more depth later), and that the social interactions that came from working around other people were hugely valuable.

“I’d be very isolated without the Hub.”

“I could go five days without seeing anybody, and then going up to the Hub and someone being there just to have a superficial chat with, that definitely alleviates some of the loneliness.”

“We tend to text each other to say, is anyone going to the Hub today, and then even if it’s not at exactly the same times, we tend to spend a bit longer there if another person is coming, so we can have a little chat, and then we’re still working and the work doesn’t feel as lonely.”

Secondly, hub users benefited in particular from meeting other likeminded people through the hubs. The hub provided a context in which career-orientated people could socialise, and being able to talk about work with others was a huge relief for many hub users. Other socialising opportunities for partners on bases tend to revolve around children, which interviewees felt on the one hand excluded people who didn't have children and on the other hand limited opportunities to form connections with people on the basis of anything other than parenting.

"It's easy to meet people on the base if you've got kids, because there are coffee mornings, nurseries, and stuff like that. But it's less easy for someone like me, who doesn't have any connections already here, and is working every day to actually meet like-minded people. So that's the other thing that the Hub has really helped for me is meeting people who are basically in the same boat."

"I've been posted here before about six years ago, and we didn't have children at that point. I found it really isolating because everything revolves around kids, and I was working on my own in my bedroom, never seeing anyone."

By contrast, connections made through the hub were seen as more meaningful and personal, and led to people feeling comfortable talking about issues and challenges related to being a military partner, which they all shared.

"You feel comfortable talking about it, and it created a community, and that increases your happiness because you feel like you're not alone anymore."

Finally, hub users reported that the connections made through the hubs frequently extended beyond the work environment. At each base, hub users keep in touch via a WhatsApp group, and use it to arrange social events including everything from going to the gym together, to book clubs, to Christmas parties/dinners. Hub users are introduced to other people who have similar interests outside of work, and for many, the hub was where they met people they now count as friends.

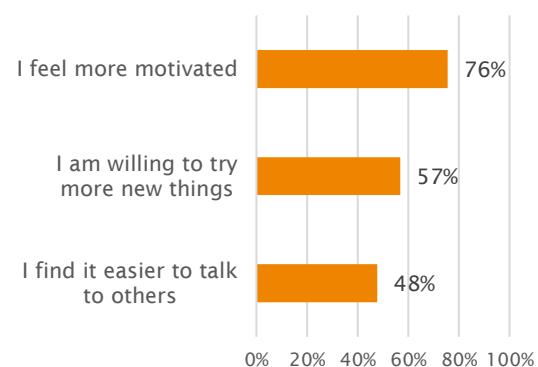
Building confidence

Developing their career and meeting other people through the Coworking Hubs builds the confidence of hub users, as reported by the majority of hub users (57%).

Thanks to the Coworking Hub I am more confident 57%

Figure 5.2 reveals that because of their increased confidence, hub users feel more motivated (76%), are more willing to try new things (57%) and find it easier to talk to other people (48%).

Figure 5.2: Impact of Hubs on confidence



When discussing confidence, hub users mostly expressed that they already felt socially confident, but that the hubs nonetheless provided a good ice-breaker and incentive to meet new people. This was especially true for people who were new on a base, and found that being added to online groups was a useful first step towards going to the physical hub and meeting people in person.

Some hub members also indicated that the hubs were a place where the hierarchy of military ranks was irrelevant, giving people the confidence to connect across implicit social barriers between hub users with commissioned and non-commissioned serving partners.

"They're very inclusive of everybody - in fact, it's almost the opposite in a way: you forget who they're attached to and what their husband does, they don't really care, they're just in there to do a job and to make friends."

For some members, the hubs increased their professional confidence. Learning from others, acquiring new skills, and having the stability of a workspace despite the likelihood of moving between bases were all contributing factors to feeling more confident that they could hold down and do well at their job.

"I couldn't have done this [job] back in Portsmouth."

"It feels more like a proper work environment and that gives you the boost you sometimes need."

"It gave me the confidence to be okay about moving here in the first place, because I knew there was that option - I was moving from being 10 minutes away from my office to being three hours away from my office."

Improving mental health and wellbeing

Working from the Coworking Hub regularly has also had a positive effect of the mental health and wellbeing of hub users. Almost three quarters of hub users confirm that the hub has helped their mental wellbeing.

The Coworking Hub has supported my wellbeing 73%

Figure 5.3 displays a range of factors indicating improved mental health and wellbeing.

Figure 5.3: Impact of Hubs on wellbeing



All hub users interviewed agreed that the hubs had a positive impact on their mental health and wellbeing. Day to day, going to the hub was found to be a good way to break out of a cycle of negative thoughts, thanks to having a change of scene and being around other people.

"I feel so much better already today, since coming in."

"I stayed at home all day yesterday, and couldn't put my finger on why I was feeling down - that could've lasted all week if I hadn't come here."

"When you're working from home, it's very insular. You do sometimes feel like you're going round the bend a bit."

More broadly, some hub users expressed that having a network of hubs helped to ease the emotional and psychological difficulty of moving around the country, as it creates a sense of stability and continuity. This was often coupled with the acknowledgement that hubs don't exist on every base, and moving to a base without a hub would have a detrimental effect on their mental wellbeing.

"Knowing that it's going to be available and that there's a space no matter where I go to – whether it's here, or Cyprus – it's going to be a constant, and it kind of settles that anxiety a bit."

"It's really nice to have a break with other people. For your wellbeing, happiness, and everything."

"The idea of being moved away from here to a base that doesn't have a hub, I don't really love that idea."

Factors discussed elsewhere in this report were also recognised as improving hub users' overall mental health, for instance reduced loneliness (above), greater sense of personal identity (below), and improved family life and happiness (Section 6).

Regaining personal identity

Living on a military base with your social life centred around the base can be detrimental to your personal identity. Military partners are often identified as the 'spouse/partner of', or 'mother of'.

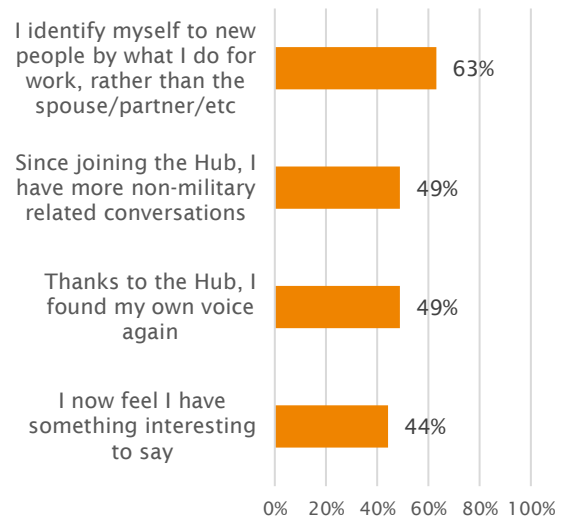
"When you're on the base, you're known as a dependent – so I have a 'dependent' card. And when I arrived – as a feminist, I was so angry about it."

Developing your own career through the Coworking Hub helped to regain that personal identity for just over half of hub users (52%).

Thanks to the Coworking Hub, I feel like my old self again 52%

Figure 5.4 shows what hub users further reported about their identity. People see them differently based on their own career (63%), they have more conversations about their own life (49%) and feel their career gives them the feeling that they have something to contribute to conversations (44%).

Figure 5.4: Impact of Hubs on sense of self



Hub users indicated through interviews that they often felt they were juggling various aspects of their identity while living on a base, including being a parent, a spouse or partner, and a working person.

"It's been really nice to bump into people and have a chat about work stuff, rather than family and kids."

"It's been nice to have social networks in a more professional capacity – a separation from the family stuff that happens on the base."

"Lots of stuff revolves around the kids, whereas this is about you as an individual, and I've always been my own person as well as a mum, and an employee."

The existing MOD support structures are focused on social and family life. By contrast, opportunities to express one's identity through work are limited. This is despite the fact that many military partners feel that their sense of self is strongly connected to their work.

"A big part of my identity, a big part of who I was before we moved was related to my work and the job that I do. So it's been really nice to keep that and not have to lose that."

Being a member of the hub community provided more opportunities to express this aspect of their identity, which hub users found enjoyable and uplifting, and in turn strengthened their own sense of self, combining all aspects of their identity in a more balanced way.

"It makes me feel a bit more like a normal person. It takes that military spouse label away – even though the Hub is for military partners, we all have really different jobs in there. It's just nice to be an actual professional."

"It's promoting that independence and it stops you from feeling like 'oh, my whole life is centred around his career' or 'I can't start doing something because we're just going to have to move in however many years.'"

"It's been really nice to meet people who are similar to me in terms of working. A lot of the other people I've met have been through my child, and the conversation revolves around like your children or what your husband is doing. So it's nice to have a piece of me that is just mine."

"It's been really useful on days when my husband hasn't been working, and he's at home with our child. It's easier and more helpful if I'm not in the house."

"I think my husband just thinks I sit here and do nothing at home."

"I feel like the hub is quite a good way of somehow being like, 'I have a job, too. I work here, too.' Because there are military people working in the building as well, so it's quite a nice reminder to them that we're here, too."

Hub users saw an improvement in the recognition they received at home and on the base once they started using the hub, and this contributed to feeling more connected to their professional identity overall. Many of those interviewed expressed how when working from home, they were expected to fulfil parenting or partnership roles even when in the middle of their working day. Their physical presence at home made it difficult for their partners and children alike to recognise their professional role. However, working from the hubs demonstrated that their work was important and required their commitment and attention. Having distance from the domestic setting helped to cement this image for everyone.

"I can be my own person; I can be a working person not just a mum who happens to have a job."

6: Impact of the Coworking Hubs on Family Life

This section explores how the Coworking Hubs have a positive impact on hub users' family life.

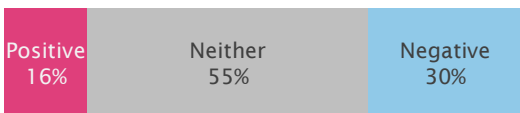
The effects of military life on families

Hub users recognise a negative impact of military life on their family stability (50%) and their children (30%), as presented in figure 6.1 and 6.2.

Figure 6.1: Impact of military life on family stability



Figure 6.2: Impact of military life on children



When hub users were asked to compare their family life to that of the general public, they were more positive. The majority thought their family life was better than that of the general public (58%) and almost two-thirds of hub users rated their life with their children higher than the general public (66%), as displayed in Figures 6.3 and 6.4.

Figure 6.3: Feelings about family life compared to general public



Figure 6.4: Feelings about children compared to general public



Hub users were also generally positive about the community support available (e.g. HIVE, Chaplaincy, Community Support Officers) to them (50%), as displayed in Figure 6.5.

Figure 6.5: Feelings about community support for family



A happier family

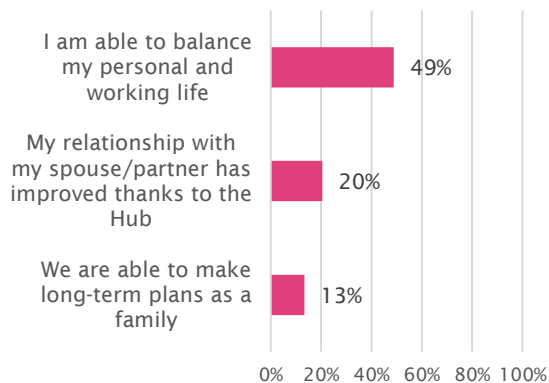
Three quarters of hub users saw a positive effect of the Coworking Hubs on their family (75%).

Having access to the Coworking Hub has been **75%**

positive for my family/home life

Figure 6.6 provides further indicators of a better family life. Hub users acknowledge the improved work-life balance (49%), an improved relationship with their serving partner (20%) and their ability to make long-term plans for the future (13%).

Figure 6.6: Impact of Hubs on family life



A significant theme that arose from interviews was the peace of mind the hubs brought for hub users' serving partners. Many hub users mentioned the guilt that their partners felt on account of various aspects of military life, including frequent moves, isolated locations of bases, and long periods of time spent apart while serving military personnel are working.

"I think he's got quite a lot of guilt about me moving, although that's been assuaged quite a bit by me getting this new job."

"He was very conscious, particularly with the move, so he was quite relieved to hear that there's the whole system and we've one out here that I can use – it's a lot less pressure and weight on him to know that I've got that space and that network."

The hubs help to alleviate some of the difficulties associated with military life, and consequently also alleviate the guilt.

This was described alongside partners feeling worried about the emotional and mental wellbeing of their partners, in the face of loneliness, boredom and lack of stability. Hub users recognised that their own improved mental health and happiness from being part

of the hub community had a knock-on effect on the happiness of their partner, and this led to improved relationships within the family in general.

"It definitely gives him some peace of mind as well."

"If I'm less happy at work, then I'm less at happy at home, and then he's less happy, and then his morale is decreased."

"If he's coming back to something that's not healthy, he will struggle. He will struggle if I'm struggling as well, so I think having the hub and being able to have support makes a massive difference."

As discussed above, hub users also benefitted from being part of something that was distinct from family life, as it gave them a sense of balance in their identity and workload. Additional to this benefit was the perception that their families benefitted too, as they were more able to engage fully at home, having left work behind at the hub.

"You don't realise how much you miss adult conversation."

Comparison with FAMCAS

The following Figures present the comparison of hub users with the general population of military partners as represented by the FAMCAS respondents.

Hub users are less positive about the effect that military life has on their children than the general military partner (3% points difference).

Figure 6.7
Impact military life on children - Positive

Hub users	16%
FAMCAS	19%

Hub users generally feel much more positive about their family life compared to the general public than the general military partner (58% positive vs 14%)

Figure 6.8
Feelings about family life compared to general public - Positive

Hub users	58%
FAMCAS	14%

Figure 6.9
Feelings about community support for family - Positive

Hub users	50%
FAMCAS	23%

Hub users are far more positive about the community support provided by the MOD than the general military partner population (50% positive vs 23%).

7: Impact of the Coworking Hubs on Military Life

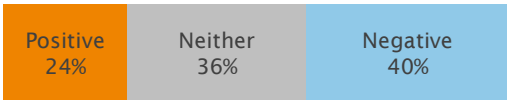
This section evidences the impact of the Coworking Hubs on military life for hub users.

The effects of military life

Military partners have a complicated relationship with military life. On the one hand, they feel undervalued, but on the other hand they want to support their serving partner in an important and valuable job, that generally they love.

Only a quarter of hub users think that military life has a positive impact on their relationship (24%), while four out of ten believe it has a negative impact (40%), as shown in Figure 7.1.

Figure 7.1: Effect of military life on relationship with spouse/partner



In interviews, military partners reflected that they knew military life would pose challenges, and these challenges often put a strain on their relationship. Spouses and partners mentioned that spending long periods of time apart could have a negative impact on their mood and wellbeing, which in turn added to their partners' stress and worry while away.

Additionally, non-military partners often expressed that they felt they were making sacrifices in their own life for the sake of their serving partner's career, but that these sacrifices weren't acknowledged or were taken as a given.

The benefits of the hubs for partners were seen to have a knock-on effect on their relationship, as the hubs reduced the disadvantages of military life described above.

By providing a support network for hub users and promoting their professional life, the hubs helped to establish greater equality within military relationships as well.

"Me having the space and the Hub to go in to, to get my work done, get my next degree and stuff - it's given us the ability to do what he wants, which is to take positions here and teach and learn and do other things."

Figure 7.2 reveals that the majority of hub users (57%) are happy with their life as a military partner. However, a significant group of almost a third of hub users is not happy with their role as military partner (32%).

Figure 7.2: Satisfaction with quality of life as military spouse/partner



Military partners reflected that while there were certain challenges associated with military life that were inevitable, there were nonetheless many areas in which their quality of life could be easily improved. The hubs achieve this in relation to their professional lives, and - as evidenced above - with subsequent benefits on their personal and family lives as well. Some also saw the hubs as a 'first step' towards addressing some of the issues and challenges faced by military families living on bases.

"It would give me comfort following [my husband] around the country if I knew that there was a hub on every base."

Figure 7.3 reveals that three quarters of hub users is proud that their partner is serving in the military.

Figure 7.3: Pride in spouse/partner being in the military

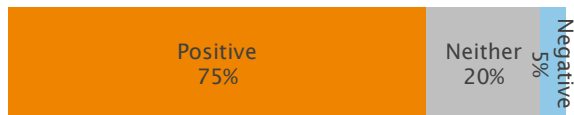


Figure 7.4 shows that more than four out of ten hub users would be happier if their partner chose to leave the military.

Figure 7.4: Feelings if partner left the military



Discussions with hub users indicated that they often felt conflicted about the idea of their partners leaving the military. Some expressed that while there would be many benefits, their partners leaving a job that they loved would not be straightforwardly positive. Others reflected that sometimes, they felt strongly that leaving the military would be a good thing, and other times, they strongly felt the opposite.

"I wanted my husband to leave the military because I was sick of this whole thing. And since I've come to the Hub and started my own business things have changed drastically."

Figures 7.5 and 7.6 reveal that in the last 12 months hub users have been discussing leaving the military with their serving partners. Almost one in five (18%) encourage their serving partner to stay in the military on a regular basis. Around one in ten hub users encourage their serving partner to leave the military on a regular basis (12%).

Figure 7.5: Encouraged partner to stay in the military

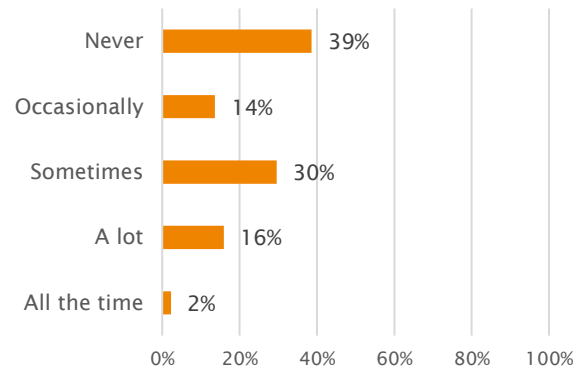
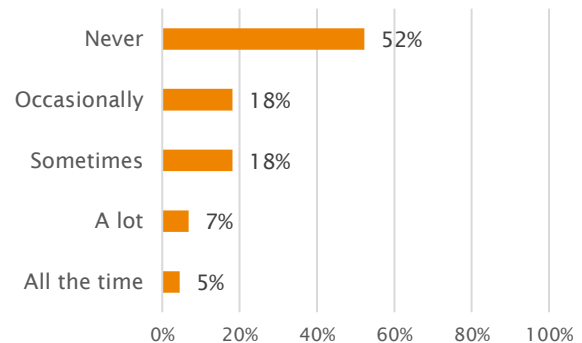


Figure 7.6: Encouraged partner to leave the military



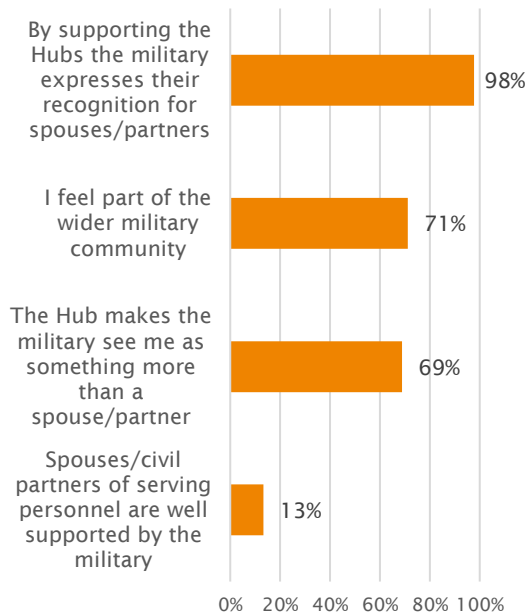
Feeling more valued by the military

The MOD has been supporting the establishment of Coworking Hubs on the first four bases, which made the majority of hub users feeling more valued by the military community (69%).

Thanks to the Coworking Hub, I feel more valued by the military **69%**

Figure 7.7 presents a range of indicators evidencing that hub users feel more valued. Almost all hub users feel recognised by the MOD (98%), feel more part of the military community (71%) and feel seen as an individual (69%).

Figure 7.7: Impact of Hubs on relationship with MOD



Working in the same building as military personnel helped hub users to feel more recognised within the military community, as their professional lives were taking place amongst the professional lives of the military. As well as their work being more visible in the community, hub users found that being part of the hub community also created links with the military through which they were able to express their opinions and contribute their views about life on military bases more broadly.

"Being part of the Hub makes you feel a bit more part of the military community as well, which is something they are trying really hard to do. It provides a space for people to come and approach you and ask your opinions and stuff, which is key."

"It's made me feel like I've got more of a voice in the community as well, so it's been absolutely great."

For many, the hubs are viewed as an important first step in the right direction. They are recognised as a sign that the MOD understands and is addressing some of the difficulties that military partners experience, but there is more that could be done to support military families. The perspective of the hub users is that they are a means of

supporting military partners that puts little financial strain on the MOD, and has a multitude of benefits for military families.

"They're trying to improve the lives of military spouses, and this one of the really obvious ways they can do it."

"I would like to think that the MOD would see this as a relatively low-cost way of demonstrating that they recognise that there's a problem and they do support the working life of military spouses."

"The Hubs are an important first step for the MOD in showing that they're recognising the challenges faced by partners, in terms of maintaining and gaining employment and impact on their careers."

Comparison with FAMCAS

The following Figures present the comparison of hub users with the general population of military partners as represented by the FAMCAS respondents.

There is no markable difference between hub users and the general military partner population on the effect that military life has on their relationship (2% points difference).

Figure 7.8
Effect military life on relationship with partner - Positive

Hub users	24%
FAMCAS	22%

Hub users are less satisfied with their life as a military partner than the generally military partner population (12% points difference).

Figure 7.9
Satisfaction with quality of life as military partner - Positive

Hub users	57%
FAMCAS	69%

However, the 2021 FAMCAS survey shows a sharp upturn compared to previous years, which probably reflects the additional security that government employment offered during the Covid-19 pandemic. The satisfaction with life as military partner of Hub users is similar to the longer term trend of the FAMCAS survey (61% FAMCAS 2020 vs. 57% Hub users)

Hub users are happier should their serving partner decide to leave the military.

Figure 7.10	
Feelings if partner left the military - Happier	
Hub users	42%
FAMCAS	29%

More than two-thirds of hub users are feeling valued by the military (69%) compared to under a third of the general military partner population (29%).

Figure 7.11	
Feeling valued by the military - Positive	
Hub users	69%
FAMCAS	18%

Figure 7.11 shows that the support for the hubs from the MOD has a significant positive impact on the extent to which military partners with a career focus are feeling valued by the military.

Similarly, hub users are almost three times as positive about feeling part of the military community than the general military partner population (71% positive vs 25%).

Figure 7.12	
Feeling part of the military community - Positive	
Hub users	71%
FAMCAS	25%

8: Impact of the Coworking Hubs on Serving Partners

This section provide some insight on the impact of the Coworking Hubs on the serving partners.

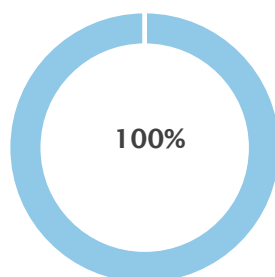
The Serving Partners survey has only been completed by 5% of serving partners (which equates to only 3 individuals). Nevertheless, we think it is useful to report some of the survey findings to provide a flavour of the impact of the Coworking Hubs on serving partners. The results, however, should be interpreted in context with the low response rate.

Feeling less guilty

Serving in the military is an intensive and dangerous job that needs full focus and attention. Feeling guilty about the negative impact your career has on the career of your partner, takes away this focus.

Figure 8.1 shows that having a Coworking Hub available on the base, makes serving partners feeling less guilty.

Figure 8.1: Thanks to the Hub, I feel less guilty about pursuing my career in the military



Serving partners acknowledge that the Coworking Hubs have a positive effect on the career of their partner, as demonstrated in Figure 8.2.

Figure 8.2: Thanks to the Hub my spouse/partner is better able to further their career

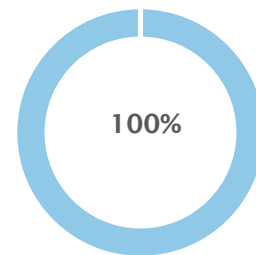
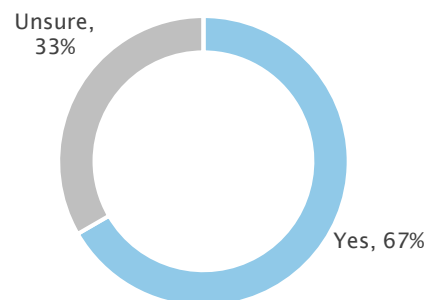


Figure 8.3 shows that in turn the Coworking Hubs have a positive effect on their relationship.

Figure 8.3: Thanks to the Hub my relationship with my spouse/partner has improved



Focus on career

Having a partner furthering their career via the Coworking Hubs, enables some serving partners to focus fully on their military career, and as a result, enjoying their career better, as disclosed in Figures 8.4 and 8.5.

Figure 8.4: Thanks to the Hub, I can focus on my career better

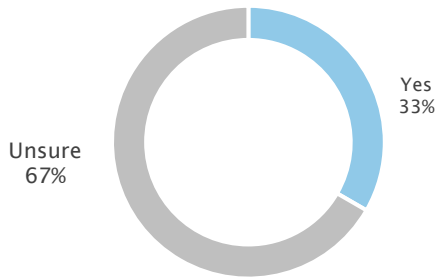


Figure 8.5: Thanks to the Hub, I enjoy my career better

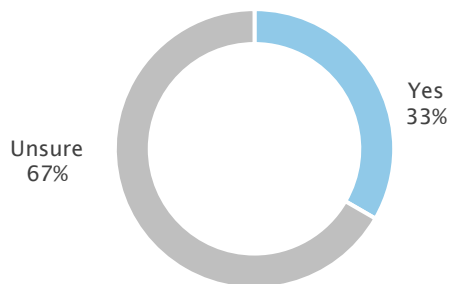
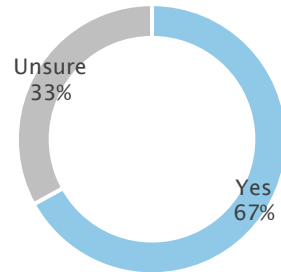
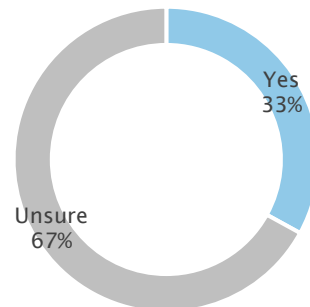


Figure 8.7: Thanks to the Hub, my partner is contributing more to the household income



There is some evidence that the increased income of their partner, also leads to less financial pressure on the serving partner, as displayed in Figure 8.8.

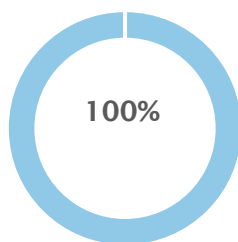
Figure 8.8: Thanks to the Hub I feel less financial pressure



Reducing stress

A job in the military can be very stressful at times. Having to worry less about your partner, reduces the stress levels of serving military personnel, as displayed in Figure 8.6.

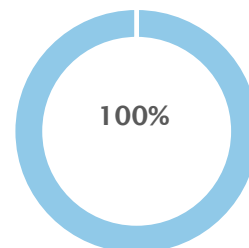
Figure 8.6: Thanks to the Hub I worry less about my spouse/partner



Increasing pride in partner

The success of their partners' career makes serving partners proud of their partner's career, as displayed in Figure 8.7.

Figure 8.9: I am proud of the career development of my spouse/partner



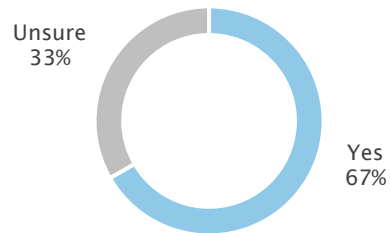
Reducing financial pressure

With a blossoming career by their partner, serving partners see more income coming into the household, as shown in Figure 8.7.

Staying in the military

Serving partners of hub-users show little desire of leaving the military. In comparison, in the latest AFCAS survey only 31% of all respondents expressed their intention to stay serving as long as they could.

Figure 8.9: I plan to stay serving for as long as I can



9: Impact of the Coworking Hubs on the Military

This section explores the impact of the Coworking Hubs on the MOD.

The number of hub users

All military staff interviewed mentioned that the number of military partners using the Coworking Hubs were less than expected.

They all agreed that the main reason for slightly disappointing numbers was the Covid-19 pandemic.

MOD staff also said that the existence of the hubs is not known enough with all potential users and many are still unclear about the purpose and use of the hubs.

"I believe that less than 10% of the potential users know about the Hub."

"People don't know that the hub can be used for studying."

It was suggested that more promotion and advertising is required. Perhaps more important, a different way of promoting the hubs, more focussed on the military partner community, is essential.

For example, in some bases the hub is promoted via the Weekly Orders, that is distributed to the serving military personnel. There is the impression that this is not the best way of reaching military partners.

In another base the hub is promoted via the general base website, again not the best way of reaching the military partner community.

The central booking system managed by MCN was frequently mentioned as one of the main reasons why the hubs were used less than expected. This meant that the hubs were

sometimes seen as managed and controlled by someone else and military staff at the local base were less aware of (under)usage and felt not responsible for promotion.

"The desk booking system run centrally from the UK is not going to work in Cyprus."

"We are just a very small station, there is no need for a centralised booking system."

It was suggested that making a named MOD contact of appropriate seniority¹² responsible at each base for the Coworking Hub would improve promotion and usage of the hubs.

Social media was also mentioned frequently as an effective way of promoting the hubs.

Another suggestion made was to include information on the Coworking Hubs in the Welcome Packs that are distributed to each new family that is transferred to the base.

Some military staff mentioned very specific reasons for under-usage of the Hubs, that are not related to the management of the hubs:

-
- Brexit has made it extremely difficult for military partners based in Cyprus to work in Cyprus and similarly to keep working remotely in the UK.
-
- The requirement to speak Welsh was seen as a main barrier to work for military partners based in Wales.
-

¹² Captain or Major level (or civilian equivalent) was suggested.

-
- The lack of free childcare was mentioned as a main barrier for military partners to look for employment.
-

The strategic relevance of the Coworking Hubs.

Supporting partners, in particular in the development of their career is one of the key workstreams of the MOD's Family Strategy¹³.

Those that were able to comment on this, found that the hubs fit very well with the strategic objectives of the bases, of providing support to the whole family unit, including employment and career development of partners.

"Spousal employment is a very important element of the new Family Strategy."

There is a support structure for military partners focused on social and leisure activities. The Coworking Hubs were seen as a welcome addition to that support structure for military partners that wanted to work or run a business, a group until now not well supported.

"The Coworking Hubs have the potential to become the flagship of the MOD"

"The Hub is a great asset to the station."

"If the Hub did not exist, we would have to create something like it ourselves."

The use of welfare resources

Interviewees were not sure about the impact of the Coworking Hubs on the use of welfare resources.

"If spouses and partners are happier and more stable, they require less welfare resources."

Interviewees thought that the Coworking Hubs are a new support available for people who want to work or run a business. Existing welfare support organisations can use the hubs to signpost people to.

"What it does do is making that people can be more accurately signposted to the appropriate support service."

Some interviewees also said that the existence of Coworking Hubs may lead to more use of welfare resources.

What most interviewees did agree on that it was too early to tell whether there is any impact on the use of welfare resources.

Improved engagement with military partners

Interviewees saw the potential of the Coworking Hubs as a means of engaging with military partners, especially those that are not involved in the social and leisure activities going on. But the relatively small number of hub users so far, makes it difficult to comment with certainty on this.

"It's another means of engaging with spouses and partners."

"It's another way for strategic management to link in with spouses and partners, especially those who work or run a business. It gives a different perspective from the social activities."

A better understanding of the needs of working partners

Interviewees are confident that the Coworking Hubs will become a mouthpiece for the needs and wishes of military partners that are focused on work, study or business. Again, it is deemed too soon to come up with concrete evidence.

"The hub gives the business and employment community a voice."

¹³ UK Armed Forces Families Strategy 2022-32, Ministry of Defence, Jan 2022,

"In the long term the hub enables the station management to understand better how difficult it is to work or run a business when moving around constantly."

"Yes, the military gets a better understanding that spouses are more than an add onto the career of the serving partner. That they have a career of their own."

"Yes, the hub has raised the point of spousal employment up the agenda."

One interviewee commented that this can only happen if there are formal feedback loops created to feed information to the management. A key role for the Family Foundations was envisaged.

A smoother resettlement transition

Interviewees saw the huge benefits of having a Coworking Hub at every base in the country and overseas, so military partners could take their job or business with them if they were forced to move around. Of course, this will only be true if there are hubs at all bases.

"If spouses and partners don't have to give up their job or business, it will make transition easier and more palatable."

An additional benefit of the hubs is that it is easier to get to know new like-minded people when transitioned.

Improved recruitment and retention

Interviewees believed that the Coworking Hubs can have a positive impact on recruitment, and in particular, retention of serving personnel.

Again, most interviewees thought it was too early to tell and that the hubs have not been used enough to see evidence of this.

"There are two main reasons personnel is leaving MOD: bored with the job and domestic instability. The hub will cause less domestic instability, and thus good for retention."

One interviewee commented that during the pandemic hybrid working was introduced and increased within the military, so having a hub and not having to share home space with the homeworking serving partner would be an advantage.

Improved morale

When asked about the impact of the Coworking Hubs on the morale of the serving partners, all interviewees thought that there would be a positive impact, with most quoting the popular saying 'happy wife, happy life'. When their home situation is stable and their partner is happy and supported in their own career, the serving partner does not have to worry and can focus on their job.

Many interviewees added that, again, it is too soon to draw definite conclusions.

"Definitely, a stable home life is very important for the morale of serving personnel."

10: Conclusions

This section summarises the key findings from the study and makes some recommendations for the future development of the Coworking Hubs.

From the research the following conclusions can be drawn:

The research method

1. The response rate to the survey of military partners was very high with 57 responses out of 60 hub users (95%) The quantitative data from the survey is supported by qualitative data from in-depth interviews with 11 hub users. This makes the data on hub users highly representative.
2. The response rate to the survey of serving partners had a much lower response rate (5%, 3 individuals). We have not been able to undertake any interviews with serving partners. The data on serving partners are not representative, and included only for information only.
3. The views from the military are based on 9 in depth interviews from all four bases, representing a mixture of operational, HR/pastoral and management staff.

The impact on professional life

4. Military life and living on a military base can have a profound negative impact on the career of military partners. The Coworking Hubs help military partners mitigate these disadvantages in a substantial way.
5. The Coworking Hubs play an important role in growing hub users' professional networks.
6. The Coworking Hubs lead to increased productivity of working and self-employed hub users.

7. The Coworking Hubs help hub users to find and sustain employment. Hub users find it significantly easier to find suitable employment than the general population of military partners (14% points compared to FAMCAS).
8. The Coworking Hubs help hub users to increase their contribute to the family income and give them more financial independence.
9. The Coworking Hubs lead to an increased job satisfaction, significantly higher than the average job satisfaction of the general military partner population (14% points compared to FAMCAS).
10. Working for the Coworking Hubs leads to an improved work-life balance.

Impact on personal life

11. Military life also requires sacrifices from military partners in their personal life. The Coworking Hubs help to mitigate these in a substantial way.
12. Loneliness and social isolation are an issue for military partners. For military partners focused on career and business there is very little support. The MOD welfare support that is available very much focused on leisure and social activities, in many cases organised around children.

There is evidence that the Coworking Hubs help hub users feeling less lonely by providing social contacts with likeminded people.

13. Developing a career through the Coworking Hubs gives a boost to the confidence of hub users.
14. The Coworking Hubs have a marked impact on the mental health and wellbeing of hub users by among other things reducing loneliness, increasing confidence and a better work-life balance.
15. Military partners often feel they lose their personal identity; they are seen as the 'partner of' or the 'parent of'. Working from the Coworking Hub, meeting likeminded people and furthering their career or business, helps them to regain their personal identity.

Impact on family life

16. Military life can also have a less positive impact on family life. The Coworking Hubs improve the mental health and wellbeing of hub users and cause an improved work-life balance, which in turn brings stability and happiness to the family life of hub users.
17. Serving partners many times feel guilty to ask their partner to sacrifice their career on their behalf. The Coworking Hubs help partners to develop their career and the reduces that guilt, which also contributes to a happier family life.
18. Hub users are significantly more positive about the MOD community support than the general military partner population (27% points more positive than FAMCAS).

Impact on military life

19. There are significant disadvantages to military life from the partners' perspective. Partners have to sacrifice a lot in their career and personal life, feel not valued by the MOD and experience strains on their relationship with their serving partner.
20. Hub users appreciate the effort and support of the MOD for the Coworking Hubs. This makes them feel valued by the military, this in stark contrast with the general military partner community (69% of hub users feel valued by the military, against 18% FAMCAS).

21. Hub users feel considerably more part of the military community than the general military partner population (71% of hub users feel part of the military community, against 25% FAMCAS).

Impact on serving partners

22. There is some evidence (see point 2 of the Conclusions) that the Coworking Hubs have a positive impact on serving partners as well:
 - a. Serving partners feel less guilty about pursuing their career at the detriment of their partner.
 - b. Serving partners can focus more on their career and enjoy their work more.
 - c. Not worrying so much about their partners, reduces the stress of serving partners.
 - d. Increased income of their partners reduces the financial pressure on serving partners.
 - e. Serving parents are proud of the career development of their partner.
 - f. There is some evidence that serving partners are less likely to leave the military.

Impact on the military

23. The Coworking Hubs fit well with the strategic objectives of the MOD, in particular with the recently published Family Strategy 2020-32.
24. For the impact on the Coworking Hubs on the military it is too early and not enough military partners have used the hubs to draw firm conclusions.
25. It is unclear at the moment whether the Coworking Hubs will have an influence on the use of welfare resources.
26. The Coworking Hubs have the potential for the MOD to engage with a group of military partners that they currently do not engage with.
27. Similarly, the Coworking Hubs have the potential to develop into a valuable source of feedback from military partners with a focus on career and business.

28. The Coworking Hubs will help with a smoother transition from one placement to another, as military partners can take their job or business with them. This will only be the case if there is a Coworking Hub at every base.
29. There is an expectation among stakeholders interviewed that Coworking Hubs could have a positive effect on recruitment, and in particular, retention of military personnel.
30. Having less worry about their partner and a more stable home life will have a positive influence on the morale of serving personnel.

The use of the Coworking Hubs

31. The number of hub users is less than expected. This is primarily a result of the Covid-19 pandemic.
32. The less than predicted use of the Coworking Hubs is also partly caused by a lack of promotion of the hubs.
33. The promotion of the Coworking Hubs is done for a large part via the serving partner. More direct promotion to the military partner community is required.
34. The military staff on the bases find the central booking system ineffective. It does

not give local military staff enough information about the usage of the hubs and contributes to a lack of local ownership. This is seen to be contributing to the less than expected use of the hubs.

Recommendations

Based on the findings of the research, we make the following recommendations:

1. Share this report widely within MOD to provide evidence of the benefits of the Coworking Hubs for military partners, serving personnel and the MOD.
2. For the final report, focus effort on finding ways to consult with serving partners to strengthen the evidence of the impact of the Coworking Hubs.
3. Review the way the Coworking Hubs are promoted and focus on reaching military partners directly without the serving partner serving as the intermediary.
4. Review the central booking system and have in depth discussions with MOD staff on the bases to increase ownership and information sharing.

Appendix A: Hub User Survey

Coworking Hubs - User Survey

About You

1. What is your gender

☐ Male

☐ Female

☐ Other

☐ Prefer not to say

2. How old are you?

3. What is your relationship status?

☐ Married to someone serving in the military

☐ In a civil partnership with someone in the military

☐ Living together with someone in the military

☐ Other (please specify)

4. Where do you currently live?

☐ East Midlands

☐ South East England

☐ East of England

☐ South West England

☐ London

☐ West Midlands

☐ North East England

☐ Yorkshire and the Humber

☐ Wales

☐ Scotland

☐ Northern Ireland

☐ Cyprus

☐ Other Overseas

5. Where is your spouse/civil partner currently stationed?

☐ England

☐ Wales

☐ Scotland

☐ Northern Ireland

☐ Cyprus

☐ Other Overseas

6. What is the highest level of qualification you have completed?

- | | |
|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| <input type="radio"/> Secondary Education (GCSE/O-Levels) | <input type="radio"/> Undergraduate Degree (BA, BSc, etc.) |
| <input type="radio"/> Post-Secondary Education (College, A-Levels, NVQ3 or below or similar) | <input type="radio"/> Post-graduate Degree (MA, MSc, PhD, etc.) |
| <input type="radio"/> Vocational Qualification (Diploma, Certificate, BTEC, NVQ 4 and above or similar) | <input type="radio"/> Professional Qualification (e.g. teaching, nursing, accounting, civil engineering) |

Other (please specify)

Coworking Hubs - User Survey

About Your Professional Life

7. What is your current employment status?

- | | |
|---------------------------------------------------------|-----------------------------------------------------------------------|
| <input type="radio"/> In full-time employment | <input type="radio"/> Not employed – not seeking employment |
| <input type="radio"/> In part-time employment | <input type="radio"/> In full-time education/personal development |
| <input type="radio"/> Self-employed | <input type="radio"/> In part-time education |
| <input type="radio"/> Homemaker/parent at home | <input type="radio"/> My immigration status means I am unable to work |
| <input type="radio"/> Not employed – seeking employment | <input type="radio"/> Not applicable |

8. How has being a member of the Hub affected your professional life?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Thanks to the Hub I know more people and have a wider network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub I know where I can get help/access help	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub I have more social media contacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm helping others in the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. If you are self-employed, how has the Hub affected your business?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I'm more confident in my professional/ business skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have got more business/professional opportunities through the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My business has saved money thanks to the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm getting more sales due to the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. How has working from the Hub affected your productivity?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I am more productive since working at the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm feeling more motivated since working in the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have fewer distractions at the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My day is more structured since working at the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have developed better habits since working at the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The IT is more reliable at the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Hub offers me opportunities to learn new things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. How satisfied or dissatisfied are you with your job overall?

- | | |
|----------------------------------------------------------|-----------------------------------------|
| <input type="radio"/> Very Satisfied | <input type="radio"/> Very Dissatisfied |
| <input type="radio"/> Satisfied | <input type="radio"/> Don't know |
| <input type="radio"/> Neither Satisfied nor Dissatisfied | <input type="radio"/> Not Applicable |
| <input type="radio"/> Dissatisfied | |

12. How satisfied or dissatisfied are you that your qualifications match your job?

- | | |
|----------------------------------------------------------|-----------------------------------------|
| <input type="radio"/> Very Satisfied | <input type="radio"/> Very Dissatisfied |
| <input type="radio"/> Satisfied | <input type="radio"/> Don't know |
| <input type="radio"/> Neither Satisfied nor Dissatisfied | <input type="radio"/> Not Applicable |
| <input type="radio"/> Dissatisfied | |

13. How satisfied or dissatisfied are you that your job matches your skills and experiences?

- | | |
|----------------------------------------------------------|-----------------------------------------|
| <input type="radio"/> Very Satisfied | <input type="radio"/> Very Dissatisfied |
| <input type="radio"/> Satisfied | <input type="radio"/> Don't know |
| <input type="radio"/> Neither Satisfied nor Dissatisfied | <input type="radio"/> Not Applicable |
| <input type="radio"/> Dissatisfied | |

14. How has working from the Hub affected your job satisfaction?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
My job satisfaction has increased since working at the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can leave work behind at end of the day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. What advantages does using the Hub as your workplace bring?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I can work remotely from the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working from the Hub protects the sanctity of my home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. In the last 12 months, have you had to leave a civilian job or long-term training programme due to Service reasons?

- ☐ Yes
☐ No

17. Have you been looking for a job in the last 12 months?

- ☐ Yes
☐ No

18. If yes, did you have any difficulty finding suitable employment?

- ☐ Yes
☐ No

19. How has working from the Hub affected your career?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Thanks to the Hub I have been able to keep my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I got to know potential new employers due to the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I got job offers through the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My career benefits from the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. How has working from the Hub affected your work-life balance?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I feel more in control of my choices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can be a military spouse/partner and have a life outside the military community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can be a military spouse/partner and have a career	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. How positive or negative do you feel about the effect of military life on your career?

- | | |
|-----------------------------------------------------|--------------------------------------|
| <input type="radio"/> Very Positive | <input type="radio"/> Negative |
| <input type="radio"/> Positive | <input type="radio"/> Very Negative |
| <input type="radio"/> Neither Positive nor Negative | <input type="radio"/> Not Applicable |

22. How positive or negative do you feel about the effect that military life has had on your household income?

- | | |
|-----------------------------------------------------|--------------------------------------|
| <input type="radio"/> Very Positive | <input type="radio"/> Negative |
| <input type="radio"/> Positive | <input type="radio"/> Very Negative |
| <input type="radio"/> Neither Positive nor Negative | <input type="radio"/> Not Applicable |

23. How has working from the Hub affected your financial situation?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I'm financially less dependent on my partner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm making more money thanks to the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel less of a financial burden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel more empowered thanks to the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My spouse/partner feels less stress to provide financially	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Coworking Hubs - User Survey

About Your Personal Life

24. How has using the Hub affected your social life?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I have made new friends through the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub I feel less lonely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Due to the Hub I have more connections on social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Hub provides me with more opportunities for meeting new people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. Please indicate the extent to which you agree or disagree with the following statements:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I feel isolated at times	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I identify myself to new people by telling them what I do for work, rather than the spouse/partner/parent of someone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub, I feel like my old self again	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub, I found my own voice again	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I now feel I have something interesting to say	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Since joining the Hub, I have more non-military related conversations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. Please indicate the extent to which you agree or disagree with the following statements about your wellbeing:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Thanks to the Hub I better understand mental health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub I'm getting out of the house more	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub I know I'm not alone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub, I feel happier	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the Hub I have a safe/trusted space I can go	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I take better care of myself since attending the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know where and how to get support if I need it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the Hub I feel understood, seen and heard	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Hub has supported my wellbeing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. Please indicate the extent to which you agree or disagree with the following statements about the effect of the Hub on you:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Thanks to the Hub I'm more confident	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub I feel more motivated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub I am willing to try more new things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub I find it easier to talk to others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Coworking Hubs - User Survey

About Family Life

28. How positive or negative do you feel about:

	Very Positive	Positive	Neither Positive nor Negative	Negative	Very Negative	Not Applicable
The effect of military life on your children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The effect of military life on the stability of your family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29. Please indicate the extent to which you agree or disagree with the following statements about your family life

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
We are able to make long-term plans as a family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am able to maintain a balance between my personal and working life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My relationship with my spouse/partner has improved thanks to the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub family relations are more harmonious	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. How do you feel about your family life, compared to the general public?

- | | |
|-----------------------------------------------------|--------------------------------------|
| <input type="radio"/> Very Positive | <input type="radio"/> Negative |
| <input type="radio"/> Positive | <input type="radio"/> Very negative |
| <input type="radio"/> Neither Positive nor Negative | <input type="radio"/> Not Applicable |

31. How do you feel about your children, compared to the general public?

- | | |
|-----------------------------------------------------|--------------------------------------|
| <input type="radio"/> Very Positive | <input type="radio"/> Negative |
| <input type="radio"/> Positive | <input type="radio"/> Very Negative |
| <input type="radio"/> Neither Positive nor Negative | <input type="radio"/> Not Applicable |

Coworking Hubs - User Survey

About Military Life

32. Please indicate the extent to which you agree or disagree with the following statements about military life:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I believe that by supporting the Hubs the military expresses their recognition for spouses/partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spouses/civil partners of serving personnel are well supported by the military	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub I feel more valued by the military	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel part of the wider military community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Hub makes the military see me as something more than the spouse/partner of serving personnel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

33. How do you feel about community support for your family (e.g. HIVE, Chaplaincy, Community Support Officer, coffee shop etc)?

- | | |
|-----------------------------------------------------|--------------------------------------|
| <input type="radio"/> Very positive | <input type="radio"/> Negative |
| <input type="radio"/> Positive | <input type="radio"/> Very negative |
| <input type="radio"/> Neither Positive nor Negative | <input type="radio"/> Not Applicable |

34. How satisfied are you with your quality of life, being married to/in a civil partnership with a member of the military?

- | | |
|----------------------------------------------------------|-----------------------------------------|
| <input type="radio"/> Very satisfied | <input type="radio"/> Dissatisfied |
| <input type="radio"/> Satisfied | <input type="radio"/> Very dissatisfied |
| <input type="radio"/> Neither satisfied nor dissatisfied | <input type="radio"/> Not Applicable |

35. How would you feel if your partner chose to leave the military?

- | | |
|-------------------------------------------------|--------------------------------------------------|
| <input type="radio"/> I would be much happier | <input type="radio"/> I would be less happy |
| <input type="radio"/> I would be happier | <input type="radio"/> I would be much less happy |
| <input type="radio"/> I would feel no different | <input type="radio"/> Don't know |

36. In the last 12 months, how often have you encouraged your partner to stay in the military?

- | | |
|------------------------------------|------------------------------------|
| <input type="radio"/> All the time | <input type="radio"/> Occasionally |
| <input type="radio"/> A lot | <input type="radio"/> Never |
| <input type="radio"/> Sometimes | |

37. In the last 12 months, how often have you encouraged your partner to leave the military?

- ☐ All the time
 ☐ Occasionally
☐ A lot
 ☐ Never
☐ Sometimes

38. How do you feel about the following:

	Very Positive	Positive	Neither Positive nor Negative	Negative	Very Negative	Not Applicable
The effect of military life on your relationship with your spouse/partner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your pride in your spouse/partner being in the military	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix B: Serving Partner Survey

Coworking Hubs - Serving Partner Survey

About You

1. What is your gender

☐ Male

☐ Female

☐ Other

☐ Prefer not to say

2. How old are you?

3. What is your relationship status?

☐ Married

☐ In a civil partnership

☐ Living together with someone

☐ Other (please specify)

4. Where are you currently stationed?

☐ East Midlands

☐ South East England

☐ East of England

☐ South West England

☐ London

☐ West Midlands

☐ North East England

☐ Yorkshire and the Humber

☐ Wales

☐ Scotland

☐ Northern Ireland

☐ Cyprus

☐ Other Overseas

5. Where does your spouse/partner currently live?

☐ England

☐ Wales

☐ Scotland

☐ Northern Ireland

☐ Cyprus

☐ Other Overseas

6. What is your rank?

☐ Commissioned

☐ Non-Commissioned

Coworking Hubs - Serving Partner Survey

About You And Your Family

7. Please indicate the extent to which you agree or disagree with the following statements about your family:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I am able to maintain a balance between my personal and working life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My relationship with my spouse/partner has improved thanks to the Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My family is proud of me serving in the military	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My family benefits from being a Service family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My family supports my career in the military	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub, family relations are more harmonious	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub, I feel less guilty about pursuing my career in the military	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Do you feel advantaged or disadvantaged as a Service person, compared to the general public:

	Strongly Advantaged	Advantaged	Neither Advantaged nor Disadvantaged	Disadvantaged	Strongly Disadvantaged	Not Applicable
About your family life?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
About your children's education?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. In the past 12 months, how satisfied were you with the effect of Service life:

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Not Applicable
On your children's education?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On your spouse/partner's career?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Please indicate the extent to which you agree or disagree with the following statements about your spouse/partner's career

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
Thanks to the Hub my spouse/partner is better able to further their career	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud of the career development of my spouse/partner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Please indicate the extent to which you agree or disagree with the following statements about your spouse/partner:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
Thanks to the Hub, my spouse/partner is contributing more to the household income	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub I feel less financial pressure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel less stressed about my family life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub I worry less about my spouse/partner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub my relationship with my spouse/partner has improved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am valued by the military	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Coworking Hubs - Serving Partner Survey

About Your Career

12. How satisfied are you with military life in general?

- | | |
|----------------------------------------------------------|-----------------------------------------|
| <input type="radio"/> Very Satisfied | <input type="radio"/> Dissatisfied |
| <input type="radio"/> Satisfied | <input type="radio"/> Very Dissatisfied |
| <input type="radio"/> Neither Satisfied nor Dissatisfied | |

13. How would you rate your level of morale?

- | | |
|--------------------------------------------|--------------------------------|
| <input type="radio"/> Very High | <input type="radio"/> Low |
| <input type="radio"/> High | <input type="radio"/> Very Low |
| <input type="radio"/> Neither High nor Low | |

14. Please indicate the extent to which you agree or disagree with the following statements about your career

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Thanks to the Hub, I can focus on my career better	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to the Hub, I enjoy my career better	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. What are your plans for the future?

- | | |
|-------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| <input type="radio"/> To stay serving as long as I can | <input type="radio"/> I have put in my notice to leave |
| <input type="radio"/> To stay serving to the end of my current engagement/com mission | <input type="radio"/> Don't know |
| <input type="radio"/> To leave the military before the end of my current engagement/com mission | <input type="radio"/> Not Applicable |
| <input type="radio"/> To leave the military as soon as I can | |

16. How actively have you searched for a job outside the military in the last 12 months?

- ☐ Very Actively
☐ Quite Actively
☐ Not Very Actively
☐ Not at all

17. How does the impact of Army life on your family and personal life impact on your intention to stay or leave the military?

- ☐ Strongly increases my intention to stay
☐ Increases my intention to stay
☐ Has no effect on my intention to stay or leave
☐ Increases my intention to leave
☐ Strongly increases my intention to leave

18. How does your spouse/partner's career impact on your intention to stay or leave the military?

- ☐ Strongly increases my intention to stay
☐ Increases my intention to stay
☐ Has no effect on my intention to stay or leave
☐ Increases my intention to leave
☐ Strongly increases my intention to leave

19. How satisfied are you with:

	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
The welfare support provided by the military for me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The welfare support provided by the military for my family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The support my spouse/partner gets from the military when I am absent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Find out more
www.socialvaluelab.org.uk

info@socialvaluelab.org.uk

Call us on **0141 530 1479**



Studio 222, South Block,
60 Osborne Street, Glasgow, G1 5QH.
