

## Lancashire Refugee Resettlement Programme

### 2019 Review

### Final Report

1. This Report presents the findings and recommendations of the Review conducted by the Lancashire Refugee Resettlement Programme (the "**Programme**"). This Review focused on the various elements of the programme, looking at what has worked well and what improvements and changes are required so the Programme can deliver the best possible outcomes for resettled refugees in Lancashire. The scope of the Review also included the delivery model adopted by Local Authorities (LAs) in Lancashire. The *Appendix* below provides further information about the aims of the Review. This Report contains recommendations for the current Programme and also for the Lancashire response to the new Global Resettlement Scheme announced by the Government in June 2019.
2. The Review is primarily based on feedback from Local Authorities. This feedback was provided in writing by four Local Authorities, using the template that can be found in the *Appendix* (Lancashire County Council [LCC], Burnley Borough Council, Fylde Borough Council and Hyndburn Borough Council). In addition to that, a meeting between Local Authority leads (from Lancashire County Council, Lancaster City Council, Hyndburn Borough Council, Fylde Borough Council and Pendle Borough Council, assisted by a representative from the North West Strategic Migration Partnership) took place in late September 2019 to discuss that feedback and provide further input to the Review. Finally, this Report has been discussed at the Lancashire Refugee Resettlement Programme Steering Group meeting on 7 October 2019, with additional feedback from Steering group members provided during and after that meeting.

### Findings and recommendations

3. The Review concluded that the Partnership model between all LAs in Lancashire is working well. However, it was generally felt that it needs to be formalised through a formal agreement between LAs, like it was at the beginning. Informal peer support has grown in Lancashire, with LAS learning from each other, which was singled out as a major success of the Programme. Recommendations:

- a. *LCC will draft a new Local Authorities Funding Agreement by end of November 2019 and submit it to the other LAs, with a view to have it approved by all partners in early 2020.*
  - b. *LCC will draft guidance for Local Authority leads and officers about the roles of Local Authority staff in refugee resettlement.*
4. The Review concluded that the pledge system in Lancashire has worked well for the current Programme, but that in any future Programme, clear and agreed pledges at the start (regarding a specific cycle) will allow for better planning. Recommendations:
  - a. *Pledges for the Global Resettlement Scheme should be agreed from the start.*
  - b. *Although pledges will be sought by the end of 2019, it is understood that some pledges may be indicative and still subject to council approvals.*
5. The 'cluster' and 'cohort' model, i.e. having 5 families (or 10 families) arriving around the same time in individual LAs and working towards large annual group arrivals across Lancashire, has worked very well, but some flexibility will be needed and may also be desirable at times. Despite the advantages of large group arrivals, they also mean that there is a significant ask from LAs and their partners in the weeks and months leading to those arrivals. Recommendations:
  - a. *Future refugee resettlement in Lancashire will, wherever possible, follow the 'cluster' model, but there will be flexibility allowing for LAs to choose staggered arrivals.*
  - b. *Clusters will consist of families of the same nationality/language.*
  - c. *Subject to agreement from the Home Office, but allowing some flexibility, the Programme will continue to welcome one large group arrival each year, but better planning and preparation, together with adequate resourcing, will be needed.*
6. Better communication with, and information sharing about, prospective families is needed for LAs to prepare better for new arrivals, particularly at the time of allocations. Recommendations:
  - a. *The Programme coordinator will discuss with the Home Office different ways for improving information sharing and communication in order to manage refugees' expectations better pre- and post-arrival; this will include conversations about improving, for instance, the quality of medical information in mobility or complex medical cases.*
  - b. *In particular, and in agreement with the Home Office, the Programme will explore the possibility of adding further information in the LA fact sheets that are shared with the families pre-arrival.*
7. The sourcing of properties has been inconsistent across Lancashire, although this is perhaps inevitable due to different housing markets and priorities. Some LAs appreciate the independence and flexibility that the current model has afforded them, but others have found it difficult to commit resource. Sourcing housing in the private rented sector has proved increasingly difficult. Recommendations:
  - a. *Flexibility as to how to source properties for the Programme will continue*
  - b. *At the same time, LCC will commission a 'resettlement housing service' that will be responsible for sourcing housing and, possibly, providing housing*

*support for the refugee families, allowing caseworkers to deal with other issues; individual LAs will be able to opt in or out of this service.*

- c. *LCC will start consultations, and will draft guidance about different options and mechanisms to support the process of sourcing properties, with a view to increase availability and choice of housing. This guidance may include things like financial and other incentives for landlords, guarantor schemes, landlord accreditation schemes, etc. Draft guidance will be made available before the end of 2019.*
8. More guidance is needed in order to achieve consistency and excellence across a range of resettlement services. There is enough experience now in Lancashire and elsewhere for the Programme to issue detailed guidance for casework support provision, refugee wellbeing and mental health, safeguarding issues, and other areas and services. Recommendation:
    - a. *LCC will consult about, and draft a range of guidance documents in the next few months, and submit them to partners" consideration, with a view for them to be approved and available in early 2020.*
    - b. *LCC will draft a revised Media Protocol to be submitted to partners by the end of 2019.*
  9. The casework support model adopted in Lancashire has worked reasonably well, although it is too early to assess its long term impact. LCC is currently implementing a Years 3 to 5 support service, which will be closely monitored and continuously reviewed in the coming months. Recommendations:
    - a. *Casework support and financial guidance (e.g. budgets) will consider ways to develop and recognise the role of the caseworker, with a view to shape it as a skilled professional role – this may include recommendations for pay, conditions, etc.*
    - b. *LCC will produce detailed guidance about what is expected during the intensive orientation period, and will make it available well in advance of future arrivals under the Global Resettlement Scheme, if participation in the new scheme is approved.*
    - c. *While continuing to strive to avoid the development of dependency of resettled refugees on the resettlement casework support service, the Programme will continue to be flexible to allow some extension of local services to deal with support needs of more vulnerable service users.*
    - d. *Post Year 2 support be will reviewed in the coming months in order to assess whether a telephone service with limited outreach is the best model for bespoke support for resettled refugees, or whether local services should be extended beyond Year 2.*
  10. The Interpreting and Translation service currently provided by LCC is working very well. However, new challenges are likely to appear if and when a new resettlement scheme in Lancashire starts welcoming speakers of other languages than Arabic. Recommendation:
    - a. *LCC will continue to coordinate the Interpreting and Translation Services, and will assess its capacity to do so if and when demand for other languages becomes a reality.*

11. The Local Integration Fund has enabled a range of activities and projects locally, especially in the early stages of resettlement. Flexibility in term of how to manage it and allocate funding has been a positive feature and should remain the same. Recommendation:
- a. *For LAs that so wish, and because of resource limitations, LCC will manage the Local Integration Fund in their areas, in consultation with the LA lead.*
12. The commissioning, by LCC, of longer terms and specialist services for refugees in Lancashire is slowly producing positive outcomes and enabling a range of projects and services across Lancashire. The commissioning officers at LCC generally work really well with local partners in all resettlement areas. Recommendation:
- a. *LCC will increase the visibility of such work by reporting and disseminating it more effectively. This will be achieved by things like setting up a social media group for external partners, through which LA leads and other stakeholders will be able to access, on a daily basis, updates about the work that LCC staff are doing.*
  - b. *Regular written reports of LCC's commissioning activities will be presented to the Steering Group.*
13. The bespoke ESOL provision has worked well, with many positive outcomes. However, improvements are required to the way that the Programme supports language learning among the resettled refugee community. Recommendations:
- a. *Subject to confirmation of Lancashire's participation in the new resettlement scheme, LCC will conduct wide consultation prior to commissioning any new bespoke ESOL services, with alternative options also to be considered (e.g. working with Further Education and Adult Education colleges, as well as other local providers, with the aim of increasing provision).*
14. There is room for LCC and its partners to provide additional training for various stakeholders. The pre-arrival (Charter) training provided by LCC has had very positive feedback, but there is a case for training to be provided at other times as well. Recommendation:
- a. *LCC will review training needs in Lancashire and either produce training packages to be delivered in house, or commission training providers to meet those needs, or both.*
  - b. *LCC will continue to organise quarterly caseworker away days.*
  - c. *LCC will assess the possibility of providing training to caseworkers so they can provide immigration advice at OISC Level 1.*
15. More clarity is needed regarding budgets and financial information. Recommendations:
- a. *LCC will produce clear Year 1 and Year 2 budgets in the coming weeks and submit them to other LAs consideration with a view to approving them.*
  - b. *LCC will provide quarterly financial reports to Steering Group partners.*
16. The Programme's Steering Group, which meets on a quarterly basis, discusses the strategic direction of the Programme, and enables the sharing of good practice and the discussion of various issues. Part of the meetings are dedicated to asylum dispersal, and it is the forum where a Lancashire perspective on both dispersal and

refugee resettlement is shaped. Some smaller LAs sometimes find it hard to find the resources to attend the meetings. Recommendation:

- a. *LCC will lead a review of the Steering Group at the January 2020 meeting.*
- b. *Minutes of Steering Group meetings will be produced and circulated days after the meetings.*

17. Engagement with the Third Sector and other organisations, both at local and county level is generally very good. Engagement with service users is also good. There is room for improvement and recently LCC set up a Third Sector Reference Group, which LCC will update regularly about funding opportunities, etc. More online presence is needed. Recommendation:

- a. *LCC will start work on developing/commissioning a website dedicated to refugee and asylum issues, with the aim of launching it before the end of 2019.*

18. In terms of the Global Resettlement Scheme, and bearing in mind the findings and recommendations of the Review, this Report recommends that Lancashire as a whole participates in the new Global Resettlement Scheme. It is also recommended that:

- a. *Individual LAs pledge to resettle 10 families each over the next 4 year cycle (2020-2023 – 30 families a year); they may choose to do it in two separate clusters, or in one large cluster of 10; staggered arrivals will also be considered.*
- b. *The delivery model will be similar to the one that developed with the current Programme, plus the recommendations above.*
- c. *In principle, the Programme will start preparations for the 2020 cohort (30 families).*
- d. *Participation in 2021-2023 will be indicative may be reviewed in light of future announcements by the Home Office about funding and numbers.*

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## ***Appendix – Review Template***

### **Background**

The Lancashire Refugee Resettlement Programme was set up in early 2016 to deliver on pledges made by Local Authorities in Lancashire to resettle a number of refugee families under the Syrian Resettlement Programme (SRP, also known as the Vulnerable Persons Resettlement Scheme - VPRS) and, later, the Vulnerable Children Resettlement Scheme (VPRS). An initial proposal was taken in February 2016 to Lancashire Chief Executives Group. The proposed scheme, which was agreed at a meeting of Local Authorities leads a few weeks earlier, included:

1. To resettle 500 refugees under the SRP (to which 75 were added later that year, after the government announced the VPRS) – this number was chosen based on the national pledge (20,000 refugees by 2020) and the population of Lancashire, ensuring that Lancashire's pledge was proportionate to its population.
2. That Lancashire County Council would coordinate the programme on behalf of Lancashire's LAs.

In agreement with the North West Regional Strategic Migration Partnership, it was decided that Lancashire LAs would take one Charter every year, consisting of around 120-150 individuals, corresponding to around 30 families. Four LAs volunteered to resettle refugees arriving in the first Charter (September 2016), with other LAs joining the programme in subsequent years. The scheme has been voluntary to all LAs in Lancashire (as well as in the rest of the UK).

### **Delivery Model**

The Lancashire Programme started to take shape during preparations for the arrivals of the first Charter. Discussions were based mostly on research conducted by the Programme Coordinator at LCC, who looked into scant but developing guidance to the SRP and other resettlement programmes, as well as online information about resettlement programmes elsewhere in the UK, and also contacted a range of LA leads from across the UK. These early discussions led to a developing delivery model for the Lancashire Programme, which subsequently experienced significant changes, becoming more settled for the 3<sup>rd</sup> and 4<sup>th</sup> cohorts (2018 and 2019). The most significant changes occurred to the bespoke ESOL provision and interpreting and translation services, as well as to the medium term resourcing of the Programme once families became more settled in their resettlement areas.

A number of factors influenced these changes, including a developing experience of resettling refugees, the need to improve on performance of a few services, the availability of funding (and the concomitant medium-term settling of the vast majority families in their original resettlement areas), and the fact that new LAs were effectively joining the Programme year after year.

One of the issues discussed early on was whether a formal agreement was needed between all LAs. Some LAs thought it would be a good ideal, although the need for a formal agreement was felt mainly by the County Council (at a time when understanding of the project within the Council was patchy at best), as a way to justify reimbursement of monies without the need for procurement exercises. The LA Agreement that was proposed and signed at the beginning also provided for more clarity about the respective roles of the County Council and other LAs in the project. The many changes that the Programme was experiencing, and specific circumstances in different LAs eventually required the Programme to be more flexible, and constantly changing the LA Agreement, with its required sign-offs at different levels, would become very time-intensive, with no gains to come from it. In the County Council, there is now full understanding of our financial role and the regular reimbursements (or upfront payments) made to other LAs. As a result, there is no current formal agreement that covers all aspects of the Programme and all LAs.

Another aspect that influenced the model adopted in Lancashire was the Home Office preference for regional or sub-regional coordination of the various resettlement programme across the UK, with RSMPs and individual LAs (usually county councils or specific metropolitan boroughs or combined authorities) playing a central role in things like allocations, financial management, commissioning, communication with the Home Office, etc. This has remained the preferred model nationally.

Bearing all of that in mind, the Lancashire 'delivery model' that developed over the years can be described in the following way:

1. A model based on a partnership between County Council and district councils/unitary authorities, with LCC acting as coordinating authority contracted with the Home Office to deliver the resettlement programme in Lancashire. This model allows for flexibility as to the respective responsibilities from different LAs (in terms of commissioning of resettlement services and local community engagement, among other areas), but from a funding perspective, LCC is ultimately the Recipient as defined in the Home Office funding instruction. There is currently no binding agreement between the LAs, other than an understanding that LCC is responsible for covering all costs incurred by all LAs in delivering aspects of the Programme. The County Council also commissions services that are available across all resettlement areas in Lancashire. The model is also based on the pooling of funding across LAs and cohorts.
2. One single Lancashire pledge, made up of voluntary pledges from Lancashire LAs (including Blackpool) – over the last three and a half years, these pledges were mostly made year on year, i.e. without a clear plan from the start.

3. Lancashire has resettled refugees in four large cohorts arriving more or less at the same time (and based on one annual 'Charter', arriving in July). Some cases are delayed for a reason or another, and a handful of families have arrived during the year as 'family connection' cases to reunite with refugees settled in Lancashire. There is an unwritten agreement that LAs will endeavour to resettle referred family connection cases.
4. Pledges (and resettlement) have been articulated in terms of 'clusters', i.e. groups of 5 families arriving together in a particular LA area. The key driver for the cluster model has been the commissioning of services, casework support and bespoke ESOL classes in particular, and the need to prevent social isolation.
5. Sub-regional allocations have been made to Lancashire as a whole for the last cohorts, with the Programme Coordinator, working with LA leads, proposing allocations within Lancashire, in a fine-tuning process lasting a number of weeks.
6. Resettlement properties are sourced by the LA leads. This means that there is a wide variety of commissioning/sourcing models, and also outcomes, reflecting local circumstances and housing markets. District councils and unitary authorities are also responsible for furnishing the properties.
7. Limited guidance has been compiled and provided within Lancashire. The Programme relies mostly on published national guidance, and the experience and knowledge of providers and LAs alike. The same applies to certain procedures and protocols such as in safeguarding, information governance and communications (although certain 'default' procedures have been devised/proposed by the Programme Coordinator).
8. Meet and greet and the 'intensive orientation' period after arrivals are commissioned and managed by the different LAs, working with their casework providers. The intensive orientation period lasts for about two to three weeks, and additional resource is allocated to providers for this period (e.g. to employ additional, temporary caseworkers).
9. Casework support provision is commissioned typically by the district councils/unitary authorities, although the County Council have increasingly been involved with it in certain areas. The aims and methods of casework support are in great part defined by the grant agreement with the Home Office. In terms of resource level, the Lancashire Programme uses the ratio of one full time caseworker working with five resettled families. Casework support is provided for one full year (minus the intensive orientation period) at this level, and then at half that level in Year 2 of resettlement (i.e. at a ratio of one full time caseworker for every 10 families). The County Council is rolling out a limited, telephone and online-based support and advice service after Year 2, for families who still require some level of support, or who are experiencing significant changes in their lives.
10. The Interpreting and Translation Service for the Programme is now commissioned and managed centrally by the County Council – this service comprises a small team of in-house interpreters, complemented by a large pool of freelance interpreters. Both in-house and freelance interpreters have to undergo tough interviews/recruitment. The service offers considerable resource to casework support providers and LAs, typically three to four full days' worth of interpreter's time every week for each full time caseworker/cluster. Document translations are offered with turnarounds that are typically faster than can be found in the market. This service has



issues both guidance for casework support providers and a code of conduct for interpreters.

11. The Lancashire Programme created the Local Integration Fund (LIF) to support community participation and engagement through the funding of small social, cultural and community projects in each resettlement areas. The LIF is managed by the district council/unitary authority, and is worth £10,000 for every 'cluster' (therefore £20,000 if ten families are resettled in one LA in the same cohort) each year, for the first two years of resettlement.
12. The Lancashire Programme provides bespoke ESOL lessons to all resettled refugees. The Home Office requirement is that we facilitate access to 8 hours a week for 40 weeks in the first year of resettlement for every adult resettled refugee. The County Council-commissioned provision provides 9 hours a week for the first two years. The current provider is the Lancashire Association of CVS, working in partnership with Al Hayat, an English language school/charity. This bespoke provision also includes arranging transport and childcare where needed, so all adult resettled refugees can access classes. One class is provided for each 'cluster'. This means that, unless there are different clusters in an LA area (arriving together or over consecutive years), classes are typically offered at one level (usually 'pre-entry'). Learners who are at a higher level are normally signposted to local mainstream ESOL provision.
13. Long term integration of resettled refugees in Lancashire, and specialist services for refugees, are now commissioned by a team in the County Council (the Refugee Integration Team). This team comprises three specialist integration/commissioning officers working in three core areas: employment, training and enterprise; community development and integration; and health and wellbeing (incorporating work with young refugees and refugee women). These officers have commissioned, and will be commissioning, a range of services and projects, including mental health support, befriending, employment support, and business development. Some of these projects will involve tenders of large contracts, but many are local, small scale projects that involve a growing number of organisations in the Third Sector. An increasing part of these commissioning activities will involve grant schemes that target services and projects in specific areas such as young people, informal ESOL, refugee women, Refugee Week, and so on. It is also expected that many services and projects commissioned as part of the Resettlement Programme will benefit the wider refugee population in Lancashire and increase/improve local infrastructure that is used to support refugees and asylum seekers.
14. Training and development is provided by the Programme to various partners. Although staff in the County Council are available to provide training any time, the training currently provided/organised includes two main strands: pre-arrival training for partners to be involved with the new cohort, and quarterly away days for caseworkers and interpreters, where training and networking opportunities are offered.
15. Governance for the project is provided by the Lancashire Refugee Resettlement Programme Steering Group, which is comprised of all Lancashire LAs, CCGs, Constabulary, DWP, LCFT, RSMP, and Home Office. The Steering Group also works as the Lancashire-wide asylum group, therefore Serco and Migrant Help are also part of it. The Steering Group meets on a quarterly basis. It currently does not have a set terms of reference, but it works mainly as a discussion group, with

proposals and decisions sometimes taken at meetings or virtually outside meetings. Nearly 50 people are invited to meetings, and regular attendance is around 25-30. The Programme is also represented at all local MAFs (multi-agency forums) that deal with refugee and asylum issues. There are eight local MAFs in Lancashire, and the Resettlement Programme provides regular updates and information to local partners in this way.

16. Coordination of the Programme is provided by the County Council, working closely with LA leads from across Lancashire. Day to day issues, from communication with national, regional and local partners, financial management, planning for Charters, team management, reviews of policy and procedure, to engagement with clients in dealing with complaints and various issues and incidents, are dealt with by the Programme Coordinator, which evolved over the years into a full time role in the County Council. The Coordinator is supported by a full time resettlement support officer who also coordinates the Interpreting and Translation Service, and by a dedicated finance and procurement officer (who currently deal with several dozen providers and suppliers, a number constantly increasing and likely to be counted in the hundreds in due course). LA leads in district councils and unitary authorities also give significant time to the project, taking a coordinating role in their LA areas. Although some issues are managed and quickly resolved (when needed) locally, often they require agreements between the Programme Coordinator and LA leads, to ensure consistency and predictability in the Programme and thus help manage service user expectations. The time spent by LA leads (and, occasionally, other LA staff such as housing officers) is reimbursed by the Programme, with no nominal limits. Staff commitment to the Programme varies a lot, and the Programme is flexible enough to allow that, with County Council staff filling in when required.
17. The overall financial management of the Programme is done by the County Council, while each LA is responsible for the financial management of their own costs, and for invoicing LCC. The County Council claims the money on behalf of all LAs. Nearly 60 separate claims have been made so far with 40 more expected by the end of the current cycle. Years 1 and 2 expenditures for each cohort are governed by set budgets detailing different expenditure items. Years 3-5 funding goes into a 'commissioning pot' (together with any underspent monies from Years 1 and 2), which is used to commission integration services and develop refugee integration infrastructure in Lancashire. Whether services or projects are commissioned by LCC or the district council/unitary authority, services are typically delivered locally to resettled families. The commissioning of services has developed as funds have become available, and based on research and engagement practices, and on agreed commissioning principles. There is currently no strict commissioning plan as such, just priority areas. It is expected that funding available will allow an investment of around £1 million a year in the next 3-4 years, depending on how many families move out of Lancashire. The Programme funding in Lancashire is pooled across LAs (therefore minimising the risk of any particular area with more complex issues having comparatively less resource) and across cohorts (allowing for more consistency over time across Lancashire). Currently, budgeting tends to be made around the number of families rather than the number of people resettled. Finally, value for money is a key aspect of all Programme services and activities.

## Scope of Review

This Review is timed to follow the arrival of the last cohort under the current pledge (VPRS/VCRS), which has been mostly fulfilled, and before decisions about participation in the recently announced Global Resettlement Scheme, which will replace the current schemes in 2020. The aims of the Review include:

1. To collate views and opinions from Steering Group members (and their local partners wherever possible) about the current structure, running and outcomes of the Programme and its services.
2. To suggest improvements to the Lancashire Refugee Resettlement Programme where these are needed.
3. To review resource allocation within the Programme, with a view to making services more effective and efficient, and achieving better value for money wherever possible.
4. To revise and suggest new desirable outcomes for the Programme.
5. To help LAs make informed decisions about participation in the Global Resettlement Scheme from 2020.
6. To recommend a range of alternative, flexible options for the Programme going forward, particularly if participation in the Global scheme is approved by (most) Lancashire LAs, thus allowing early and effective planning and implementation of the new Programme.

The scope of the Review is very wide, namely, all aspects of the current Resettlement Programme will be considered, namely: structure (i.e. partnership model, annual cohorts, clusters, form and sizes of pledges), sourcing and preparation of properties, guidance and protocols, allocations, meet and greet/intensive orientation, casework support, interpreting and translation, Local Integration Fund, bespoke ESOL provision, commissioning of refugee integration services (in three core areas: employment, wellbeing, community), training and development, governance, coordination/management, funding and finances.

The terms of this Review are in part dictated by the desired timetable, with only a few weeks available before many LAs are due to discuss and decide on participation in the Global scheme. In order to maximise response from partners, a simple template has been devised, which includes:

1. A traffic light system showing (visually) in simple terms whether the respondent thinks the aspect being reviewed should stay as it is (green), undergo limited changes (yellow), or be changed/replaced completely by something new (or be scrapped altogether) – please delete as appropriate.
2. Space for respondents to comment on each aspect of the Programme being reviewed, focusing on what's working and what can/should be changed, with a space for them to suggest what change(s) is(are) required.
3. Finally, a prompt for respondents to add any other issues not included in the template.

Member of the Steering Group are then requested to consider the template and complete it by the 20<sup>th</sup> September. They may consult with local partners (including service users) in order to gauge their views, if needed, although this is not strictly required. The Review assumes that most, if not all, Steering Group members are regularly in touch with local partners, and sometimes even with service users, and can confidently comment on the structure and processes of the Programme, as well as on local outcomes of the project. Respondents may wish to distinguish their own views from those of other local partners, but that is not required either.

## Programme review

### 1. Partnership between LAs



What is working	
What can be improved	
Changes that are required	

### 2. Pledges



What is working	
What can be improved	
Changes that are required	

### 3. Clusters



What is working	
What can be improved	
Changes that are required	

### 4. Annual cohorts



What is working	
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What can be improved	
Changes that are required	

**5. Sourcing of properties**

What is working	
What can be improved	
Changes that are required	

**6. Allocations**

What is working	
What can be improved	
Changes that are required	

**7. Guidance and protocols**

What is working	
What can be improved	
Changes that are required	

**8. Intensive orientation**

What is working	
What can be improved	
Changes that are required	

**9. Casework support**

What is working	
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What can be improved	
Changes that are required	

**10. Interpreting and translation**

What is working	
What can be improved	
Changes that are required	

**11. Local Integration Fund**

What is working	
What can be improved	
Changes that are required	

**12. ESOL provision**

What is working	
What can be improved	
Changes that are required	

**13. Refugee integration services**

What is working	
What can be improved	
Changes that are required	

**14. Training and development**

What is working	
What can be improved	
Changes that are required	

**15. Programme coordination**

What is working	
What can be improved	
Changes that are required	

**16. Funding and budgets**

What is working	
What can be improved	
Changes that are required	

**17. Governance**

What is working	
What can be improved	
Changes that are required	

**18. Engagement**

What is working	
What can be improved	
Changes that are required	

**Further comments:**

What else can be improved? What is missing? What can be done in a different way?

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