



EVALUATION OF LEWISHAM SYRIAN VULNERABLE PERSONS PROGRAMME

The Centre for Public Innovation

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1. Executive Summary

1.1 Background

London Borough of Lewisham (LBL) commissioned The Centre for Public Innovation (CPI) to undertake an evaluation of its Syrian Vulnerable Persons (SVP) resettlement programme.

The programme is part of a national initiative which was launched in response to the humanitarian crisis created by the civil war in Syria. Working in tandem with the United Nations High Commissioner for Refugees (UNHCR) and the International Organisation for Migration (IOM) the SVP provides sanctuary to vulnerable Syrians who have fled the war.

Lewisham adopted the initiative in 2016, with the first families arriving in January 2017. To date Lewisham have settled 72 people (17 families) through the SVP and

through an allied programme, the Vulnerable Children's Resettlement Scheme (VCRS). The SVP families are all Syrian, the VCRS families to date, have all been Iraqi. Unless specified otherwise, the term SVP will be used for all those arriving through either scheme.

The Borough has committed to accept an additional 100 families.

The aim of the evaluation is to understand the effectiveness of the current arrangements and to consider the changes that may be needed in order to successfully accommodate more families in the borough.

1.2 Key Conclusions

In order to successfully resettle an additional 100 families LBL needs to make changes to some key elements of the scheme.

Welcoming, settling and integrating Syrian and Iraqi families into Lewisham is an enormous task that requires a great deal of time and resources. The intensity of the support needed, the management resources required and the time it takes to achieve a sufficient level of independence were underestimated at the start of the programme.

Many SVP families who have been on the programme for two years or more are unable to manage basic tasks without specific help and support.

In particular, progress with learning English has been slow and this has hampered all aspects of resettlement and integration.

Progress for some families may always be slow, however CPI has identified some aspects of the support provided that falls short of what is required.

Support to learn English has been very poor. Classes have been pitched at the wrong level, and consequently attendance appears to have been sporadic. In response, the voluntary sector have attempted to fill the gap but this is in no way sustainable.

From speaking to staff, volunteers and the SVP families, CPI have concluded that learning English is the core requirement to achieving a necessary level of independence. It needs to be properly provisioned.

Staff that CPI interviewed, at LBL and at the appointed support provider, SHP, along with volunteers across the Borough, are committed to helping the families and ensuring that their experience of living in Lewisham is a positive one. However structural problems are undermining their efforts.

The role of volunteers has been crucial but a lack of co-ordination and a lack of clarity around roles and responsibilities has caused confusion.

The current project management of the scheme gives confidence that where possible, the barriers to successfully accepting new arrivals will be overcome. However the plans to bring in new families are running ahead of the operational capacity of the scheme to successfully integrate them.

Since January 2017 the scheme has worked with 17 families. Many of those families cannot yet be said to have achieved a reasonable level of independence. The plan is to bring in 30 families by April 2020 and possibly another 50 families the following year.

Many families currently on the scheme have been 'stepped down'. All 10 families interviewed by CPI had been told over the phone by the support provider SHP that they, and all other families on the scheme, were being 'stepped down' during June and July 2019. This would mean that they received a lower level of support. It was unclear to the families how this decision was reached. From the interviews it is evident that families CPI spoke to, still required a considerable level of support.

CPI feel that the model of support being used to help the SVP families needs to be revisited. The commissioned support provider does not appear to be providing a sufficient level of intensity and is relying on inadequate English Language provision. A largely unfunded voluntary sector is filling in gaps in the support package but their efforts are often not co-ordinated with other services. Ultimately the role of the voluntary sector may be unsustainable. Other agencies such as Job Centre Plus, who provide mostly generic support, are not engaged in the scheme sufficiently to allow the support provider to ensure that basic tasks can be completed quickly.

1.3 Key Recommendations

To fulfil the timetable for welcoming additional families, LBL will need to make rapid changes to the support package, in particular for English language provision.

Staff, volunteers and families are agreed that the key support need is learning English. The model for delivering support should be examined to see if English Language teaching can be provided as the core element of the support function. This may involve commissioning a completely different model to the one currently in use for the SVP.

The level of support given to the families during the first few months needs to be far more intensive. This is not restricted to support with learning English, although that appears to be the key, but should extend to support with understanding and navigating the range of services with which the families will need to interact.

Any calculations used to estimate the levels of support required over the next 12 months should include the families already on the scheme. SHP should undertake a rapid and realistic assessment of the capabilities of all the SVP families still living in the Borough. LBL should oversee this work.

LBL should explore a framework agreement for the spot purchase of support for families. The framework should be structured to encourage the participation of small local agencies. This would be a low bar of entry into funded provision that would afford smaller organisations the opportunity to receive payment for their work. Whilst not guaranteeing any organisation work, it would at least be a step towards recognising the valuable contribution made by voluntary sector organisations to the SVP.

Linked to the framework, LBL should explore the potential for nominal personalised budgets which would allow families, through a broker such as a support worker, to 'purchase' their own support. Whilst this approach may not be suitable for the first six months or 12 months after arrival, it may be a way of managing the 'step down' from an initial period of intensive support.

2. Background

The background to the scheme, both nationally and locally, is well documented. For those who wish to review the scheme in more depth, the national context is set out in a number of reports including the National Audit Office review and the UK Government SVP resettlement programme factsheet (see Appendix ** below for links). LBL's response to the national scheme is comprehensively set out in the Mayor and Cabinet report, 20 September 2018, titled 'Resettlement of Syrian Refugees'.

As the history of the programme is covered so extensively elsewhere, this is intended only as a very brief overview.

In January 2014, the Government announced the establishment of a Syrian Vulnerable Persons Resettlement programme. This was in response to the huge migration triggered by the civil war in Syria and it was widely reported that five million Syrians had fled to neighbouring countries since the war began in 2011. The UN concluded that the countries hosting the migrants were too poor to support such large numbers and estimated that 500,000 refugees would need to resettle outside the region.

In September 2015 the UK Government committed to resettle 20,000 people by 2020, through the UK Syrian Vulnerable Persons Resettlement Programme. The original definition of 'vulnerable' was expanded to take on its current remit which includes all those recognised as vulnerable by the United Nations

As the remit of the programme changed, more Government Departments became involved and although the scheme still sits at the Home Office where it originated, the present arrangements include the Department for International Development, the Ministry of Housing Communities and local Government and others.

The LBL response to the humanitarian crisis in Syria was a commitment to resettle an initial ten families under the auspices of the Government scheme. That number later expanded to 17. The Council commissioned SHP, as the local support provider. The organisation had experience of working in Lambeth with families on the scheme.

The first family arrived in Lewisham in January 2017 and all the families on the scheme have now been supported for between 18 months and 28 months.

In September 2018 LBL committed to take a further 100 families. The proposal was put to the Mayor and Cabinet, in a paper entitled Resettlement of Syrian Refugees.

Having committed to take additional families the Council commissioned this evaluation, the aim being to understand the effectiveness of the programme to date and to use that experience to inform the strategic and operational decisions that would be needed to fulfil the commitment to accept 100 new referrals.

2.1 How the scheme operates nationally

In July 2017, the Home Office produced updated guidance for local authorities and partners which provided answers to some basic questions about how the scheme should operate. Below is the link to the guidance.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/631369/170711_Syrian_Resettlement_Updated_Fact_Sheet_final.pdf

Reproduced below is a brief extract from the guidance which gives an overview of the initial stages of the SVP process.

“The UK sets the criteria and then UNHCR identifies and submits potential cases for our consideration. Cases are screened and considered by us and we retain the right to reject on security, war crimes or other grounds.

Once the screening process has been completed a full medical assessment is conducted by the IOM in the host country. Full details of the case and medical history are sent to the local authority for assessment of need, including whether suitable accommodation and care are available locally.

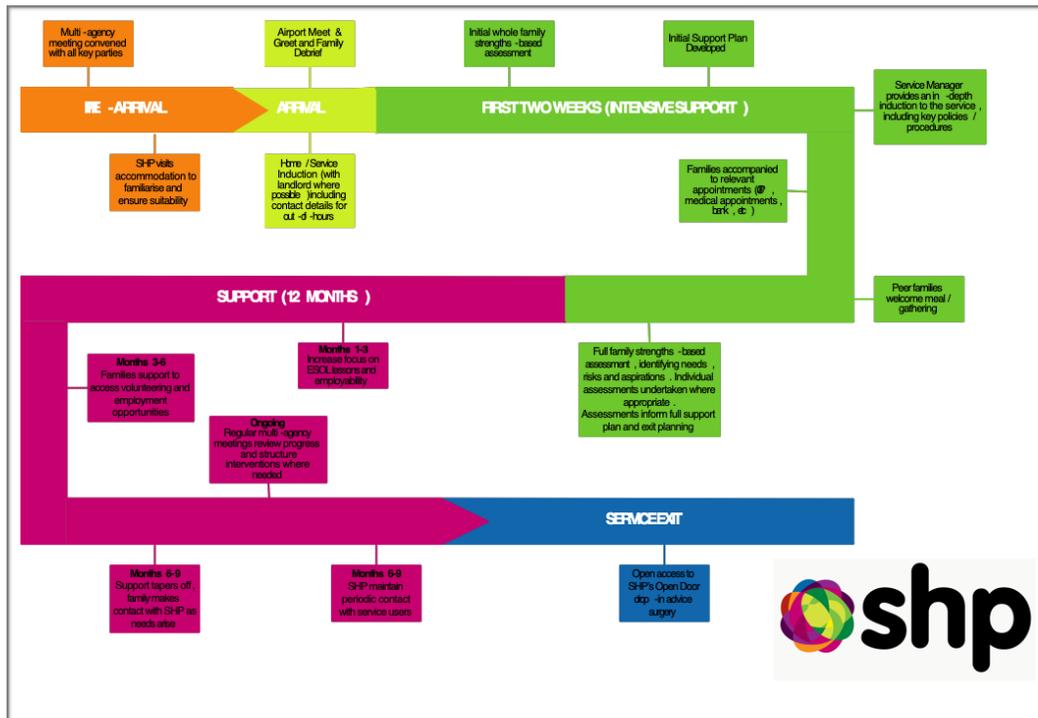
Eligibility is then confirmed and IOM start the visa application process. UK Visas and Immigration issue UK visas (three months Leave Outside of the Rules) and on arrival, arrangements are made for Biometric Residence Permits to be issued with five years’ Refugee Leave.”

2.2 How the scheme operates locally in Lewisham

This is a very brief overview of the process and concentrates on the role of the Local Council. It should be noted that from the interviews conducted with the refugee families, it was the the voluntary sector and not the Council or the support provider SHP, who were seen as the primary source of help and support.

The Home Office is informed by LBL that the Local Authority are committing to resettle a certain number of families and the Council then identify suitable accommodation. Once identified LBL submit a Property Offer Form to the Home Office, which includes details of the property and local support capacity. This enables the Home Office to match a case to a home. LBL then receive the referral. If the Local Authority feels that the match is unsuitable they enter into a dialogue with the Home Office. Once a referral is accepted there is typically a 6-10 week wait before the family arrives in the UK.

The diagram below shows the SHP model for working with the refugees.



It is important to note that the ‘model’ above has not, in practice, been delivered. This is most clearly demonstrated by the ‘step down’ arrangements that would see families move from the six to nine month engagement section, into the ‘service exit’ section.

It was envisaged that the work with families would taper off within 12 months. At May 2019, no families had been stepped down, meaning that all the arrivals had received at least 18 months of support, with some having well over two years.

3. Evaluation method

3.1 Background

The aims of the evaluation and the methods used by CPI were discussed and agreed with the Lead Officer for this report. Support and advice was available from the Lead Officer throughout and CPI would like to thank him for sharing his knowledge and time.

LBL commissioned an evaluation of the SVP with two aims in mind. Firstly LBL wanted to understand the impact that the programme has had on the 17 families who have been supported to date. In particular they wanted to know if the families have settled effectively in the UK, if they have integrated and if they are largely able to act independently.

Secondly LBL wanted to use the evaluation to inform the development of the SVP in ways which would enable the programme to respond to the higher rate of arrivals that will need to be supported to achieve the September 2018 commitment to resettle 100 families.

When considering how well the families have settled, how well integrated they are and how well equipped they are to navigate daily life, CPI has not sought to precisely define any of those terms. It is also important to remember, that across London, many families who are not refugees struggle with housing, benefits, schools, work and accessing appropriate support from the health service. This evaluation is not based on an expectation that the SVP cohort should be able to cope more effectively than other people. Rather the expectation has been that the programme should help to overcome deficits that would otherwise undermine the ability of the SVP families to live in the UK without significant additional support provided through a bespoke service such as SHP.

Accessing support from the Citizens Advice Bureau or welfare advice services or indeed the Local Authority, in order to get help with particular issues is not unusual and for the purposes of this evaluation would not raise any concerns. Such actions are not seen as indicating any lack of independence. Indeed, understanding where appropriate help is available, in what circumstances it should be sought and how it can be accessed, should be considered signs that someone understands how services operate in the UK.

3.2 Understanding the programme

In order to understand the context for the SVP scheme in Lewisham, CPI undertook desk research into the foundations of the national SVP programme. It was that national programme that originally committed to bring vulnerable Syrian refugees into the UK.

CPI also briefly considered a selection of evaluations that have been conducted elsewhere and reviewed the guidance that has been produced by both the UK Government and the Local Government Association. Some Local Authorities have produced their own materials relating to the scheme and these were also used to arrive at an understanding of how the scheme operates and what is expected of it.

CPI was given access to relevant internal LBL documents that showed the initial and subsequent commitments the Authority made to support SVP and also the contract arrangements entered into with the support provider, SHP.

There is a wealth of information online about the SVP. Appendix 3 contains links to some of the more pertinent documents.

3.3 Understanding the impact of the Lewisham SVP

With support from LBL, CPI identified contacts at a range of stakeholders. They were sent a short survey, which amongst other things asked them to rate their understanding of the SVP and outline their organisation's involvement in the programme.

The survey responses were then used to help identify a smaller group of key contacts, representing people with the closest involvement in the SVP programme. They were then approached for more in depth, semi-structured interviews. This included representatives from the Voluntary Sector and LBL Officers, all of whom had direct knowledge of the programme.

A list of people interviewed is Appendix **

From LBL, CPI interviewed Fergus Downie, who has overseen this evaluation, Kris Gavin, former project lead for the SVP, Natasha Valladares, who is now the strategic lead for the SVP, Megan Mellor who works on community cohesion for the Borough and Martin Gormlie who manages Prevent.

From the voluntary sector CPI interviewed Karen Salem, co-ordinator at Refugee Welcome, former Refugee Welcome co-ordinator, Cristine Smalligan and Irina Bormotova from employment provider Groundwork. CPI was only able to speak briefly to Marta Irvine who provides English conversation classes to the SVP families. Unfortunately it was not possible to interview Fouzia Ravzi from the Islamic Centre who was identified by the SVP families as providing a lot of help and support.

The support service provider SHP (commissioned and performance managed by LBL) were part of the group of key contacts. CPI spoke with the project lead for LBL SHP, Tomasz Muszynski and with SHP Regional Services Manager, Tyron Julien.

CPI offered interviews to all the families who have arrived in Lewisham as part of the scheme and who are still resident in the Borough. The contact details for the families are held by SHP and SHP forwarded the invitation and arranged the dates and times for the interviews. The families were interviewed in their homes by a CPI researcher using a CPI appointed interpreter. CPI would like to thank SHP for supporting this process and enabling access to the families.

In the course of the evaluation it emerged that whilst most of the families arrived in the UK as part of the SVP, three families arrived as part of the VCRS. The SVP families are all Syrian, the VCRS families are all Iraqi. The support provider SHP and the Local Authority recognised this distinction in name only, considering all families part of the same scheme. This was explored with the families themselves and the families on the VCRS scheme identified some differences that they felt arose from their classification as VCRS, as opposed to SVP families. Time constraints did not allow for a further exploration of this perceived divide but CPI recommends that LBL consider this when developing the arrangements to bring an additional 100 families into the Borough.

CPI would like to thank everyone who gave up time to share their knowledge and experience of the service.

3.4 Modelling

A range of information was requested by CPI to assist with the evaluation. Not all the information requested was available. In particular, the hours of support that were actually provided to the families (as opposed to hours predicted in the support model), and the progress made by the families at various points after their arrival in the UK, were either unavailable or insufficiently robust.

CPI had also hoped to look at a more in-depth financial modelling of the 'income' generated by the scheme and expenditure across various domains. However financial information was limited. Therefore conclusions around the financing of the scheme are basic and CPI recommends that LBL undertakes a further assessment to generate details of 'income' and expenditure for SVP.

The modelling of the support required for the additional 100 families is based on hours of provision supplied by SHP and is heavily caveated. It estimates the number of staff required at times of peak demand as arrivals build up in the system. Different levels of intensity have been considered as have different 'flow rates' for the acceptance of new families. However given that families currently on the scheme were stepped down when they still required support with basic tasks, there are necessarily questions marks around the assumptions that

the modelling relies on. That said, the modelling does demonstrate that the arrival rate of new families is a crucial consideration which can have a huge impact on the level of staffing required.

4. Modelling the potential demand for 100 more families in Lewisham

LBL has made the commitment to resettle a further 100 families in the Borough. The following analysis details the projected level of demand of support that these families will require. For the purpose of comparison three models have been produced for this analysis based on assumptions made regarding the arrival rate of the families and the number of hours spent per week with each family over a two year period.

- Model One: Current estimated time spent with families and current projected arrival rate of families
- Model Two: Current estimated time spent with families with an alternate arrival rate of families
- Model Three: Alternate amount of time spent with families with the current projected arrival rate of families.

4.1 Model One

For the first model, the current service provider has estimated the weekly time spent supporting families both face to face, and other admin work in the first month, year and second year before withdrawing support after two years. These are:

- 18 hours per week per family for the first month
- ten hours per week per family for the second to twelfth months
- five hours per week per family for the second year of support.

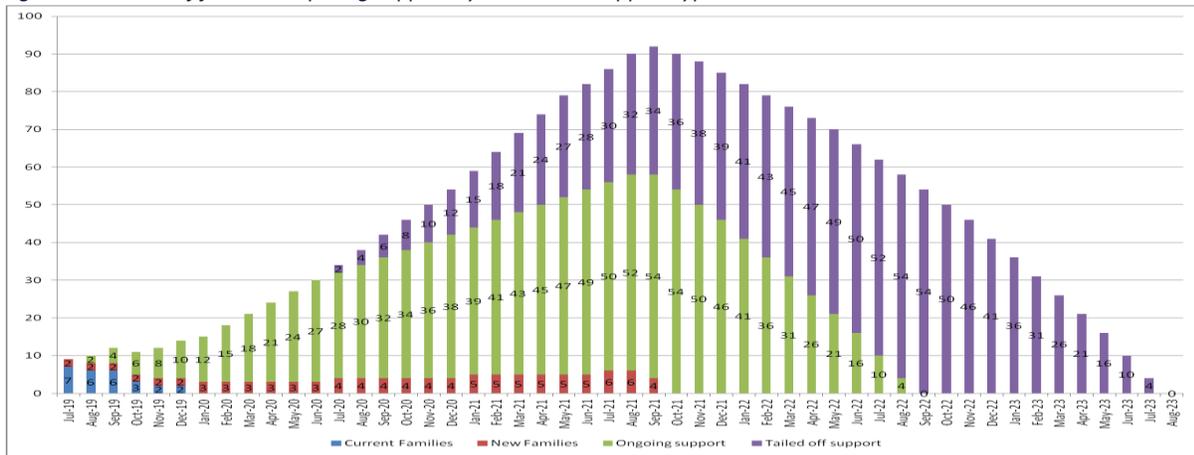
Furthermore, the analysis is based on the assumption that the families arrive:

- Two a month for the first six months
- Three a month for the second six months
- Four a month for the third six months
- Five a month for the fourth

- Six a month for the remaining months until 100 families have been resettled

Assuming the arrival rate is as outlined above and the families are provided with support for 24 months, the last set of families will cease receiving support in July 2023. Figure 1 shows the number of families requiring support over the lifetime of the resettlement project. Based on the estimated levels of support required, the most families being supported at any one time will be 92 in September 2021, with four new families arriving, 54 families requiring ongoing support and 34 receiving tailored off support.

Figure 1: Number of families requiring support by month and support type – Model 1



Based on the information in Figure 1 of the number of families requiring support for each level, Figure 2 shows the hours needed per week for each month to support the families. It should be noted that although the information is presented for each month, the number of hours is what would be required per week for that month. Thus the number of hours support required per week would peak at 788 hours in August 2021.

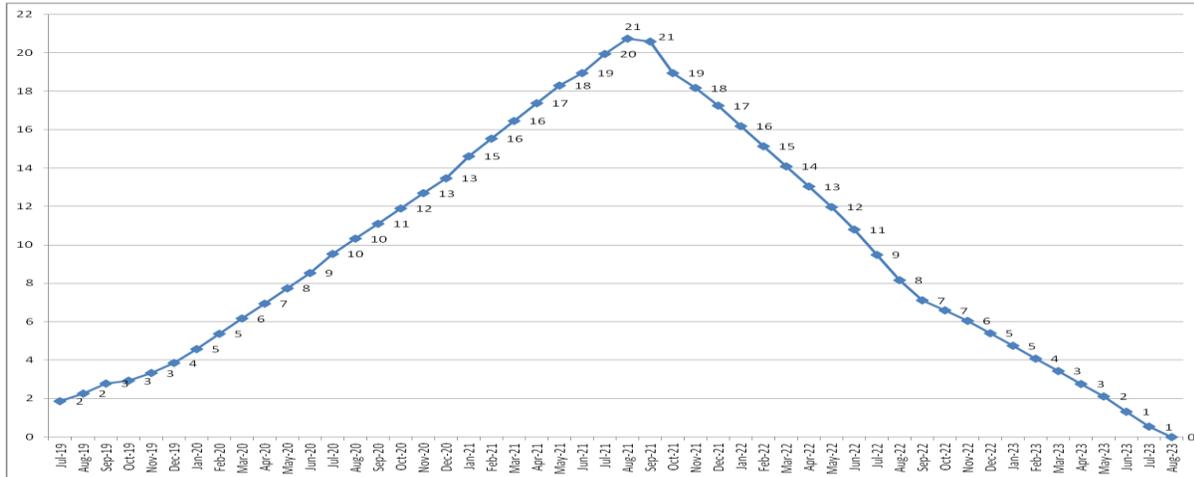
Figure 2: Number of hours support required per week by type of support required – Model 1



One of the challenges for providing the support needed will be having enough support workers in place to meet demand. Furthermore, the service will peak

with the number of workers needed and then tail off as the families complete the two year re-settlement programme. Based on the number of hours required to provide support to the families, Figure 3 provides the projected number of support workers needed to meet the demand (calculated by the number of hours needed divided by the full time hours of one support worker). Thus at the peak of the programme, the service will need 21 workers in order to meet the demand for support based on the hours provided by the current provider.

Figure 3: Number of support workers needed to meet the demand for support for families over the lifecycle of the project – Model 1



As explained at the beginning of this section, these models are based on a number of assumptions regarding the arrival rate of the families and estimated times spent supporting them. One other element to consider is the cost of the support workers to the service. It is estimated that the cost of a support worker, including costs is around £35,000 per annum. This cost has been used to create a crude suggestion of the cost of supporting the families. Thus, at the peak of the service, the monthly cost for the support workers is estimated at £45,212.

4.2 Model Two

The second model is based using the same assumptions for the amount of time spent with the families however the arrival rate of the families has been adjusted. In this model, the arrivals have been projected as:

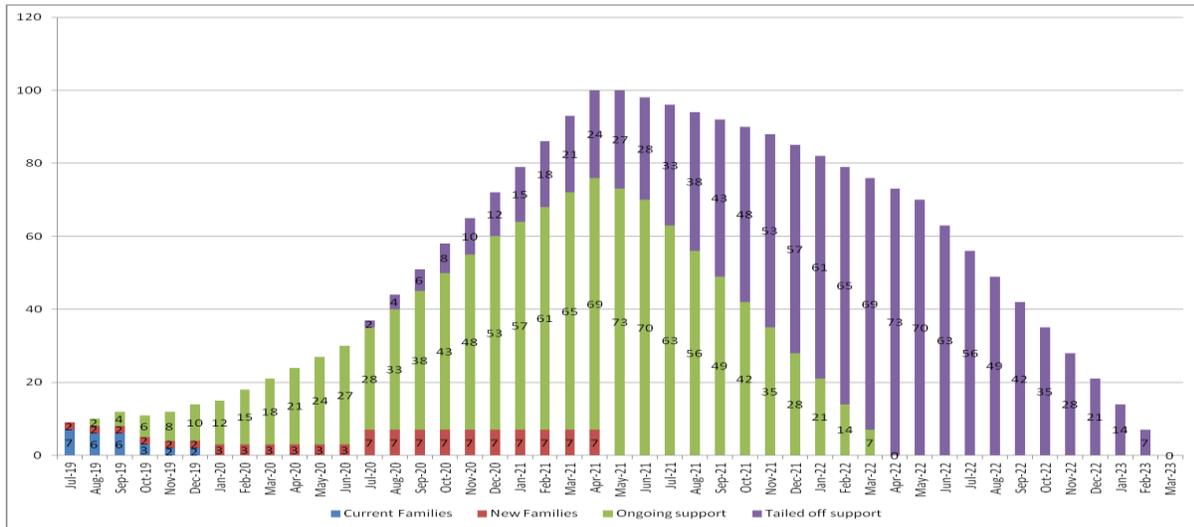
- Two families per month for the first six months
- Three per month for the second six months
- Seven families per month for ten months

The purpose of providing different models is to show the timescales and amount of staff time required from each approach. For model two, all families will have completed the lifecycle of the

resettlement by March 2023, that is to say they will have received 24 months support from their arrival.

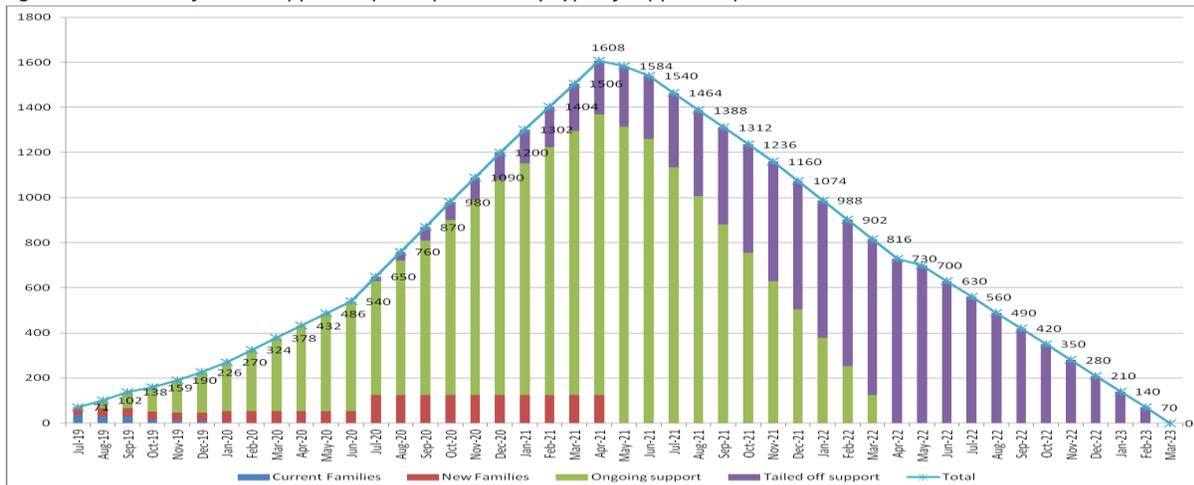
In this model, the peak time for the service is April and May 2021 where all 100 families will be requiring some level of support, with 73 receiving ongoing support and 23 having tailed off support. The number of families and the type of support they will require is shown by month in Figure 4.

Figure 4: Number of families requiring support by month and support type – Model 2



Based on the information in Figure 4 of the number of families requiring support for each level within Model 2, Figure 5 shows the number of hours of support needed per week for each month. It should be noted that although the information is presented for each month, the number of hours is that would be required per week for that month. Thus the number of hours support required per week would peak at 1,608 hours in April 2021.

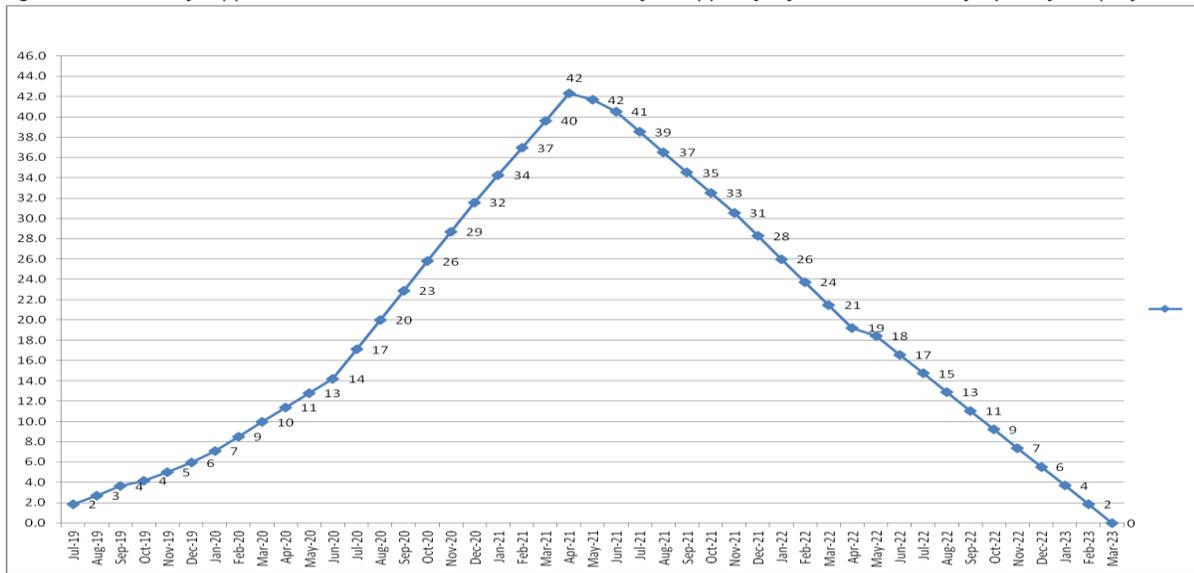
Figure 5: Number of hours support required per week by type of support required – Model 2



Although a more rapid introduction of families means they are settled into the borough quicker, it does mean that more support workers are needed to meet demand. As with the previous model, the project will be required to upscale to meet demand then tail off as more of the families are released from the support service.

In Model 2, the peak for support staff as identified in Figure 5 is April 2021. It is estimated that at this time, the service would need to be employing 42 workers to meet the needs of the families (assuming that the time spent with them is as outlined at the beginning of this section). The estimated cost of these workers at the peak period would be £123,421 for that month.

Figure 6: Number of support workers needed to meet the demand for support for families over the lifecycle of the project – Model 2



4.3 Model Three

The final model applies the same arrival rate as discussed in the first model, however the amount of time spent supporting the families has been altered to provide a more intense period of support in the beginning. Thus the amount of support provided in this model is:

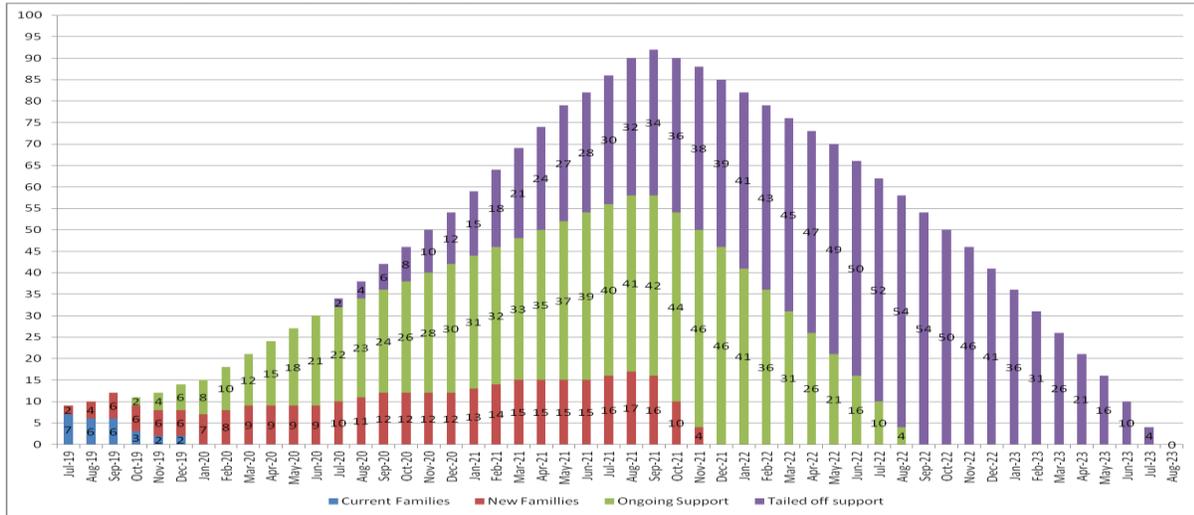
- 18 hours per week per family for the first three months
- ten hours per week per family for months four to twelve
- five hours per month per family for the second year of support

The idea around a more intensive model for families in the first three months is to provide them with more support around learning English, an issue which has been highlighted throughout this report.

The total number of families needing support each month is the same for this model as it is for model one. However, the amount of time spent with them is increased in the earlier months of the project. Figure 7 provides the number of families requiring support

by the type of support needed for the lifecycle of the project. August 2021 sees the highest number of families requiring 18 hours per week support (17 families). However this level of support is only required until November 2021 when the final four families are projected to arrive in Lewisham. In August 2022 and September 2022, 50 families will require five hours of support per week – this is the highest number of families in this level of support and signifies the winding down of support needed.

Figure 7: Number of families requiring support by month and support type – Model 3



Based on the information in Figure 7 of the number of families requiring support for each level within Model 3, Figure 8 shows the number of hours of support needed per week for each month. It should be noted that although the information is presented for each month, the number of hours is what would be required per week for that month. Thus the number of hours support required per week would peak at 878 hours in September 2021.

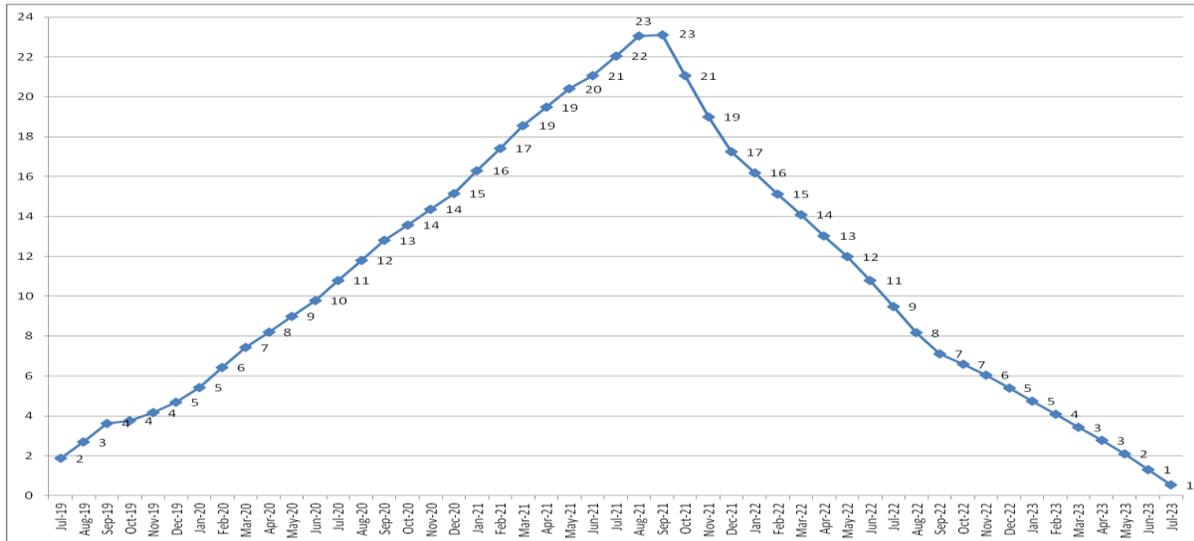
Figure 8: Number of hours support required per week by type of support required – Model 3



As explained for Figure 7, August 2021 sees the highest number of families requiring 18 hours per week support. This equates to 306 hours of support per week.

As with the other models, the number of hours needed per week has been used to calculate the number of staff needed to meet the demand. Figure 9 details the number of staff needed each month to cover the hours needed to support the families. For model 3, the peak number of staff required is 23 in August and September 2021. The estimated cost of these workers at the peak period would be £67,083 for that month.

Figure 9: Number of support workers needed to meet the demand for support for families over the lifecycle of the project by month—Model



For the purposes of comparison, the next three Figures compare the number of families requiring support by month over the lifecycle of the project, the hours of support needed per week for each month for each model and the number of staff needed to cover the hours by each model.

Figure 10 shows the sharp increase in families with model two, but the number of families tails off quicker with the entire programme delivered by March 2023.

Figure 10: Comparing the number of families needing support each month by model type

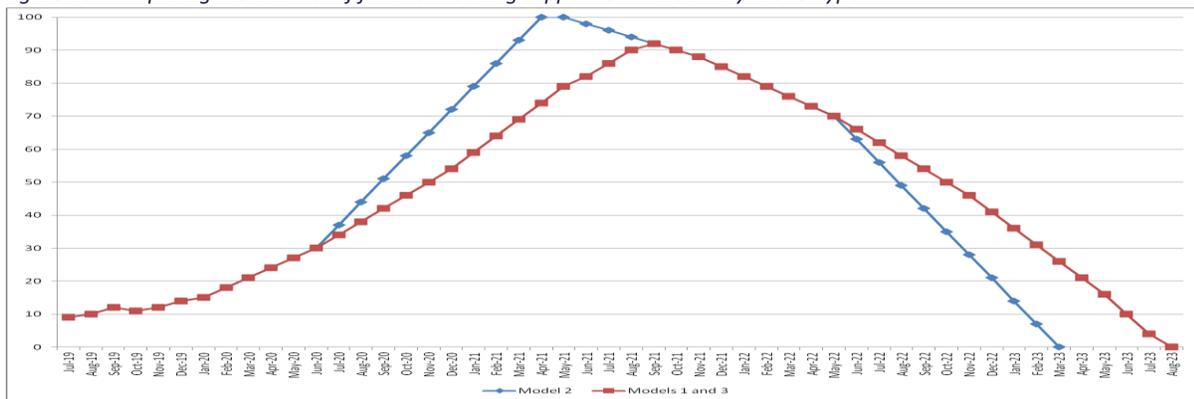
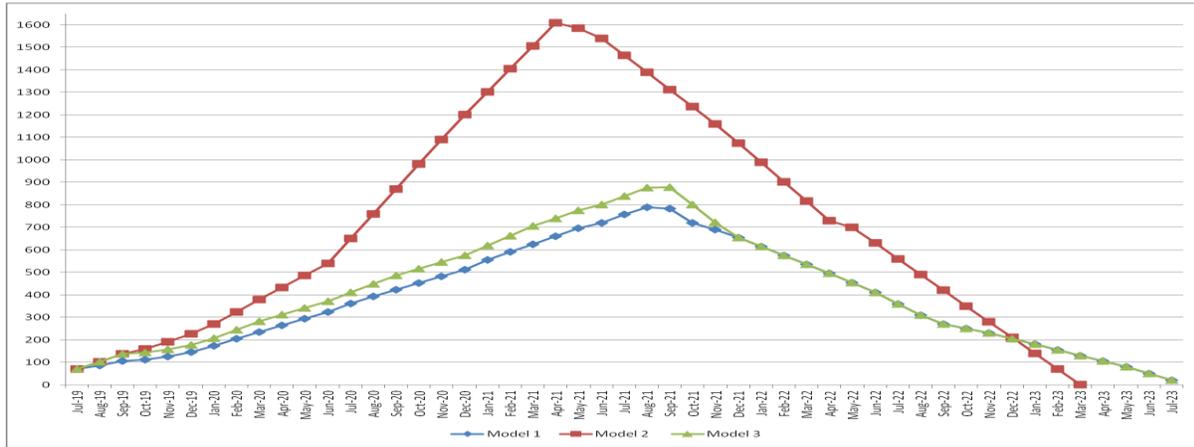


Figure 11 compares the number of hours support required for each month by model. Model 2 will require more hours and therefore more staff. However a model with more intensive support

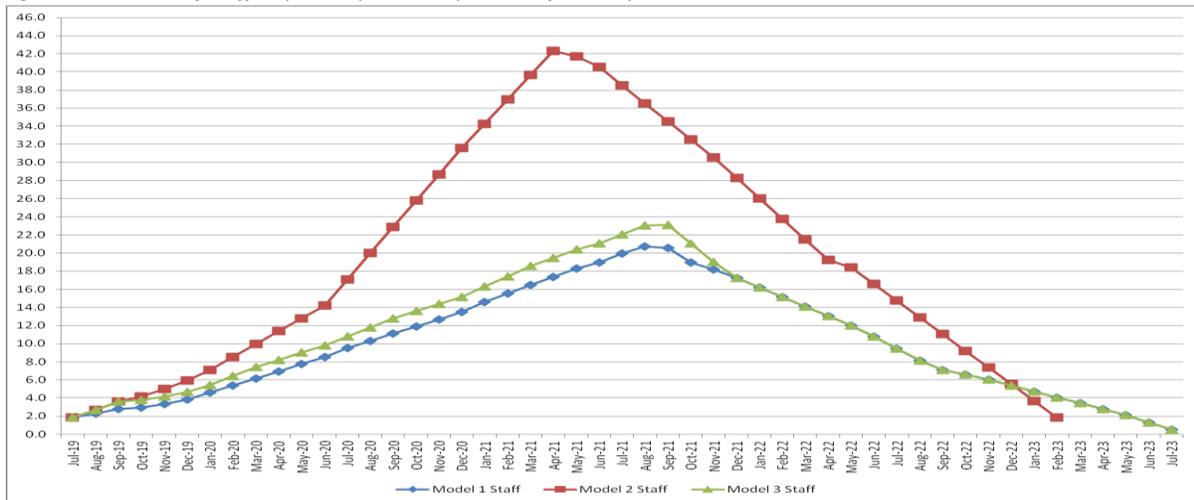
in the beginning requires only a small number of hours more at the beginning of the project before mirroring model 1 to the end of the programme.

Figure 11: Number of hours per week by month by suggested models



Again, for purposes of comparison, Figure 12 compares the staff numbers needed for each model.

Figure 12: number of staff required by month by model of delivery



5. Findings

5.1 English Language support

There was agreement across the board that the basic English Language provision has very been poor. This was recognised by LBL, SHP, the voluntary sector and the families themselves. Everyone felt it was a key consideration. Putting together all the information from a range of sources, CPI has concluded that it is *the* key consideration and that without this basic core provision, the families will struggle with all other areas of settlement and integration.

The level of English spoken by the families on arrival in the UK was seen as variable but in many cases less than was expected. Some of the arrivals could not read or write in their first language and were not at a pre-entry stage for ESOL. The ESOL model itself was seen as inflexible and unable to meet the needs of the SVP families, particularly as it is not designed to work with people who are illiterate in their first language.

The classes at Lewisham and Southwark College were not seen as providing a welcoming atmosphere or a space that was conducive to learning. Some people attending were mandated to be there by Job Centre Plus under threat of a benefit sanction, whilst others had English Language skills well in advance of the SVP participants. A group setting in which there was such a wide range of motivations to attend and such disparity in existing levels of attainment were seen as a poor learning environment. The families preferred conversational English classes provided by Marta Irvine. One family member who was interviewed for this evaluation reported that she was receiving one hour a week of English tuition. This seems completely inadequate.

5.2 Management and reporting lines within LBL

The reporting lines are now clear, additional management time has been allocated to the project and there has been a separation of roles between the strategic oversight of the scheme as a whole and the day to day management of the service provider. There is a project plan to identify and work through the problems that have arisen with the programme and there is an ambitious timeline for welcoming new families. There are also discussions taking place about the re-procurement of the service and the interim arrangements that will need to be put in place. This is all to be welcomed.

However these relatively new developments are essentially untested. There have been no new arrivals on the scheme for two years and the plans to take up to 100 additional families seem to be moving at a rate that outstrips the pace of change in the infrastructure needed to support them.

CPI would suggest that more time is allowed to consider the merits of alternative models of support. Revising the planned rate of arrivals for this year would allow time for that additional work.

5.3 Expectations of the scheme

A number of different views were expressed to CPI about the purpose and scope of the scheme. At one end of the scale this could be characterised as 'just do the basics and cover the domains that the Home Office have outlined in their reporting requirements'. At the other end of the spectrum there was a view that the aim should be to 'make this an exemplar of resettlement and integration work'. Whilst these are not necessarily mutually exclusive and difference of emphasis is probably inevitable based on people's outlook and experience, it may be helpful for everyone to have a clearer view of the expectations of the Lewisham SVP. Not least because this can then be communicated to the SVP families.

In judging how well someone had settled, CPI were mindful that many people who have lived in London for decades still struggle with issues to do with benefits, housing, schools and health. CPI felt that the best approach was to see the scheme as a way of overcoming deficits that would otherwise undermine someone's ability to cope with the everyday situations that more established residents deal with, without recourse to specialist advice or support.

CPI also found that there was some confusion around the 'ownership' of the scheme. Whilst this may seem a minor point, it actually impacted on the understanding that agencies had of their roles and responsibilities and it appears to be reflected in a level of confusion amongst the families. CPI felt that a greater clarity would help both the support provider and the voluntary sector.

In essence the SVP is similar to many centrally devised but locally delivered programmes. It is a national scheme, delivered through Local Authority partners who are funded around certain expectations and who in large part discharge their duties via a commissioned service provider. It may be that a much clearer set of expectations for the support provider would help to 'shape' the rest of the support coming from a range of voluntary agencies. Overall CPI felt that the Local Authority needed to be clearer about asserting that this is an LBL service.

5.4 The support model

SHP are the commissioned support provider for the Lewisham SVP. The delivery 'model' reproduced above is not working. This does not mean that they are not providing support, it does mean however that the SVP families are not progressing through the system at the expected pace. CPI believe that the key reason for this is that the families are not acquiring the requisite language skills as quickly as had been envisaged. In part this may be due to them having less English on arrival in the UK than had been presumed but largely it appears to be due to the inappropriate English Language support that is available through ESOL at Lewisham and Southwark college and the lack of priority given to learning English.

CPI feels that the model needs to treat English as the key support need and prioritise it over and above other work. It may be that an adapted version of the SHP provision can do this but that is by no means certain. It is possible that with effective co-ordination, most of the basics that the SVP families need in the first few weeks could be sorted out well in advance of their arrival, leaving conversational English lessons as the only support work that needs to be delivered.

It will be time consuming 'building' and testing other models but given the demands that will be made by 100 additional families, it is something that CPI feels is worthwhile. The flow rate modelling undertaken by CPI shows that the costs at 'peak' times can vary considerably.

Beyond SHP there are a number of agencies playing a key role in the support that SVP families receive. The current arrangements feel piecemeal and not designed with those agencies in mind.

5.5 Costs and funding

The Government have set out their requirements for funding the scheme at the link below -

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/789120/Funding_Instruction_gov.uk_GDPR_-_final.pdf

5.6 Framework agreements and personalised budgets

Currently the support provider SHP is effectively supported in its role by a number of unpaid volunteers managed by voluntary organisations who are not funded through the SVP budget. The families themselves are also directly helped by volunteers and voluntary organisations.

These arrangements are largely ad hoc and often run in parallel to the LBL managed and commissioned provision.

This may not be sustainable. A small number of key individuals provide the co-ordination and impetus behind these community initiatives and if their circumstances change it is possible that the support dwindles.

One way of recognising, encouraging and supporting their work would be to look at paying for the services they provide. It is not always easy to find a way of doing this, but CPI feels that a Framework Agreement may provide an appropriate mechanism. The Framework doesn't guarantee work but it may be a relatively easy way for organisations to become eligible for paid support work. LBL would specify the type of support they require and the financial envelope. Providers can then apply to be on a list of organisations who can be considered when those support needs arise.

One way of using the Framework would be for families to be allocated a 'nominal' budget. It is important to understand that no actual money is passed to the families. Instead there is an amount set against their support needs. The families can then decide, within a given range of both Providers and types of support, where they would like to 'spend' their allocation. This would all be 'brokered' by staff familiar with the services and organisations on the Framework> These staff should be able to guide the families in their decision.

As an example, and at its simplest, if the need was for English language support then with the help of a 'broker', the family could consider a number of options from a list of Framework Providers. These would be costed and would come out of an overall budget that is set aside for a range of support.

Given that there may well be competing needs, the families would be directly involved in discussions about how the budget could be divided up across a range of support options.

It may be that this approach is best left for year two of the programme and used as an introduction to a more independent way of living. The link between the nominal budget and the

actual funding that is received in year two would need to be considered carefully. The programme will not want to give the impression that the families have money to spend that is not available to other people in the Borough who are in need.

6. Consultation with families

All of the households were invited to take part in interviews about their experience of arriving and settling in the UK. The families were contacted by SHP who arranged the dates and times of the interviews. The interviews were conducted in people's homes by a CPI researcher using an independent CPI appointed translator.

Of the 16 families still resident in Lewisham, 10 households (which corresponds to 10 families) took part. Of these:

- 3 are Iraqis on the VCRS programme
- 7 are Syrian on the SVP programme

The interviews were structured around a set of questions which then led to an open discussion with the families about their experiences, a copy of the interview guide can be found in appendix XX. It should be noted that all families expressed their gratitude for being part of the programme and for being resettled in the UK.

The common themes that emerged from the interviews include, English Language support, the sources and level of general support, education, finances, employment, the accuracy of information provided to the families, the cohesion between SHP and LBL, schools and housing. Family members on the VCRS scheme also felt they received less support than families on the SVP. These themes are discussed in more detail in the following section.

6.1 Language

The biggest issue identified by all of the families is their understanding of the English language. Whilst all families were offered English lessons many of the families found the provision inadequate to meet their needs for day to day life in the UK. All of those interviewed stated that they wanted to learn English and be able to speak fluently. Two of the families interviewed had gained good English since being in the UK, both stated that they had taught themselves and immersed themselves in the English language.

There were several barriers identified to the provision of English classes. Firstly, some families found the classes difficult to access due to the time and location of the sessions. Some families could not attend college due to other appointments such as the Job Centre, whilst others had to collect their children from school. Secondly, none of the individuals attending the classes were assessed as to their level of understanding of English. Thus, some of the family members struggled to understand the lessons whilst others were frustrated with the slow pace of learning. Furthermore, some of the refugees were illiterate in their own language and found learning to read and write English almost impossible as they were unable to write at all. Finally, the majority

mostly based around grammar and rules of the English language. All the families feel that this is an important element of learning the language, however what they need is conversational English to help with day to day tasks and to communicate on an everyday level.

The biggest issues identified by families are dealing with bills, making appointments and being able to read letters and correspondence sent to them. For many, they are still unable to read technical letters from utility companies or understand how to pay bills, either online, over the telephone or in person. Several families spoke of the difficulties with negotiating telephone calls where they are required to respond to automated responses. Whilst they can understand there are a series of options, they struggle with what each option means. This can lead to appointments being cancelled or misunderstandings with utility companies, all as a result of the families' lack of English as a second language.

Furthermore, other families spoke of the difficulties in accessing benefits and the Job Centre as a result of their lack of English. Families told of being turned away from the Job Centre because they were unable to understand what was being said. Another stated that they were shouted at and the Job Centre staff used a *"raised voice"* with them. The families felt that they needed more support when accessing the Job Centre.

The overriding impression given by all the families is that they require more conversational English; one interviewee gave the example of arriving at the Job Centre and being told to *"take a seat"*. Unaware that this was another way of saying, please sit down, they were very confused about what was expected of them. Another family spoke of being turned away from the Job Centre when enquiring about work as they were unable to converse with the worker at the Job Centre. One of the issues highlighted by another family was the lack of people to practice speaking English with and the fact the current teaching model does not allow for much conversational English.

A number of the families felt that they could have made better use of learning English when they first arrived in the UK, with one family stating *"...[we] did nothing for the first six months and could have learnt English"*. Others commented that they were often reliant on their younger children who were now fluent in English as a result of being at school, to act as interpreters for them. Another family commented *"..teach us English before life issues become a problem"*.

6.2 Support provided to families

One of the initial questions the families were asked was about the support they have received since being in the UK. All the families interviewed stated they were very grateful for coming to this country and being part of the programme. However, responses to the support they have received since arriving were very mixed. Furthermore, almost all of the families stated that they felt settled because they had worked it out for themselves.

6.2.1 SHP

All of the families spoke of their initial arrival and the support provided by SHP. Most of families were shown around their local areas, told how to use public transport and some spoke of SHP workers staying with them for the first few days. This was not the case for all families though, with at least two stating they were left to find their own way around. Two of the families interviewed felt very supported by SHP and stated that the initial service they had received was excellent.

However, a number of families gave examples where they were left in locations such as Central London and Brixton and were expected to make their own way home. These experiences were very stressful for family members, who were unable to speak English, did not know how to negotiate public transport or were unable to contact other members of their families to say they were lost. Another family spoke of the kindness they had received from strangers in the street to help show them how to get home. As a result of this experience, one of the family members has started volunteering with other new families to ensure they do not have the same experience.

One family spoke of an elderly member of the family being hospitalised. They were unable to contact anyone at SHP and had to rely on other relatives who lived in another part of the UK to help support them.

Very few families were able to identify a specific worker who was supporting them from SHP. A number of families spoke of issues relating to their accommodation, such as heating not working or no hot water. One family was temporarily re-homed whilst the issues were addressed. However, several of the families felt they were provided with little help from SHP to resolve issues.

One family felt that it is really important for the SHP workers to be fluent in Arabic. In the beginning their support worker was an Arabic speaker, however they have since been replaced with someone who speaks little Arabic and this has caused some difficulties for the family. They are very reliant on their children to act as interpreters; this is discussed in more detail in a later section. They commented that they were *"..glad we had no serious problems as our worker has no Arabic"*.

Several families found it difficult to contact SHP whilst others felt that they were ill advised by SHP or, when they asked questions about specific issues were *"made to feel you should be grateful to be here"*. Several families stated that SHP rarely answered the telephone when they called, or failed to respond to messages when they left them.

All families had been notified that the support from SHP was being withdrawn in the coming months, one family even stated that this was *"not by choice"*. They were all aware that they could access a drop in session on a Monday between 5pm and 7pm; however the majority are very anxious about how they will manage to pay bills, sort housing issues and other essential day to day living queries, as they still do not feel confident enough or able to speak English well enough to deal with bills and other issues.

A number of families felt that there are not enough support workers at SHP to support the number of families on the programme. One family is concerned that there would need to be more workers and more support if the council wanted to resettle more families.

6.2.2 Volunteers

In addition to speaking of the support provided by SHP, all families spoke about the volunteers who had helped them settle in the area. All of the families referred to one specific volunteer who had helped source furniture, televisions and other good for their homes. Other volunteers were mentioned who came and provided English lessons to families. Furthermore, families referred to other local organizations such as AFRIL and LRMN.

Many of the families spoke of their reliance on the volunteers to help support them with day to day issues and often going above and beyond to ensure that the families had what they needed. Some families felt they were more reliant on the volunteers than the service provided by SHP.

6.2.3 London Borough of Lewisham

A small number of families interviewed felt that there needed to be more representation within the council for the refugee families. For some of the issues raised by the families, they were advised by SHP that it was something that the Council needed to address, however they were unsure who to contact. It was felt that there was little contact between the Council, who ultimately had welcomed the family and SHP, the service providing the support to families. In one case, the family felt very strongly about the way in which they had been treated by SHP and eventually were able to make contact with someone within the council who was able to support them. However, this was only after making several complaints to the council.

6.3 Education

The families interviewed had very mixed experiences of schooling for children. Whilst all the families had been provided with support in finding school places for their children there was a mix of those that were satisfied and those that were not.

Several families had to travel in excess of an hour to get their children to school, either by bus or on foot. In one example, the family has two disabled children who have to travel on foot to a school some distance from their home. Whilst the family felt that the school was right for their children, they had asked to be relocated. There was some frustration that other families lived next door to the same school but did not have disabled children. Another family, who lived next door to a primary school, were having to take two buses to their school. Neither family felt they had been supported in finding closer or more suitable schools for their children.

Whilst families with primary school age children were satisfied with the support they had been given accessing education for their children, two families with secondary school aged

children felt that they had been ill advised by SHP with regarding schooling for their children. One family was told that they were unable to register their child in a school whilst the other felt that their children had missed out on a year of education as a result of the advice given by SHP.

It did not appear that the families who were dissatisfied with the schooling for their children had been given any advice to help them either change schools, or had it explained to them that they could not relocate where they live.

6.4 Finances

Several families spoke of experiencing financial difficulties as a result of benefits being delayed or misinformation from SHP. Two families were led to believe that all their household bills were covered for the first year as part of the resettlement programme. However after some time they were then presented with very large bills which they were unable to pay.

A further two families experienced delays in receiving benefit payments and found themselves in the position of having more outgoings than money coming in. In both instances, the families approached SHP and asked them to help support them financially. The families were advised to borrow the money from friends or family and told that SHP could not help them. The family found this a very anxious time and was surprised to be told to borrow money. They had friends in other part of the UK who were on similar programmes but had been offered support directly from the agency supporting them to help deal with their finances.

Another family explained that they had been informed that all the bills would be paid, only to then find out that the bill was in the wrong name. This led to a £900 gas bill which the family were expected to pay. The family spoke on the stress this had added to family life and the fact they had felt totally unsupported in resolving the problem.

The Iraqi families all identified that, although they felt they were provided with the same level of support as their Syrian counterparts through the council's resettlement programme, they nevertheless felt they were not eligible for the same external grants as Syrian families. One interviewee spoke of applying for additional funding for learning English only to be turned down as they were Iraqi, the interviewee stated they were *"...shocked how differently we are treated"*. Given there are additional (non-programme related) funding grants which refugees can apply for with differing eligibility criteria there may be scope for confusion. These concerns were shared with the local authority which will be monitoring this issue to ensure parity of esteem and outcomes are achieved across the programme.

Another issue identified by the families was accessing the Job Centre in order register for their benefits. One family was advised that their elderly mother would only be able to get her benefits by attending the Job Centre. The family challenged SHP as they felt there must be another way to access the payments as their mother could not be the only person unable to get to the Job Centre. However they were told she had to attend in person.

6.5 Employment

All of the families interviewed were asked if anyone in the household was working. Over half of those stated that they wanted to work and some had found employment however, the biggest issue with finding employment was their lack of spoken English. A number of interviewees had managed to find employment, but only as a result of finding jobs where they could use their native language. Some families felt a level of frustration as they were highly qualified in their home country but were unable to find out how to convert their qualifications to use in the UK.

A number of the interviewees stated they were volunteering in order to gain experience to get paid work. Several families stated that they had been advised not to seek employment as it would interfere with the benefits they were receiving.

Several of the interviewees wanted to obtain their English driving license so that they could work as a taxi driver. However, when they approached SHP they were told it was not something they could help them with and they would need to contact the Council. However, they were unable to identify anyone in the council who could help them. This was very frustrating for the families with one interviewee suggesting that there should be a programme set up to support the re-settled families obtain their driving license. Again, as a result of their lack of English, they need additional support with the theory test.

6.6 Expectations of the families

A few of the families felt that their expectations of being part of the programme had not been met. In part this was due to the lack of support they had received, but also as they felt their individual needs as a family had not been met. None of the families had been assessed before arriving in the UK. It was felt that there should be an assessment of the requirements for each of the families before they arrived to ensure they were able to access schools close to their homes and other services.

Others felt that they needed more support and understanding of being in privately owned rented accommodation. Many of the families had experienced problems with their accommodation and felt that SHP was unable to help them resolve some of the issues due to there being a private landlord.

7. Conclusions and recommendations

7.1 Conclusions

Welcoming new arrivals to Lewisham, settling them into the borough and helping them to become independent as families and as individuals, is an enormous task.

All the families who have arrived on the SVP scheme and who were interviewed as part of this evaluation expressed their gratitude to be here and welcomed the opportunity that this has afforded them.

CPI found that all the staff and volunteers interviewed for this evaluation have shown great pride in their work, have been conscientious and diligent in their approach to the SVP programme and have demonstrated a great deal of care and concern for the families. It is CPI's view that on an individual basis the staff interviewed have strived to deliver the best experience they can for the SVP arrivals. There are however structural problems that have seriously undermined their efforts and CPI believes that these need to be addressed before new families arrive in the borough.

At the moment Lewisham is not well placed to take an additional 100 families through the Syrian Vulnerable Persons (SVP) Resettlement scheme, and the Lewisham SVP programme needs to make rapid changes if it is to start delivering successful time limited interventions to additional households in this financial year.

The programme will need to maintain a greater level of support than is currently envisaged to the SVP families who are already in Lewisham. Failure to do this may lead to a loss of goodwill and support from the unfunded voluntary sector partners.

The programme has worked with 17 households since its inception in January 2017 and as of May 2019 had plans to step down the level of support to all the families by the end of July of 2019. From discussions with agencies who have worked with the families and from interviews with the families themselves, many of those being 'stepped down' are unable to operate independently after 18 to 24 months of support.

Plans to bring in new families are running ahead of the operational capacity of the scheme to successfully integrate them.

The provider, SHP, have not had consistent oversight from LBL. Furthermore they have been hampered by a lack of clarity around the aims of the scheme and the roles of different agencies. The lack of forward planning has hindered their operational effectiveness and has led to a period of drift.

There is a level of criticism of SHP, which whilst by no means universal is consistent enough to raise concerns about the support they provide. Some of the criticisms levelled at the provider may be due to a misunderstanding around their role, the boundaries of what they can do and the overall purpose of the scheme. However given that it is the responsibility of SHP to orientate the families and familiarise

them with the scheme and with life in the UK, they must take some responsibility for this misunderstanding.

There are other criticisms which if true amount to a worrying failure to properly support the families arriving in Lewisham and are below the standard that would be expected of any competent provider.

There are a number of different agencies who are involved to a greater or lesser extent in the programme. For some, the work with the SVP families should amount to business as usual albeit with a new client group. For others it is the mainstay of their work. The different roles and responsibilities have not been well co-ordinated and coupled with a lack of clarity around aims and some misunderstandings around funding, a fragmented and sometimes fractious pattern of support has emerged.

There is nominally a 12 month timeline for SHP to work with the families and to integrate them into the local area. Given the level of need and the level of provision, especially support with learning English, 12 months is not long enough.

After families are 'stepped down' from the programme there are drop-in sessions that family members can attend to get support and advice. However the families are attending the drop-in sessions for support relating to minor everyday issues. This strongly suggests that they are not yet able to operate independently.

The model of support doesn't seem in practice to provide the intensive level of help the families require, especially during the initial six or so months. The arrangements for the 'step down' appear ad hoc and not related to a family's progress or continued need for support.

SHP have not brokered potentially important relationships with Job Centre Plus or ESOL providers. They may well require support with this from LBL.

Appropriate support to learn English is absolutely crucial. The support provided has been inadequate.

Even if language support were to be improved, doubts remain about the capacity of the arrivals to command a sufficient level of English within the timeframes initially envisaged.

At one point during the evaluation LBL discussed plans to increase the housing stock by purchasing properties and using these to house the SVP households. There is clearly a need to plan for the SVP arrivals however CPI feels that the housing solutions for the SVP families need to be demonstrably comparable with the options available for families already in the borough and in housing need.

Multi agency operational meetings have become sporadic and attendance has fallen away. This is understandable. Many agencies will have little or nothing to add to a round table discussion and most of the work will be routine. It is not clear that multi agency meetings are needed or would be an effective use of time. If one of the aims of integration is to normalise the

experience of the families and ensure that they are treated on an equal footing with other residents then specific SVP meetings would seem to run counter to this.

There are actually two schemes operating, the SVP and the VCRS. Neither the Council nor SHP see this as a problem. However families on the VCRS scheme (interviewed for this evaluation) felt that support available to SVP families was not available to them. This needs to be explored further. CPI could not find out how many of the additional 100 families would be SVP and how many would be VCRS but there is the potential for problems if what is ostensibly the same programme delivers different levels of support.

The SVP is not seen as a particular risk that would bring it to the close attention of Prevent. However there is an expectation that organisations working with refugees would be aware of the work of Prevent and the steps that need to be taken if a worker or volunteer is concerned about radicalisation or the influence of extremists. Prevent training was provided to organisations involved in SVP in 2017 and the line manager with responsibility for Prevent is a member of the strategic group for SVP. However knowledge of 'Prevent' at the main voluntary sector organisation responsible for providing mentors was limited. At other agencies there has been considerable staff turnover. In these circumstances it would seem prudent to provide follow up training in advance of the new families arriving in the Borough.

7.2 Recommendations

There needs to be a step change in key elements of the scheme, particularly the provision of appropriate English language teaching. LBL should carefully consider the planned timetable for new SVP arrivals.

The acquisition of English language skills needs to be considered a fundamental prerequisite for integration and independence. Given the paramount importance of acquiring English the Council should consider funding its own provision alongside or instead of any classes offered through the Job Centre Plus approved agencies. The teaching needs to be intensive, mandatory and pitched at a level that recognises the literacy levels of those arriving on the scheme. It should start on arrival and for at least the first six months it must be prioritised.

The Council needs to enter into discussions with Job Centre Plus, Lewisham and Southwark College and other approved providers to see if an improved offer can be arrived at quickly and within the current funding arrangements.

The families already on the scheme should be considered in need of support alongside the new arrivals. The calculations made about the resources required to integrate the families should include some or all of this first wave of arrivals.

The Council need to review its contract management arrangements to ensure that SHP is delivering to a satisfactory level. The Council needs to explore alternative support arrangements. At the moment the Authority does not appear to be in a position to walk away from the contract and find a new provider, even if the contractor consistently

With appropriate support and performance management SHP should be able to fulfil its support role. CPI recommends that LBL opens up discussions with other local authorities where SHP run similar support services to see if any common themes emerge.

In the short term supporting SHP to succeed is by far the best approach. To do this there needs to be clarity around their role and the role of other agencies, in particular the voluntary sector agencies. At the moment there is neither a collegiate approach with shared targets nor a clearly bounded set of tasks with parameters for different agencies.

There is no need to define 'resettlement' or 'integration', if the programme works to the headline expectations set out by the Home Office, namely that if a number of goals are reached then it is reasonable to expect that integration will emerge from these.

There needs to be a common understanding of what the programme is trying to achieve. That could be based on some shared expectations, namely that families will have stable housing, will be receiving the benefits they are entitled to, are working in legitimate employment, will have attained a sufficient level of English, will have an understanding of the cultural 'norms' in the UK, and will be able to navigate health and education in order to get support for themselves and their families. In other words they can operate at a level that sees them at no greater disadvantage than others in the Borough who share similar socio-economic characteristics.

Whilst not defining what resettlement or integration means, LBL should be clear that the aim of the programme is not to privilege these particular arrivals in the Borough but rather try to reduce any deficits and ensure that households on the SVP pathway are not disadvantaged by having arrived as refugees.

Lewisham should further investigate any perceived or actual differences in the levels of support available to people arriving on the SVP scheme and the VCRS scheme. If families are being brought in from both routes and supported by the Local Authority through the same local scheme then the Council should ensure a consistent level of support determined by need not by arrival category.

Plans for housing the SVP families need to fit within a 'normal' range of housing offers that would be available to other families in housing need in the Borough. Any approach that has the appearance of privileging the SVP arrivals, even if it is clearly not at the expense of other residents, is likely to be received very negatively. Perceived unfairness in the allocation of housing, which has historically been a touchstone issue, has the potential to undermine wider efforts around integration and community cohesion.

In Lewisham the SVP is not seen as presenting any particular risks that would require a focus on Prevent. CPI understand that this is a view shared across London in relation the SVP scheme. LBL has arrangements in place at a strategic level to ensure that any concerns about SVP can be raised and issues of interest to Prevent considered. At an operational level it would be helpful to

rollout training around Prevent for all those agencies involved in the scheme. This is not because the SVP represents a risk but because there have been staffing changes and it is likely that any previous training needs to be refreshed.

LBL should explore a framework agreement for the spot purchase of support for families. The framework should be structured to encourage the participation of small local agencies.

Linked to the framework agreement, LBL may wish to explore the idea of nominal personalised budgets. This approach, often through a 'broker' acting between service providers and 'purchasers' is now a familiar way of working with a range of Local Authority clients. Whilst it may not be suitable for the first six months or 12 months after arrival (during which period intensive support is required), it may be a way of managing the 'step down' from the initial intensive support. Consideration needs to be given to the messaging around this. As with housing, any appearance of a 'premium service' for new arrivals to the Borough may cause increased tensions within the community. It may be that any notion of a budget is kept well away from the families and is handled entirely by the 'broker'.

Appendices

Appendix 1 – Question list for interviewees

- What support have you received from the programme?
- How helpful has the support been?
- What services have you been helped to access– e.g. health, housing, social care, education?
- Have you been offered access to language skills and/or ESOL training? Did you take up the opportunity?
- Do you need help with anything else that the programme has not offered you?
- Would you describe yourself as living independently?
- Do you feel you and your family are integrated into the community?
- What worked well about the support you were offered?
- What did not work well?
- Would you change any aspect about the support provided?

Appendix 2 – Arrival dates

Family 1 – 02/2017

Family 2 – 05/2017

Family 3 – 06/2017

Family 4 – 07/2017

Family 5 – 09/2017

Family 6 – 09/2017

Family 7 – 09/2017

Family 8 – 10/2017

Family 9 – 11/2017

Family 10 – 12/2017

Appendix 3 - Further reading

<https://www.ncbi.nlm.nih.gov/pubmed/29121218>

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/

[767274/uk-approach-evaluating-vulnerable-resettlement-schemes-horr106.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/767274/uk-approach-evaluating-vulnerable-resettlement-schemes-horr106.pdf)

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<https://www.gov.uk/government/publications/syrian-vulnerable-person-resettlement-programme-fact-sheet>

<https://www.nao.org.uk/wp-content/uploads/2016/09/The-Syrian-Vulnerable-Persons-Resettlement-programme.pdf>

<https://syrianrefugeesaberdeenshire.files.wordpress.com/2015/10/horton-housing-vprs-best-practice-guide-v2.pdf>