



Establishing and developing proposed processes

This Single Point of Contact Pilot Project Final Report describes, justifies and explains the work and activities completed during a 12 month period. Upbeat Communities took a person-centred, innovative and data driven approach to ensure new arrivals in Derby were able to access services at the point of need, and that organisations could work collaboratively. New arrivals were engaged with an initial needs assessment and triage support process. Then through testing and iteration, the most appropriate referral pathways were explored and found to ensure a SPOC service can continue through coordination to provide long term support for asylum seekers and refugees in Derby.

All statistics were accurate at time of publication.

1. Strong relationships built

Establishing and growing trusting relationships has been key in developing a collaborative approach towards responding to the needs of new arrivals in a coordinated manner. Time has been invested in meetings and other frequently used communication channels to secure the SPOC has a reliable and impactful reputation.

Serco

- Strong working relationship built with Bilal (Partnership Manager) and Nigel (Hotel Supervisor) in connection with regional managers. Weekly visits to hotels to meet with staff, both managers and housing officers, as well as new arrivals.
- Bilal is supportive of SPOC activities which has included agreeing to place posters in dispersal housing. Housing officers have shown increased interest and involvement in signposting, to hotel visits and the Support Station.

Partner organisations

- Developed and continuing to strengthen connections with at least 12 partners across the city, most of whom are part of the NAA. Many of these were important contributors at the Support Station.
- In contact with the Local Authority, Migrant Help, Laverstoke and Target Housing. Attended City of Sanctuary, RASC and the UoD Refugee Conference.
- Worked closely with Migrant Help, DF4TA and the Red Cross to establish a referral pathway for clothing and SIM card needs.



Establishing and developing proposed processes

2. Testing of referral pathways

Suppositions made in regard to the functionality of a SPOC service were identified and evaluated. Targeted tests were then performed, starting with vital components, to validate the effectiveness of each approach and determine challenges swiftly. These were iterated when confirmed to be successful to increase their impact.

Triage and Needs Assessments

- Triage and needs assessment testing at Midland Hotel and Upbeat - positive and accurate interactions with the triage forms and needs assessment. A Welcome session flyer has been produced to describe the need and how it will be met in greater detail.
- To bridge the gap, SPOC was involved with trialling a referral pathway for SIMs using a shared online spreadsheet, including setting criteria and regularly referring.
- As clothing is a significant need and provision was limited, Derby Food 4 Thought Alliance (DF4TA) were allocated funding as an interim measure before more significant funding could be awarded through a formal process. A robust referral pathway was established including clear criteria, clothing requirement details and effective communication.

Connections with organisations

- Signpost testing with emails following needs assessment completion. Emails include corresponding graphics from the needs assessment, succinct location and timing information, and links to online maps to aid navigation. Reminder emails and texts have been added to the process to increase impact. Translations of reminder texts have been used in some cases too.
- As an alternative approach to referrals, a multi-agency drop-in called 'Support Station' was trialled. This removed the challenges around accessing services as new arrivals were invited to a location where many services were comprised. Services operated with a reduced provision due to the nature of the event and to streamline the internal logistics. This meant focused support was provided and subsequent referrals were made accurately.



Establishing and developing proposed processes

2. Testing of referral pathways

Data relating to new arrivals and organisations

- Provision identification and capacity from referral organisations has been collated via an online form to test for up-to-date information to ensure accurate and sustainable signposting. Provision by referral organisations is clear but capacity is overstretched.
- Low response rate when organisations approached again, but anecdotally provision and capacity have not changed, except when reduced in a couple of instances in which SPOC was promptly made aware.
- Formulation, testing and utilization of a manual database has been underway for the majority of the project. A main database is still being built on Airtable. Automations are still being developed for large scale functionality. Additional features of referral forms and data tables for external referral organisations for specific needs, plus pertinent data presentation are all being explored. Internal staffing has experienced some irregularities meaning progression has been paused for a few months. Every measure has been taken to ensure there has been no reduction in the SPOC process and delivery during this time.



Establishing and developing proposed processes

3. Connecting with new arrivals

A variety of different 'SPOC events' have been trialled throughout the pilot to meet and connect with new arrivals. These gave a chance to evaluate how new arrivals engaged in different settings and to measure the effectiveness of a range of communication channels.

Printed material

- Testing of communication and marketing officially started halfway through the project. But flyers were initially used to advertise to hotel residents for visits and these were successful - double the number of residents engaged with the SPOC than was set as a target.
- Flyers continued to be used as hotel visits continued and moved from being one-off events to regular occurrences. The intention was to strike a balance between time-intensive in-person regular flyering at the hotel, and efficient strategic flyer placement. This was to enable both a good engagement with new arrivals and a scalable approach. Increasing Serco staff's engagement through relationship building and outlining of impact is a significant factor in the latter.
- Posters were used to advertise for the Support Station event. These were developed and partners were consulted throughout the planning process. Once details were finalised, the poster was distributed to participating partners and guidelines were conveyed for how to bring about the greatest uptake. These included advice about where new arrivals are most likely to notice the poster, and when and how to bring it to their attention. Non-participating but supportive organisations were also approached to advertise, which was enthusiastically taken up.
- The placing of posters in dispersal houses through Serco and Target was an approach used to circumvent the problem of there being very limited information available relating to these new arrivals, including location, communication information, and time of arrival. They were placed in only 10 houses by both housing providers, this was to start small: to analyse effectiveness quickly, reduce the inconvenience caused for the housing providers, and manage the capacity for the provision offered.

Alternative engagement

- To increase the reach of SPOC, a drop-in time at Upbeat Communities was made available for partners to refer in to, if they met a new arrival living in Laverstoke or a dispersal property. These were timed to coincide with the distribution of toiletries to those who had already been through the SPOC process. The time of hotel visits were also relayed to partners once these became regular to increase reach.



Establishing and developing proposed processes

3. Connecting with new arrivals

- A handful of families were met through Upbeat Communities' Welcome Box Project. These referrals mostly came through external agencies.
- Visiting partners to engage with new arrivals at their drop-ins was an idea trialled briefly at the Red Cross. They are a busy organisation so a test event occurred in an effort to meet more new arrivals, monitor potential duplication and test the impact of this type of engagement. Unfortunately these could not be continued due to reduced Red Cross capacity, so new arrivals were instead referred to the existing SPOC drop-ins.
- Met with New Arrivals Voice (NAA's Lived Experience Group) to consult and discuss their views on the production of a Welcome Pack. The group stressed the importance of an effective Welcome Pack, especially for those who are most isolated. Their proposal was to produce a poster which could be translated and distributed to a wide range of locations where new arrivals are most likely to notice it. The poster would have a QR code and weblink to an interactive map which could contain relevant and useful information.

Marketing

- As the structure of the SPOC was crystallising, discussions took place about the names of each part of the service. 'Path to Support' was chosen for the hotel visits, and was then adopted for other referral based activities including for dispersal.
- 'Support Station' was chosen for the multi-agency drop-in event as the word 'support' provided a useful link.
- These are descriptive names, but to replace 'SPOC', the more abstract name 'Beacon' was considered - providing light to those arriving and guidance as they seek support, are orientated and feel more at home in the city.



Establishing and developing proposed processes

4. Data analysis and reporting

Planning

- Focus groups were conducted with a total of 50 participants from a range of demographics including different gender, immigration status and accommodation types. Questions were asked about their experiences when they first arrived in Derby and how they interacted with provision available.
- Almost 100 dispersal houses have been mapped based on current data to illustrate distribution of approximately 40% of city Serco dispersal properties.

Triage and needs assessments

- 3 periodic hotel visits were trialled over the summer, then from the end of September, hotel visits became a weekly occurrence. During the periodic visits 46 new arrivals were seen and once they became weekly, 117 new arrivals were seen. Engagement was tracked on a weekly basis and generally there was a reduction of engagement as time went on. Although a negative trend, it is supposed that this was driven by a falling arrival rate because of the weather, rather than waning interest. Hence weekly data has been encapsulated into longer time periods.
- Until January all had a phone and most had an email address. Although since then, phones are being confiscated at the border so some new arrivals are without phones and therefore email addresses. Until November most had a phone number, but this reduced in proportion when Migrant Help paused the distribution of SIM cards to new arrivals. New arrivals are more likely to have an email addresses on arrival and they are generally less likely to change than a phone number, hence a more accurate communication method. But due to the greater familiarity of 'messaging', using a phone number can in some cases be more effective.
- A shared spreadsheet was set up by DF4TA to be used by certain partners as single point to refer to them for SIM cards. Based on the limited questions about the process seen by the SPOC, it is concluded that this method of referral is effective.
- An online referral form was set up so certain organisations were able to refer through the SPOC for clothing. 65% of eligible new arrivals were able to have the form completed on their behalf. The question which was the largest barrier to form completion was regarding name and contact details. As the sample size grows, this will be monitored and feedback sought from partners. A process to aid transparency for partners will be pursued as the clothing offer expands and develops.



Establishing and developing proposed processes

4. Data analysis and reporting

- For triage and needs assessment delivery, many different people worked alongside the SPOC lead. Overall they delivered more needs assessments therefore demonstrating growth potential. Over 90% of new arrivals chose at least 2 needs, showing relevant needs being offered, and coupled with the previous data, demonstrates user-friendliness for both the deliverer and participant. Each needs assessment takes on average 10-15 minutes to be completed.
- Clothes, English and SIM cards were consistently the most chosen needs out of those offered. Toiletries and GP/HC2 both reduced as delivery of these by Serco and Migrant Help became more consistent (see figure 4, page 11) .
- A comparison between the day of arrival in Derby and of engagement was measured. For hotel and hostel participants, engagement generally decreased as the time after arrival increased. Although, slightly more engaged in their second week, this is potentially due to their needing to use their first week to orientate themselves in a new country and location.
- The Support Station was attended by 36 participants, 27 of whom were new to the SPOC. In all the 9 stalls were visited 58 times with 19 participants visiting more than one stall. The needs which were given support most frequently were English, legal and health (see figure 5, page 12).

Referrals and signposting

- For the three periodic hotel visits, all hotel residents who completed a needs assessment, and corresponding referral organisations received emails. 48% of residents used the emails to access at least one referral organisation, 50% of whom used the embedded maps link to navigate.
- Since hotel visits became weekly, 98% of new arrivals received an initial communication about how to access support, mainly emails.
- Of all the needs identified, 58% of those needs were met - meaning new arrivals travelled to a organisations accurately and received relevant support demonstrating the principle impact of the SPOC service. Based upon reports from similar projects in other cities, anything over 50% should be considered a success.
- 65% of new arrivals received support for at least two of their identified needs, showing growth and reliability potential.
- For each of the needs met, the new arrival used the reminder communication 49% of the time to access support. That number increased to 98% when an initial communication was included.



Establishing and developing proposed processes

4. Data analysis and reporting

- Splitting the weekly hotel visits into three sections, 'Autumn', 'Winter' and 'Spring', impact was 56%, 58% and 66% respectively. This demonstrates a successful and reliable rate of support received, and therefore it can be concluded that the current system is robust.
- New arrivals who received support for at least two of their identified needs was 58%, 75% and 63% respectively. It is thought that the sharp increase is due to addition of SIM cards being offered, which circumstantially had a high need identification and received rate.
- Over the three sections, the impact can be distributed between the different needs received for comparison (see figure 6, page 12). Both clothing and SIM cards have consistently had a high impact rate while English dipped in the winter months. This could be partly because of the weather and also as ESOL classes were full during this time, and only a more relaxed conversation class was available. Orientation has been consistently low, especially when compared to how often it has been identified as a need by new arrivals. Toiletries and GP/HC2 have generally been above average while football has been below average. Phones have been offered in very specific cases, this has occurred only twice so far.

Organisational provision

- Provision identification - all referral organisations were able to identify provision, all but one gave extra information and detail.
- 67% of the organisations who responded about their provision were able to identify their capacity, most of whom have interacted well with the form.
- Capacity was measured either: 'in terms of overall feel' using a scale of 0 to 10; and 'other' where a description was given. 'In terms of overall feel' was used to answer 50% of the time, giving an average score of 1.6/10 which mainly included drop ins for general casework and community building. 'Other' was therefore also used to answer 50% of the time, but was split into three main answered areas: 'depends' (answered 25%) with limited availability, 'particular size' (answered 5%) which includes a provision with a waiting list, and 'lots' (answered 20%) including DCCT activities (which has since become full) and DRS gardening.



Establishing and developing proposed processes

4. Data analysis and reporting

Communication and engagement

- Measuring the effectiveness of flyering in the hotel is challenging because the number of new arrivals is unknown. Estimates therefore must be made based on the time of year and the anecdotal accounts from housing officers. These estimates informed weekly targets which were compared to the new arrivals met, and these in turn were compared across the months.
- The number of new arrivals met was gauged in terms of whether they had come on a week when flyers had been actively distributed or not, and whether they met the 2 month criteria. From September to December, even though the number of new arrivals met generally decreased, it was found that the engagement generally increased compared to weekly targets. This could be due to: word of mouth among the residents, the regularity of the visits and the increasing engagement from housing officers.
- Due to this increasing engagement, after Christmas, flyers were given directly to housing officers to be distributed. Unfortunately new arrivals were then paused and therefore the impact could not be measured.
- From the 10 Serco posters placed in dispersal housing, 12 responses were received. From the 10 Target posters, 0 responses were received, the stark contrast is probably because Serco put posters up on posterboards, compared to Target placing posters in their welcome pack folders.
- Of the 12 Serco responses, 10 were new arrivals who had not interacted with the SPOC previously. 10 were single men, with the another being a woman with a family. 10 separate houses were represented. Some had been dispersed from hotels outside of Derbyshire. The needs most commonly identified were English and registering for a GP in their new area.
- Due to assumptions made when requesting the posters be placed by Serco, at least 7 of the new arrivals lived in houses in Derbyshire, rather than in the city, mostly in Alfreton or Ripley. Even so, 6 of them made the trip to visit Derby at least once. Some of these travel at least once a week to learn English.

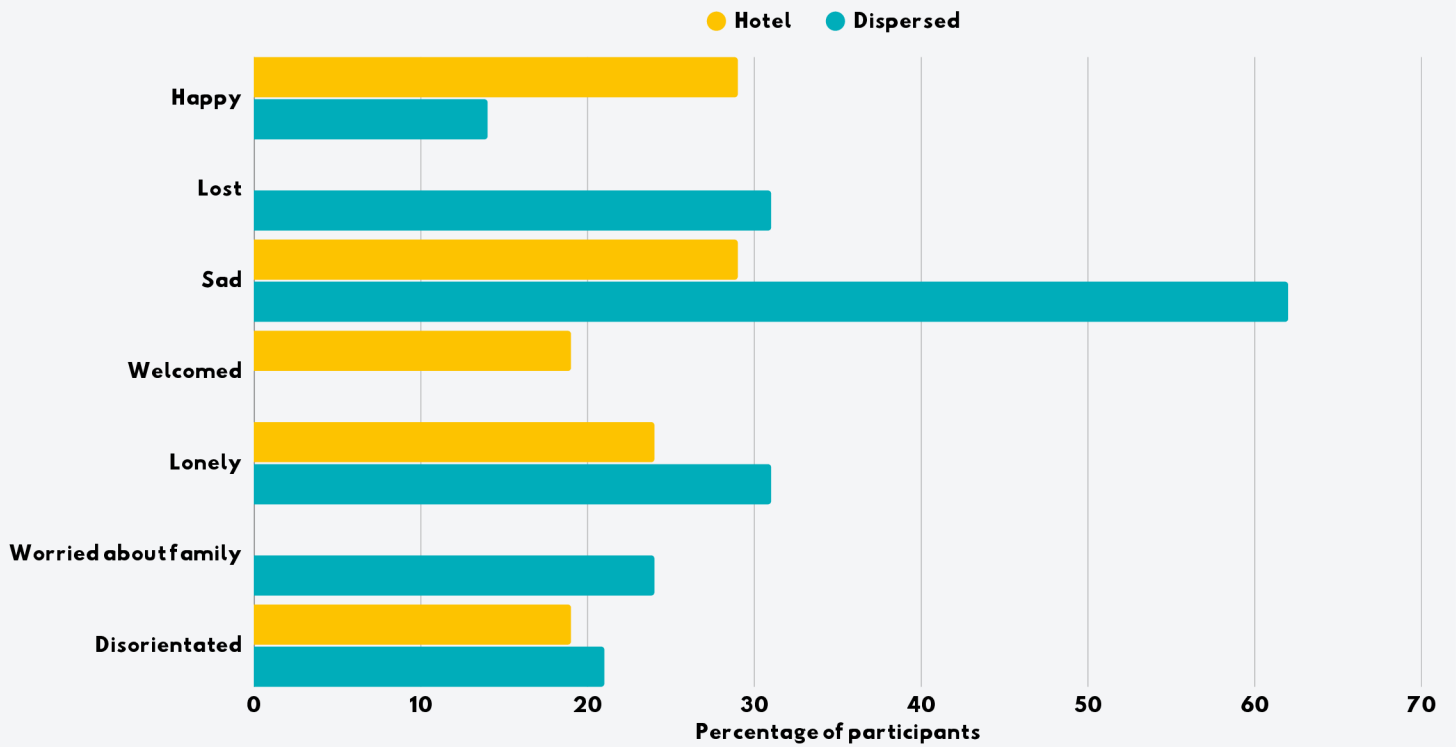
Reporting

- Regular reports presented to the NAA Steering Group, both written and verbal.
- Monthly monitoring reports have submitted to the Community Action Derby.
- A midway report was produced, as well as this final report.

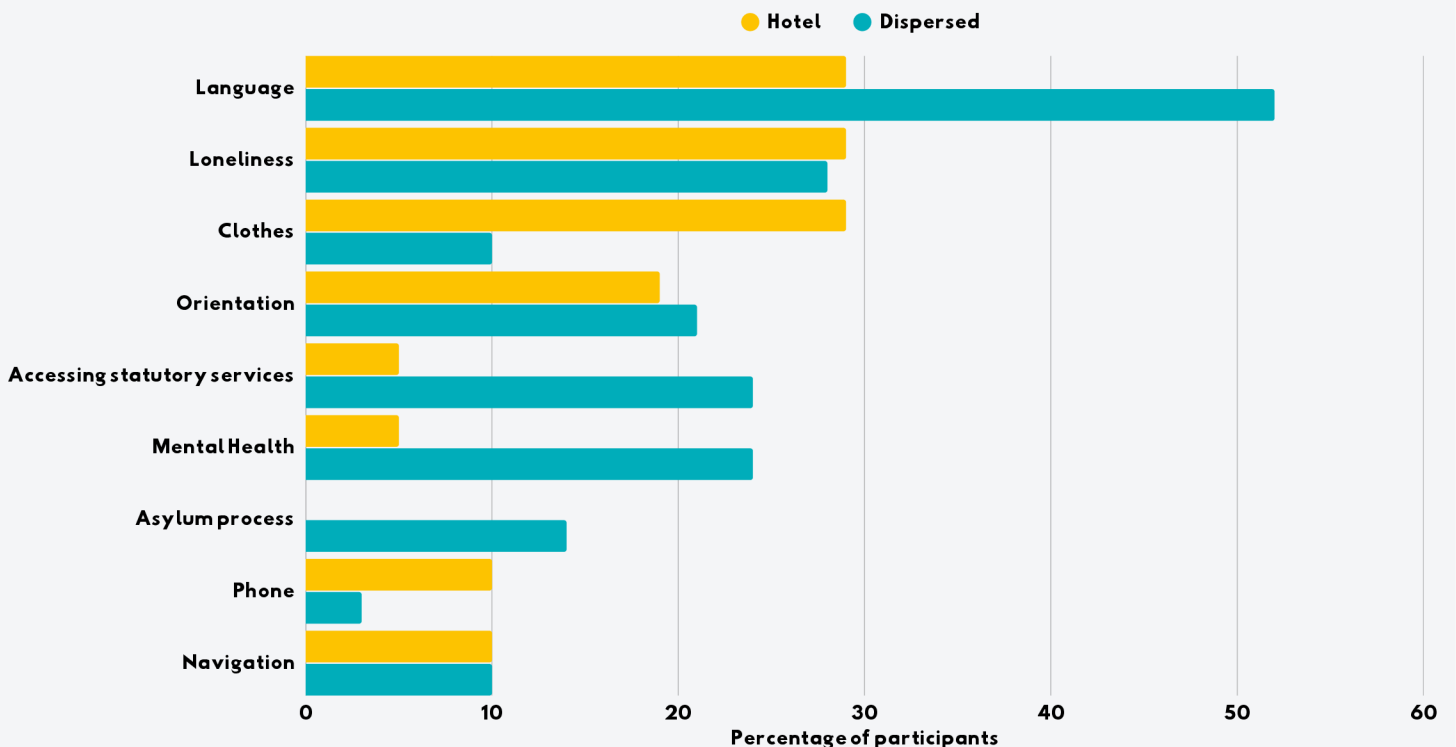


Establishing and developing proposed processes

1. Experience on arrival



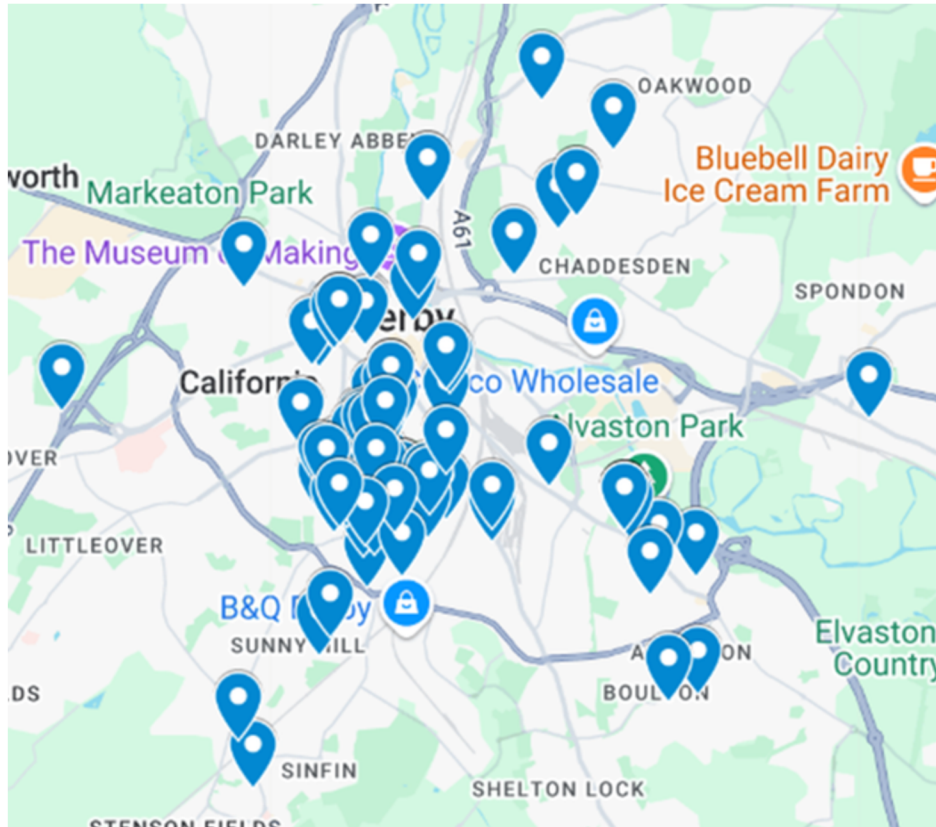
2. Challenges on arrival



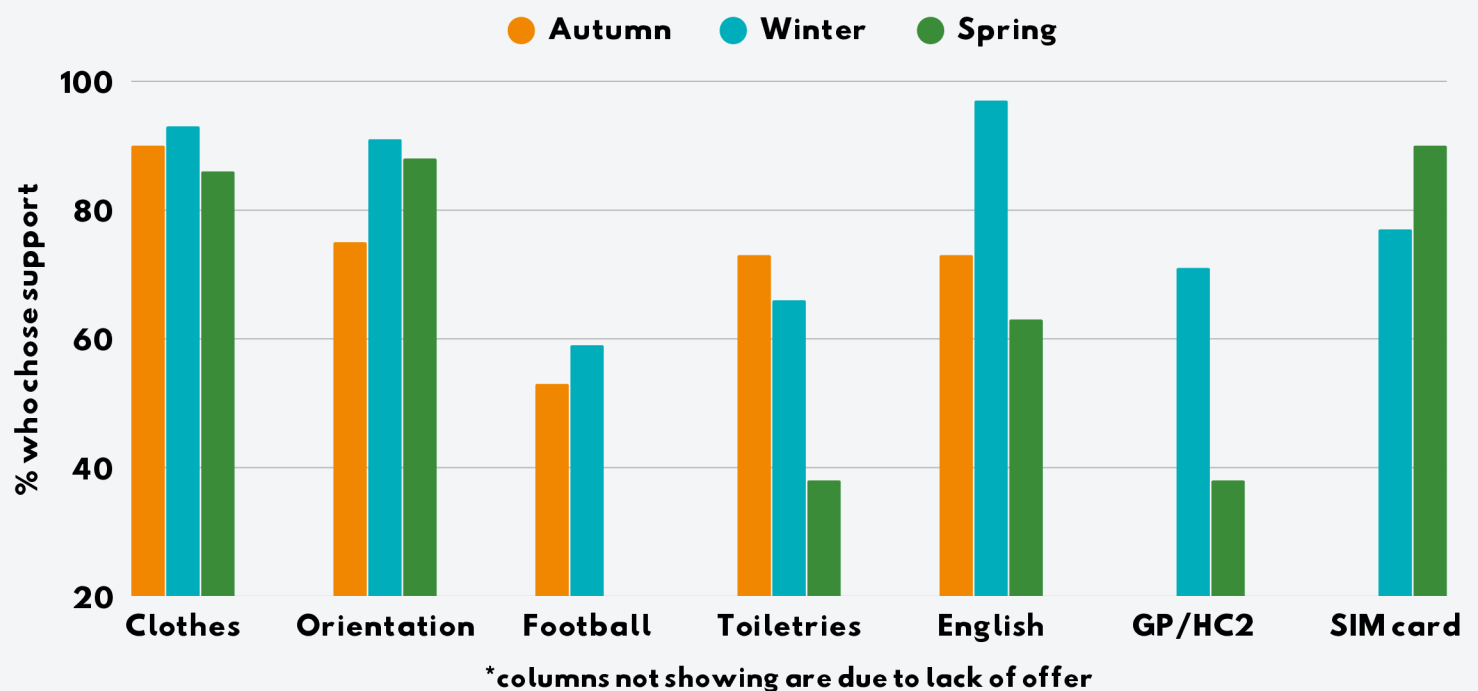


Establishing and developing proposed processes

3. Mapping



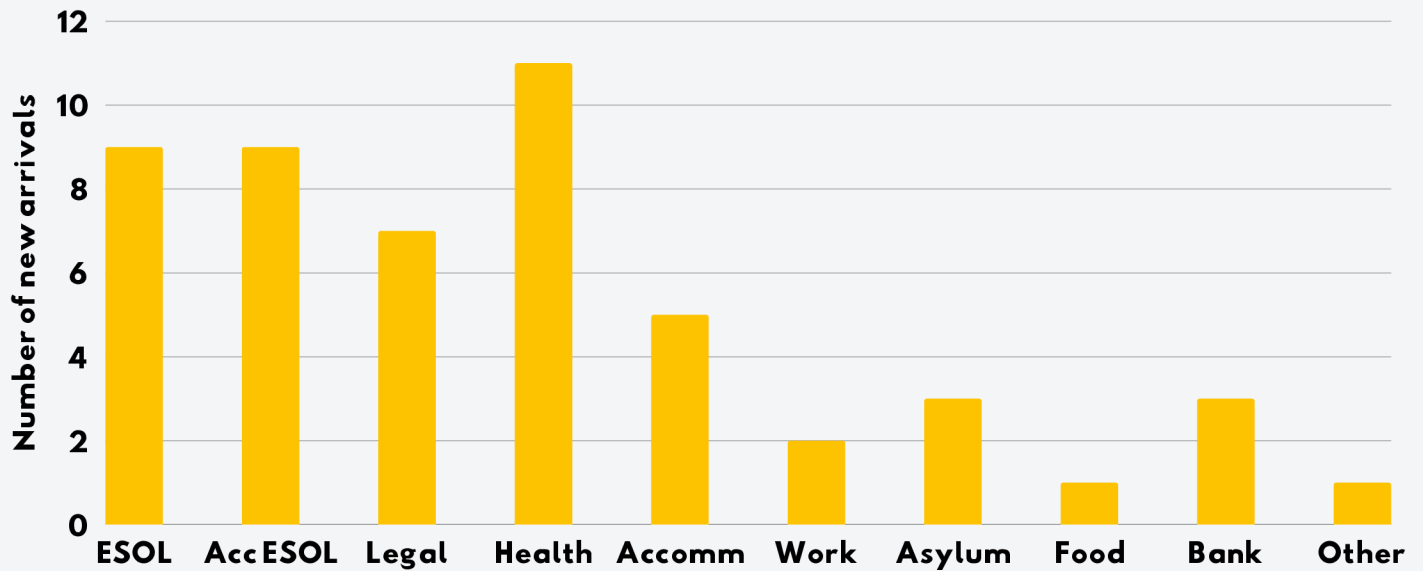
4. Initial Accommodation: Needs Assessments



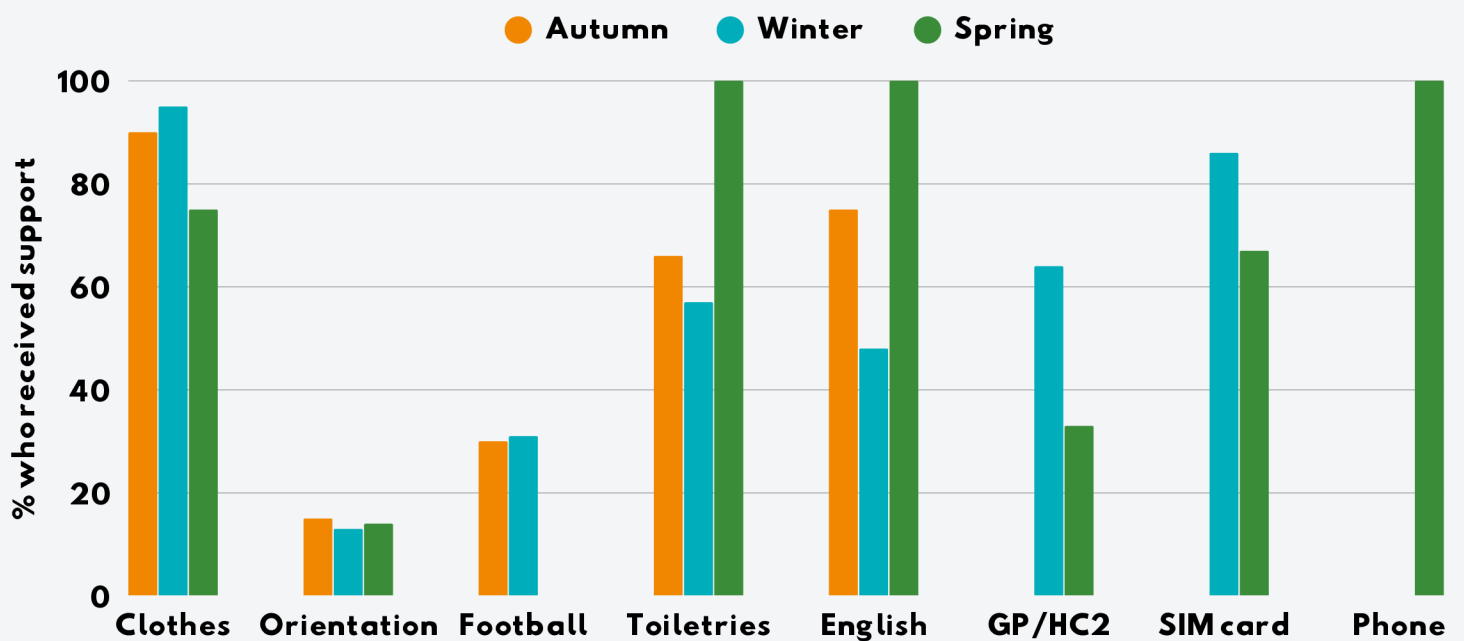


Establishing and developing proposed processes

5. Support Station: Support chosen



6. Initial Accommodation: Impact



*columns not showing are due to lack of offer



Establishing and developing proposed processes

Case Studies

Case Study 1

Hamed* is an asylum seeker whose home country is Kuwait. He arrived in Derby, having crossed the channel from France and spent a short time in London. He lived at the Station Hotel for two months before being moved to Rugby.

Hamed* had nothing when he arrived in Derby other than the clothes he was wearing, his phone had been stolen on his journey through Europe. He also has a mild physical disability. He was referred to the SPOC by the Red Cross shortly after Christmas, communication was a challenge as he was illiterate and only had spoken Arabic. But he was keen to learn English, told us that he needed a phone and SIM card, as well as identifying that he needed some clothes too.

He was referred and sent immediately to DF4TA for a SIM card so at least he was contactable via his roommates phone. He was also referred to Upbeat for English classes and back to DF4TA for clothing, for which he was triaged and given priority given his additional needs. This also qualified him for a phone which Migrant Help had a limited supply of at the time - there was some confusion over this due to him borrowing his friends phone, but this was resolved quickly. A bag was also obtained for him before he was dispersed, so he could transport his new belongings.

In response to the support Hamed* received through the SPOC he said, “this is the least I can say to you, you took care of me, and I am grateful to you, I was so happy and I cried too”

Case Study 2

Omer* is an asylum seeker whose home country is Sudan. He lived at Laverstoke Court for a few weeks before being dispersed to Derbyshire.

Omer* is proactive so was quick to find out about the SPOC. Only 4 days after he arrived in Derby he attended an Upbeat drop-in for Laverstoke residents through word-of-mouth. Keen to learn English he has become a regular attender of classes. He identified his other needs as a SIM card, GP registration, clothes and toiletries. He was signposted in a timely manner so he received support for each of his needs before the Christmas break, soon after which he was dispersed.

Once dispersed he contacted the SPOC for support to help him register for a new GP. He was also signposted to the Red Cross as he still regularly makes the journey into the city.



Establishing and developing proposed processes

Case Studies

Case Study 3

Nadim* is an asylum seeker whose home country is Afghanistan. He was dispersed to Ripley having lived in a hotel outside of Derbyshire. This is his story in his own words.

“When I moved to Ripley, I feel lonely. [Ripley] is a small place and there are not many people who know my language or culture. When I was given the keys to my house, I asked to study English. I was shown a poster with a QR code. I got a message so I could study English, I travelled to Upbeat. Now my English is much better, I have found good friends. The staff and everyone are very nice. I feel welcome here [in Derby]. Now I feel better, I know the place better. I am very happy to make friends. But I live too far away, transport and bus ticket are difficult.”

*names have been changed

Serco

“Working with the SPOC service has been a genuinely positive experience for us at Serco. The consistency of the Upbeat team’s weekly hotel visits has played a key role in connecting our service users to the right support at the right time. Their ability to quickly engage new arrivals, reassure them, and link them into clothing banks, community groups, ESOL opportunities and wider support networks has made a noticeable difference to the wellbeing and confidence of participants.

Although Derby has a wide range of organisations offering support, Upbeat remain one of the very few who physically attend the hotels, and that personal presence is what truly sets the SPOC service apart. It removes barriers, reduces the anxiety felt by newly arrived service users and ensures they are able to access practical and emotional support almost immediately.

From our perspective, the SPOC pilot has strengthened collaborative working, improved outcomes for residents, and added real value to the transition period for those newly entering accommodation.”

- Bilal Salaman
Partnership Manager



Establishing and developing proposed processes

Case Studies

Derby Food 4 Thought Alliance

“For long time I have believed in need to have a SPOC and it was one of the key recommendations as part of our initial work as a pre-steering group.

Since Ben has been in post it has really helped us at DF4TA in terms of the coordination of the work around Clothing and SIMs in various ways:

- Agreeing a referral process that works for individuals we are supporting
- Setting up the project and being a sounding board of ideas that best fit
- Being a key link with other partner projects
- Flexibility in the whole process

The importance of having someone who’s focus is on being the link within the work to support new arrivals is so crucial and Ben is a caring and compassionate individual who is flexible in doing the best for those we are trying to support as a city and has a calm manner about him that helps often with people in very chaotic situations.

It has made our life in coordinating the work we deliver a lot easier to have the SPOC in place.”

- Paul Brookhouse
Senior Manager DF4T Alliance



Establishing and developing proposed processes

Successes

- Strong working relationship built with Serco: their engagement is positive, they are onboard with the SPOC's activities and have indicated that there is potential for further development.
- Overall impact data is encouraging, with over 98% of new arrivals receiving support having used communications, 58% of needs being met and 65% of new arrivals receiving at least two needs.
- Referrals to DF4TA for clothing and SIM cards have been very successful. Both pathways have involved multiple organisations and although different, they have been a robust starting point for two very popular needs.
- The Support Station was a wonderful collaborative event with excellent commitment from partners and engagement from participants. One partner said, "I found the event to be very positive, I appreciated the inclusive atmosphere that encouraged open sharing. I look forward to attending future sessions and continuing to contribute to this important work."
- Serco dispersal posters have yielded a high level of response, especially compared to initial expectations
- Most importantly, 222 new arrivals have been welcomed to Derby over the year, and 280 needs have been met in the last 6 months.

Challenges

- Already overstretched organisations means they have very small capacity for engagement and referrals from SPOC. This pinch point has trickled down and has been the limiting factor for all other SPOC activities.
- Lack of data and the unpredictable movement of asylum seekers, including accommodation and dates of arrival, meant that meeting new arrivals and effectively measuring their engagement has been difficult. This has particularly affected those in dispersal accommodation negatively.
- Getting new arrivals to engage in orientation and welcome sessions has been a challenge. Although interest has been reasonably high, uptake has been very low. The nature of the need, how it's addressed and communicated about are potential causes.
- With the database at low functionality and development stalled, keeping track of sending communications and all referral data has had a high time cost.



Establishing and developing proposed processes

Opportunities and recommendations

- Use available funds to release capacity within charitable infrastructure to allow space for the expansion of referrals in and out of SPOC.
- Run at least two more Support Station events to build momentum. If they are successful then aim to have them regularly, for example at least every four months.
- Consolidate and improve upon current referral pathways, particularly clothing, and use these to develop others, such as orientation, ESOL and GP/HC2.
- Expansion of the use of dispersal posters in Serco properties, focusing in Derby. Use these to increase engagement and further impact for dispersal. Also resume property mapping. Presentation of increasing engagement and impact will assist the continuing development of Serco's involvement.
- Additional testing of alternative pathways into SPOC to increase engagement of new arrivals and evaluate effectiveness of distinct routes.
- Use a more developed database to send automated communications and monitor referral tracking data for increased efficiency. If referral receiving organisations could have meaningful interactions with the database, that would be extra useful.
- Recruit and train volunteers for effective completion of triaging and needs assessments to increase the capacity of SPOC processes.
- Utilising recommendations from New Arrivals Voice, create a poster/leaflet which can be distributed widely to serve as a 'Welcome Pack'. The poster would include links to user friendly maps, integrated with relevant and helpful translated information for new arrivals.