

The logo for WCA Migrant Project features the letters 'WCA' in a large, bold, black font. Above the 'A' are four small, colorful hexagons in shades of green, yellow, and pink. To the right of 'WCA' is the text 'Migrant Project' in a smaller, black, sans-serif font.

# WCA Migrant Project

## 1. Introduction

1.1 This report is from Wandsworth Care Alliance (WCA) to the Beatrice Laing Trust to describe the progress made to February 2017 in delivering the work to support migrant groups in Wandsworth which the Trust has agreed to fund.

1.2. The report includes background information about the WCA and about the policy context of work to support migrants at both national and local level and the approach of WCA to seek to identify voluntary groups working locally to support migrants and in particular, those with potential to benefit from the practical support envisaged under this project in terms of capacity building. It goes on to describe the work in hand with one such group and the plans in preparation for providing support to a second group.

## 2. Background

2.1 In late 2015, the Vice Chair of WCA wrote to the Director of the Beatrice Laing Trust to describe WCA's thinking, that there was a particular need for infrastructure development work to help local groups of active citizens keen to respond positively to the challenges of migration into Wandsworth but lacking robust governance and organisational capacity to fulfil their potential.

The letter (*Annex A*) sets out why WCA was well equipped to do such work but also why it was work that was not of immediate interest to many donors. It sets out the approach WCA would take to add value to these "seldom heard groups" and some specific steps WCA would deliver, under a proposed project over three years with funding of £25,000.

2.2 On 24<sup>th</sup> March 2016, the Grants Manager of the Beatrice Laing Trust wrote to WCA to say that the Trustees had agreed to make a grant to WCA (*Annex B*) of £15,000 spread over three years. This first instalment of £5,000 was made with the further instalments subject to satisfactory annual reports of progress.

2.3 In November 2016, the WCA Director wrote to the Grants Manager with an interim report (*Annex C*) describing the work in hand and a number of practical issues that had been addressed, and to pave the way for the first annual report.

2.4 WCA was very grateful for the provision of this grant funding because it would enable us to support those small "seldom heard groups" that are supporting 'migrants' in borough of Wandsworth.

2.5 The basis of our approach is to realise the potential for this project to deliver useful experience and tangible results in Wandsworth in the context of the borough's economic, social and other circumstances, including the highest migration rate (from the UK and overseas) in London, as referenced in (*Annex A*), and of WCA's track record of working with seldom heard groups and helping them on a path towards self-sufficiency. We felt well-positioned to take the pilot forward.

### **3. Wandsworth Care Alliance (WCA)**

3.1 Wandsworth Care Alliance (WCA) was set up in 1991, initially, as a trade association for a stronger voluntary sector voice. Historically Wandsworth has not had a Council of Voluntary Services (CVS), funded by the local authority, as exists in many other local authority areas through the country. In our early days WCA would organise and support meetings and events to facilitate dialogue and engagement within the local voluntary sector and with the local health and social care authorities, so that the Voluntary sector might have a voice in strategies to develop health and wellbeing for local people.

3.2 WCA has evolved, developed and grown over the years, operating and continuing to operate a number of projects, we have maintained our ethos of supporting other people/groups/organisations to be more effective. Many local groups and organisations have only one or no paid staff at all and therefore run entirely by volunteers often struggling to work to address and identify their need in the community, often without any proper management, or stimulation to structure, or capacity to attract additional resources, be they financial, human or otherwise.

3.3 Financial resources to support capacity building have been and remain scarce locally. However, WCA has developed a model, which has attracted piecemeal funding, to offer dedicated, somewhat bespoke and time limited support to some specific organisations and groups, to help them with capacity building through an agreed programme of work.

3.4 Examples of the work we have undertaken under this approach involve the Lennox Youth Club, Roehampton Forum and Social Sundayz Project. An evaluation of the Social Sundayz report is attached in (*Annex D*) - which should be seen in the context that this project received significant funding to enable us to deliver the full project. Evaluation of work we undertook with Lennox Youth Club in attaining charitable status can be found in (*Annex E*).

### **4. Scope of the refugee/migrant project**

4.1 At the planning stage of this project, we were confident that there was a need to be addressed, that there was a range of voluntary groups in existence aiming to support refugee groups who were potentially disadvantaged by health or social conditions; and that there would be scope to work with a number of these voluntary groups to help them realise their potential, build up their position within their own community, to connect them better with other groups with similar interests, and to position them better potentially to attract funding from external sources.

4.2 We also recognised first, that there was an issue of terminology to be addressed; and secondly, that it would be sensible in defining the scope of the project to agree a focus support for particular migrants/refugees.

4.3 On the first point, it is clear that a wide range of descriptions is applied to people needing help and shelter in a new country. The media use certain labels indiscriminately, for example: asylum seekers, economic migrants, refugees. The catch-all label of 'migrant' is frequently used without due attention to the particular circumstances, and it follows that there are many definitions of and value-judgements about, what individuals may perceive to be a 'migrant' (see *Annex F*).

4.4 Within this report and the project, we will refer to those whom the voluntary groups are setting out to help as "refugees".

4.5 On the second point, after a period of research and reflection, we decided that we would focus our work on those voluntary groups which were aiming to support refugees from Syria who have been or who are soon to be re-settled in the borough of Wandsworth under the Syrian Vulnerable Person Resettlement Programme (VPRP).

## **5. The context of Syrian migration to the UK**

Note: At the time of finalising this report, the Government has announced proposed changes in its approach to accepting refugees, including its intention to suspend one of the programmes for people from Syria. The formal position and the ramifications remain unclear, and the report has been drafted on the basis of the position during the time the work reported on was carried out.

### **Overall**

5.1 The United Kingdom has accepted 216 Syrian refugees under the Vulnerable Person Relocation Scheme since its launch in 2014, and 5,000 Syrian refugees since 2011.

### **The Government's programmes**

5.2 As set out in a House of Commons report, the Government is working to resettle up to 20,000 Syrian refugees in the UK by the end of this Parliament, under its Syrian Vulnerable Person Resettlement Programme (VPRP). It has also committed itself to resettling up to 3,000 vulnerable children currently in the Middle East and North Africa, and an unspecified number of unaccompanied children already in Europe (including Syrian nationals).

5.3 The UK's Syrian Vulnerable Person Resettlement Programme was established in early 2014 to provide a route for selected Syrian refugees to come to the UK. Having first prioritised the elderly, the disabled and victims of sexual violence and torture, with an expectation of receiving several hundred refugees to arrive in the UK over three years.

5.4 The VPRP was significantly extended in September 2015: the government now plans to resettle up to 20,000 refugees from the Syrian region over the next five years.

5.5 The Government is working with local authorities and the voluntary sector to implement the programme. To assist refugees' integration into UK society a 'community sponsorship' scheme was launched in July 2016.

5.6 In addition to the VPRP, the Government committed itself to providing resettlement for up to 3,000 vulnerable children (and family members) from conflict situations in the Middle East and North Africa region, and for an unspecified number of unaccompanied refugee children currently in Europe. Neither of these schemes is limited to Syrian nationals. It is also possible for Syrians to claim asylum upon arrival.

### **The position of the Local Government Association (LGA):**

5.7 The LGA issued a statement in response to the Government's position on Syrian refugees, as follows:

"Councils have an excellent track record in welcoming asylum seeking and refugee children, as well as their families, and continue to work hard to support the Syrian resettlement scheme alongside all the other schemes in current operation.

We are confident that there will be sufficient pledges to support the Government's aim to resettle 20,000 people by 2020, and the LGA, Regional Partnerships and authorities will continue to share learning on how best to settle families in their new communities.

When called upon by government, councils responded quickly, offering their support to make sure vulnerable refugees had a safe place to call home.

The focus is now on ensuring families are well supported. Councils are and will be helping some of the most vulnerable families fleeing Syria who will need access to ongoing support services to help them cope with injuries, disabilities and recover from the severe trauma they may have experienced."

### **Wandsworth Boroughs response to Syrian Refugees**

5.8 In 2010, a report commissioned by the Borough of Wandsworth's Private Sector Housing Team (the Bage Report) showed the impact of the numbers of people born abroad who had settled in Wandsworth.

5.9 As a predominantly affluent inner- London borough, it had attracted significant numbers of people who, it may be assumed, would meet the definition of 'economic migrants': nationally, it had the second highest number of people born in South Africa and Australasia, and was also a leading destination for people from the EU countries of France, Spain, Italy and Germany. Wandsworth had a substantial Polish community and in common with much of London had incomers from countries in Africa and South East Asia, but these numbers were comparatively small.

5.10 Wandsworth Council initially made an agreement to accept a minimum of 10 Syrian families into the borough by the summer of 2016, under the government's Syrian Vulnerable Persons Resettlement Programme (VPRP). This scheme targets refugees "at risk" where "evacuation from the region is the only option", according to Government policy. It says that particular attention is paid to survivors of torture and violence, or women and children who need medical care. The VPRP aims to house refugees into private rental accommodation, and is paid for by the Home Office.

#### **Wandsworth Borough Council's Pledge:**

5.11 Although Wandsworth Council initially made a commitment to take 10 Syrian refugee families, this has subsequently been retracted. Instead the Borough have made a pledge to support refugees, without, as yet, any commitment as to numbers.

5.12 Wandsworth Council made pledge in October 2015 (*Annex G*):

1. Pledge to accommodate at least 10 refugee families urgently if private accommodation is funded by central government and therefore without displacing those on existing housing waiting lists, and encourage other London Boroughs to make a similar pledge by contacting all other Boroughs.
2. Become the first 'Borough of Sanctuary' and facilitate coordination of refugee support with existing education, housing, immigration, employment, health, art and other services.
3. Access support for refugees by the Council and voluntary groups, and make a plan to address any gaps in support, including the South London Refugee Association, and the Katherine Low Settlement, and increase work with these groups to provide long-term support for refugee families.
4. Agree as a matter of urgency to authorise officers to accept refugees from Syrian under the government's VPR scheme, which is fully funded by central government for one year and to lobby the government to increase the length of the funding.

5.13 As at February 2017, however, we have confirmation that the Borough of Wandsworth is expecting their first Syrian family to re-settle in March 2017. As recently as 5<sup>th</sup> January 2017 the Council was advertising for more residents, businesses or other organisations 'who could provide a secure and safe home for Syrian refugees resettling in London'.

## **6. Delivered by WCA - Migrant Project**

6.1 WCA commenced work on the project in April 2016, with a scoping and mapping exercise so that we had a better, well-based idea of the potential need and possibilities.

6.2 It was of significant benefit in this initial stage of the project that we were able to read across and tap into the work of other WCA projects and work already in hand, such as;

- We were able to link up with the WCA Voluntary Sector Co-ordination Project (VSCP) to identify funding opportunities so that we could host an event. VSCP were also able to advise us on recruiting highly skilled volunteers in the borough (whom we may recruit to support the second project).
- We were also able to draw on Healthwatch Wandsworth (HWW) which is delivered by WCA who facilitated advertising the project's first event on all their social media platforms. HWW also attended the event and had a stall which offered attendees the opportunity to hear about the work of HWW and join as members.
- The project has also drawn on the wider expertise and experience of WCA Trustees.

6.3 As noted in our progress report sent to you on 11<sup>th</sup> November 2016 (*Annex C*), we experienced some practical issues, in particular over the investment of time that was needed to get a fuller picture of the situation on the ground, and to be able to identify groups whose circumstances potentially provided the most realistic opportunity to pilot the approach to supporting them. However, this and other unforeseen circumstances have been overcome and the project is very much on track.

### **Mapping Exercise**

6.4 Initially we undertook a mapping exercise to identify what seldom heard groups were already in Wandsworth supporting Syrian refugees. This enabled us to identify which groups were already established and which groups were supporting/planning to support Syrian refugees who had already settled or were due to re-settle in the borough.

6.5 At the same time, we created and designed support packages (*Annex H*) that we would offer potential groups, as well as designing all the guidance for the project and necessary paperwork.

Groups identified in Wandsworth:

- Wandsworth Welcomes Refugees
- Just Shelter
- South London Refugee Centre
- CARAS
- Katherine Low Settlement
- Merton & Wandsworth Asylum Welcome
- Migrant Help
- Wandsworth Refugee Network
- Supporting Relationships and Families (SRF)

6.7 We initiated conversations with the following groups to identify who looked likely to benefit most from additional support in a pilot capacity:

- CARAS
- Wandsworth Welcomes Refugees
- Supporting Relationships and Families
- JustShelter

It became evident from the intelligence that we collected, from the conversations we initiated, that two of these groups would benefit most from our support package: Supporting Relationships and Families (SRF) in a pilot capacity, and JustShelter whom we took the decision to work with over a 12 -month period, commencing in March 2017.

6.8 The other groups we identified had already put in place an established organisational structure and had sufficient volunteers to support their immediate aims and objectives - so although it may well be that we will be able to work with them later on improving their capacity, the first groups we have selected offered more potential for benefits now.

6.9 We have been successfully working with Supporting Relationships & Families (Saving Lives) in a pilot capacity from November 2016 until February 2017. We have successfully completed our investment of time and delivered 90-95% of all the objectives set. It must be recognised that we would not have been able to achieve what we have achieved had we not had additional resources to draw on from within WCA, as mentioned above.

6.10 Plans are now well developed for our project work with JustShelter, which is a newly-established group of local people with no track record as a voluntary group but who felt they had to do something in the face of the Syrian refugee crisis. They have commitment and energy with masses of activity on the ground and huge potential.

Under the proposed project we will work with them on structure, communications, collaboration with others, and tapping into the help available from the range of public bodies. We think that JustShelter could also build on the insights from SRF's work for psychological and emotional support.

6.11 A breakdown of the project coordinator's investment of time can be found in (*Annex I*). This shows there were significantly more hours spent on the project than we had initially costed as we had underestimated the investment of time that would be required to get a fuller picture of the situation on the ground and to be able to identify groups whose circumstances potentially provided the most realistic opportunity to pilot the approach to supporting them.

## **7. Why WCA chose to support Supporting Relationships & Families in a Pilot Capacity**

7.1 From our audit we identified Supporting Relationships & Families (Saving Lives), who had been for many years been working on addressing the emotional and psychological needs of those who have experience loss, separation and displacement through migration, and the effects this has on the emotional wellbeing of families.

7.2 Although it is important to note that to date SRF have worked primarily with groups of African and Caribbean descent, and frequently Polish and Russian immigrants, however with the changing environment SRF have widened their scope to address meeting the needs of other migrant group and have looked in particular towards Syrian refugees.

7.3 Further intelligence gathered through our organisational skill audit indicated that there would most definitely, at some point, be a greater need for organisations to support the psychological complexities of those families being re-settled. We also identified that there also appeared to be a gap in understanding, experience and expertise from support groups on the psychological impact of resettlement and loss that ultimately would be of demand (to ensure successful re-settlement).

### **Historical Context of Supporting Relationships and Families**

7.4 Supporting Relationships and Families (SRF) headed by Dr Elaine Arnold, Director, who herself is a scholar, with a long history and experience of delivering seminars, lectures and training to community groups. The group achieved charitable status but had not grown in any significance.

7.5 Supporting Relationships and Families (in conjunction with Saving Lives) started in 1999, the group were originally known as Separation and Reunion Forum. They currently have six qualified counsellors who volunteer their time on a one to one basis or in group capacity.



7.6 They were founded to support and raise awareness of the intergenerational adverse effects of broken attachment on children and families, mainly of African-Caribbean origin, whose emotional wellbeing had adversely been affected by separation and loss through their migration experiences.

7.7 Initially, SRF had no office space, so used a room with another organisation in North London. In 2009, they returned to South London, and met another group Changing Lives who specifically work with refugees and shared their office space and expertise.

7.8 Over the years Supporting Relationships and Families have broadened their scope to include individuals and families of all backgrounds, who have experienced broken attachment, separation and loss as a result of migration, separation experienced through fostering, adoption, residential care, boarding schools, imprisonment, refugees and asylum seeking and the death of a family member. Their aim has been to provide information, and counselling based on a therapeutically model e.g. seminars, lectures, talks to voluntary organisations and one to one counselling.

7.9 Supporting Relationships and Families aims to widen its scope and capacity to support the development of a greater understanding of the significance of secure attachments in early relationships, and how this helps individuals to develop self-esteem and support healthy holistic growth.

7.10 Their activities are mainly provided through individual and family support educational seminars and workshops, collaborating with workers of organisations in Wandsworth and further afield.

7.11. The individual case study in (*Annex J*) demonstrates some of the difficulties migrants and refugees may face when they arrive in the UK. It can be used as a template model that can be replicated with other groups who may be experiencing the same psychological and emotional needs.

## **8. How would the additional support benefit Supporting Relationships & Families?**

8.1 We identified that although SRF may have a wealth of expertise they did not necessarily have the capacity to develop due to a lack of organisational support and infrastructure, which would enable them to ensure their sustainability and attract funding opportunities.

8.2 The group had office space for 4 days per week and Saving Lives have the office space for 1 day per week (they work in conjunction with each other in terms of resources available).

8.3 The group is very small with the Director herself mainly doing all the work, with a significant opportunity cost on her opportunities to network and generate more opportunities. SRF has an ad-hoc secretary who helps one day a week; and have access to 6 volunteers who provide counselling services (not office based).

8.4 From the initial skill audit it was evident that the group were so busy “doing the work” that they were unable to focus on organisational development and building capacity. It was very clear that they would benefit from a support package that would aim to eliminate some of these barriers and help them to build the group’s capacity.

### **Delivery of SRF’s Support Plan**

8.5 Set out below is the support package designed to meet Supporting Relationships & Families’ needs. We have been successful in delivering 90-95% of the objectives from November 2016, support package in (*Annex K*).

#### **Delivered:**

- Recruited an excellent administrative volunteer who commenced supporting the project on Friday 27<sup>th</sup> January 2017.
- In the process of advertising a volunteering post for a Business Development volunteer with fundraising experience, and anticipate having a candidate in post by the end of February 2017.
- Designed bespoke volunteer policies and procedures, initially a volunteer policy and equality and diversity policy (as will be asked if in place when advertising and for future funding opportunity).
- Secure grass root funding for an event that took place on Saturday 28<sup>th</sup> January. The theme of the event was ‘The Emotional Wellbeing of Children through Bereavement.’ The poster for the event can be found in (*Annex L*) and photographs taken at the event can be found on page can be found below, *page 13*.
- Signed SRF up as member of Healthwatch Wandsworth, Wandsworth Care Alliance, advertised events on all social media platforms.
- Work towards making the group more visible in the community. Signed SRF up to community forums and groups.
- Provide intelligence on local groups doing similar work where there may be opportunities for collaboration. Arranged for SRF to meet with JustShelter and they have discussed collaborative work.
- Sourcing free IT training course for current volunteer.

- Scan environment to identify if any organisations could donate a projector.

**To be delivered:**

- Source free Public speaking course for current volunteer.
- Scan environment to identify if any projects could donate a computer.

8.6 There is huge potential, and the support package provided could enable the group to grow in various directions.

- Better connected with the wider community and resources.
- More attractive to volunteers thus developing the organisation's capacity and capabilities.
- Greater influence of the voice of the people SRF serves on local and national government and statutory service providers.
- Better position to apply for funding.

**9. Supporting Relationships & Families Event – 28<sup>th</sup> January 2017**

9.1 SRF were encouraged to apply for funding from Healthwatch Grass root funding. Initially they were hesitant as they did not feel that they met the criteria, however with encouragement and guidance on how to complete the application they applied and were successful.

9.2 Upon receiving funds SRF held an event on Saturday 28<sup>th</sup> January 2017, which approximately 30 people attended.

## Supporting Relationships & Families Event – Saturday 28<sup>th</sup> January 2017



Dr Elaine Arnold, Director from SRF, and the newly recruited administrative volunteer.

SRF managed to book guest speaker, who is Psychotherapist has working with adults,



Jo Gaskell UKCP, BACP, as a an Integrative over 15 years' experience of children and young people.

Ms Gaskell has been co-managing the Children and Young People Department at Wandsworth Bereavement Service for the last 6 years. She has worked for many years, as a school counsellor in London primary, secondary and special needs schools.

Participants were encouraged to share their experiences and from the feedback we received attendees found the event to be both useful to them professionally and personally.



There were lots of opportunities to network and at least two people expressed an interest in volunteering with SRF.

Healthwatch Wandsworth also had a stall and managed to sign up 5 new members and 8 attendees completed a survey based on HWW's current consultation 'Mental Health Transition Service for 17-25 year olds.'



## 10. Project Evaluation from Supporting Relationships & Families

10.1 As with all the project work that Wandsworth Care Alliance undertakes, we wished to collect feedback from the organisation that we had been working with as this helps us to learn from what we have been doing well and where there is scope for improvement. We were exceptionally pleased with the feedback we received from SRF, and we look forward to continuing our links with the group beyond the boundaries of the pilot project.

*“The Management Committee of supporting Relationships and Families (SRF) and I felt honored and were extremely appreciative, that HealthWatch Wandsworth had selected to work with SRF in order to improve its services to the community in Wandsworth and the wider community. It was a very timely intervention as the organisation was short of volunteers to assist with the administrative work.*

*Delia was efficient, competent and amiable and a pleasure to work with. She was able to highlight the major weakness of the organisation, which was the absence of written documents of policy and procedure. She observed the lack of an Administrative volunteer, and a volunteer fund raiser, and promptly helped by advertising for person. The response to the first was positive. Delia promptly set up the shortlisting of the candidates and interviewing procedures and was able to select a Very experienced and capable administrative Volunteer. The filling of this post is valuable to the life of SRF.*

*Delia observed the lack of funds and her advice to apply to Wandsworth Care Alliance for funds to host an event on the Emotional and Well-Being of children through Bereavement was extremely useful. The grant was able to fund a seminar led by a Counsellor from Wandsworth Bereavement Service for Children and Young people. Being able to offer participants the Seminar free of cost at this time of the year, was invaluable in attracting 30 participants to attend and to discuss such a very important topic which is seldom spoken about. It was useful to them professionally and personally.*

*Delia’s attendance and assistance at the seminar was demonstrative of her enthusiasm and commitment to assisting SRF to fulfil its aims and of promoting the function of HealthWatch.*

*Delia’s work was impressive and a model from which I have learnt a great deal and on Behalf of SRF extend my sincere thanks and appreciation of the assistance given so efficiently and pleasantly. “*

Elaine Arnold PhD, Director, Supporting Relationship and Families (SRF).

## 11. Conclusion:

11.1 We have learnt from the first stage of this pilot project that small community groups are passionate about their purpose but many are facing severe cuts or are not in a position to attract funding. They have assets in their skills and abilities but limited time and resources. They express a desire to build connections, work in partnership with other organisations and the local population but do not have the capacity to do so.

11.2 The solution we managed to deliver was to highlight the strengths and weaknesses of the organisation and to work on developing solutions to enable them to achieve their potential: through, for example, better connectivity to the groups that they serve; developing policies and the procedures they require to ensure compliance and open up access to funding opportunities; identifying opportunities to foster partnerships to sustain beyond the boundaries of the pilot, and to recruit sufficient human resources to facilitate better organisation of resources and planning.

11.3 We also identified that having 'one to one' meetings was valued as this enabled us to understand better the group's ethos, built better relationships, and provided opportunities to brainstorm and talk through proposals.

11.4 We aim to use the lessons we learnt and the intelligence we have collected from the pilot project to springboard us into the next project with JustShelter, who are the second group we have identified as needing additional support. They have already indicated that they would like to work towards gaining charitable status or assistance to merge with another group who compliments what they already do.

11.5 We aim to commence working with the group in March 2017, if we successfully secure a further grant. JustShelter are a local group of volunteers in Wandsworth who regularly make trips to Calais and Dunkirk to support refugees. They also work alongside Wandsworth Welcomes Refugees and are working hard with local schools, GP's, council, faith groups and property agents to ensure local hospitality to refugees arriving in Wandsworth.

11.6 In terms of our selection of the two voluntary groups to work with, we believe that we have been successful and fortunate, in that both groups provide immediate scope for practical assistance to increase their capacity and deliver more of their potential in the way envisaged in the project initiation - SRF as described and JustShelter because they represent group with huge enthusiasm but less experience of operating amongst structured voluntary organisations. Moreover, we are especially excited by our connection with SRF which we believe offers the opportunity to add value to the work of other voluntary organisations working with refugees.

This is because SRF's specialist area of emotional and psychological support and understanding is likely to be a vital ingredient in the delivery of practical help to refugees from Syria and maximising its benefit and effectiveness.

11.7 Overall, this has so far been a very worthwhile project and evidence of what can be achieved with additional support. As demonstrated in this report WCA has managed to achieve excellent results in a short period of time with limited funds; which were duly welcomed by the group we supported. There is still some outstanding work to be delivered, but the pilot phase is on course for completion by the end of the first phase in February 2017.

11.8 Inevitably, the first year and the first phase of the delivery of support has not been without challenge. Competing priorities and staffing issues delayed progress at some points, and the practical support required has been comparatively resource-heavy. But we have gained from the experience and we are better placed to prepare more in advance for support of the next group.

**Delia Fitzsimmons, 1st February 2017.**

