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# Scottish Refugee Council

Building national and regional  
infrastructure to support refugee  
integration



This project is part funded by the EU Asylum, Migration and Integration Fund. Making management of migration flows more efficient across the European Union.

## Toolkit 2

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Building national and regional infrastructure to support refugee integration

# Toolkit 2





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# Toolkit 2 | Building national and regional infrastructure to support refugee integration

This toolkit is for public authorities (local, regional and/or national), civil society organisations and funders interested in setting up infrastructure and mechanisms for cooperation on refugee integration with local actors, sharing of experiences and participation of refugees in policy-making.

- 1 Mapping and creating a digital map of organisations and practices supporting refugee integration.
- 2 Creating a national or regional network of organisations supporting refugee integration.
- 3 Developing a communications forum for organisations supporting refugee integration.
- 4 National and Regional Gatherings to exchange experiences and to improve refugee and community participation in integration policy.
- 5 An approach to involve refugees with particular equality characteristics in integration policy.



A deliverable of the Scottish Refugee Council New Scots Integration: Rights and Communities project funded by the EU Asylum, Migration and Integration Fund (AMIF)

## Introduction

*New Scots Integration: Rights & Communities* is a Scotland-wide programme to welcome and support the integration of people who have received refugee protection. Over two years (2018-2020), the programme directly supported 1190 New Scots to achieve their ambitions for work, education and community life; and 189 organisations across Scotland to build their capacity to welcome and support the integration of New Scots.

New Scots Integration: Rights & Communities was led by Scottish Refugee Council in partnership with the Bridges Programmes, Workers' Educational Association and Scottish Faiths Action for Refugees. The project was funded by the European Union Asylum, Integration and Migration Fund.

Scottish Refugee Council is Scotland's national refugee charity. We have been supporting refugees to build new lives in Scotland since 1985. Drawn from the delivery of this multiple-strand project and Scottish Refugee Council's and partners' expertise on refugee integration, we have produced three toolkits for public authorities (local, regional and/or national) and civil society organisations to replicate or adapt our tested integration projects and practices to their local contexts.

Whilst the tools we present were developed and tested through work with refugees and other beneficiaries of international protection, they are equally relevant to developing projects, infrastructure and practices to support third-country nationals.

### How to use the toolkits

Each section of the toolkit outlines the project as a replicable tool, our methodology, what lessons were learnt along the way, and how we evaluated the project. At the end of each section there are useful practical tools that can be adopted. Each section also provides further reading and links to other more detailed reports.



Description of tool



What we set out to do and what we did



Methodology



How we involved refugees



Evaluation of tool



Practical tools

The overall goals of the New Scots Connect: Rights and Communities programme were to: improve the social connections of refugees; improve the capacity of Scotland's third sector to support refugee integration; improve community understanding of refugees; and improve involvement of refugees in policy making.

### Toolkits

#### Toolkit 1 – Tools to support individual refugees

1. Supporting refugees to create their own Holistic Integration Plans
2. Individual employment action plans for refugees
3. 'Survival English' ESOL Programme
4. Widening information and advice access to asylum seekers and refugees digitally

#### Toolkit 2 – Building national and regional infrastructure to support refugee integration

1. Mapping and creating a digital map of organisations and practices supporting refugee integration
2. Creating a national or regional network of organisations supporting refugee integration
3. Developing a communications forum for organisations supporting refugee integration
4. National & Regional Gatherings to exchange experiences and to improve refugee and community participation in integration policy
5. An approach to involve refugees with particular equality characteristics in integration policy

#### Toolkit 3 – Tools to support communities

1. A small grants funding scheme to support community-based integration practices
2. Good Practice Guide for integration initiatives building refugees' social connections and language
3. Refugee integration awareness raising materials for faith groups
4. Training materials for community organisations on refugee rights and working with the media
5. New Scots Holidays: A handbook for setting up a refugee holiday hosting scheme

# 1

## Mapping and creating a digital map of organisations and practices supporting refugee integration

This tool contains:

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# Mapping and creating a digital map of organisations and practices supporting refugee integration



## Who is this toolkit for?

- Governments
- National and Regional NGOs
- Local Authorities



## Description of final tool

The New Scots Connect digital map is a Scotland-wide resource detailing community organisations, their services and profiles of particular integration activities to support refugee integration across the country. The map is searchable and continuously updated.



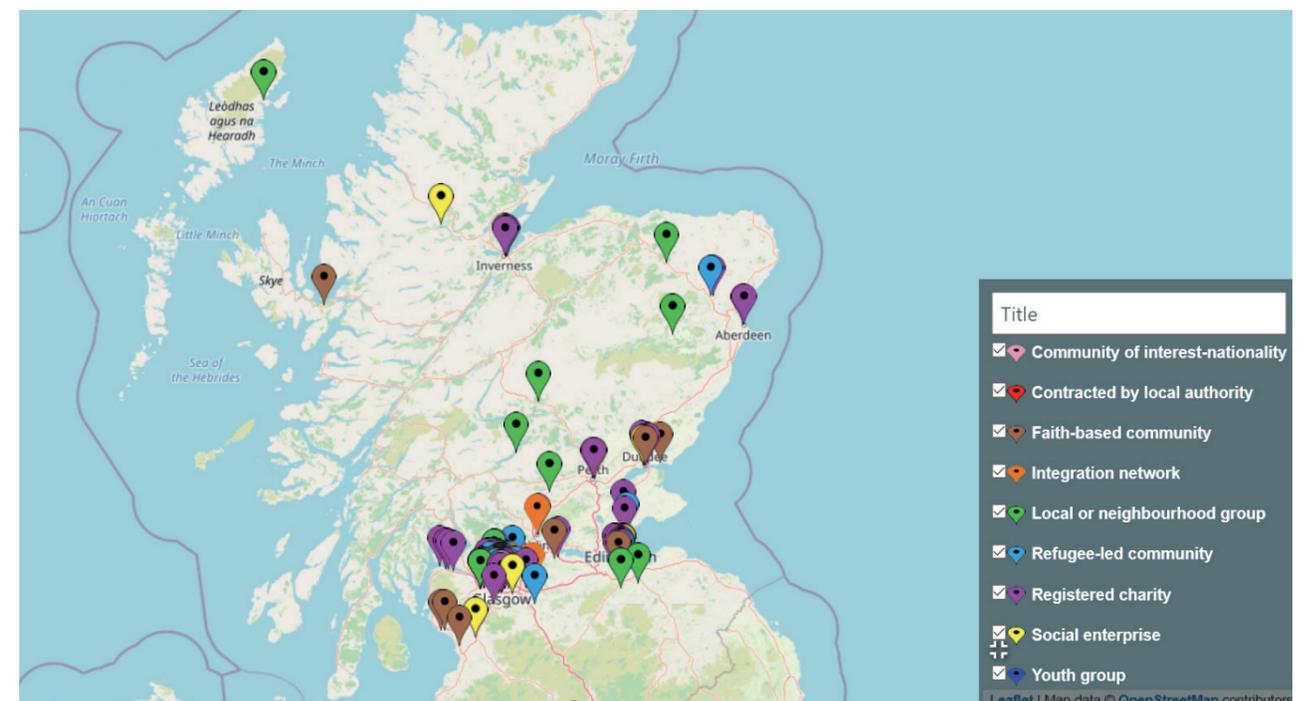
## What did we do?

- Quantify and map all services and activities supporting refugee integration across Scotland.
- Present this information online in the form of an interactive, searchable and user-friendly map.

To do this we:

- Conducted desk-based research to scope an initial capture of activities and services.
- Classified the types of activity taking place into a taxonomy of integration activity and taxonomy of organisational type defined from various sources including the European Website on Integration.
- Developed an online form to gather data from organisations against the taxonomies.
- Met with and contacted via our networks each of the service providers to encourage them to complete the online form and contribute to the map.
- Created a sign-up process for groups and organisations wishing to be included on the map, explaining clearly the information we sought to capture and make public.
- Classified all activity and services by postcode in order to create a searchable map of Scotland.

- Sought legal advice to draft terms and conditions of use/participation in the map.
- Verified and checked all data received about activities and services.
- Created a profile template for service providers to complete in the second stage of sign up. Worked with a web developer to ensure compatibility and readiness of our website to host the digital map.
- Purchased and combined two digital solutions together to create the database which hosts all services and then worked on the visual element of presenting the data.
- Ensured that the digital solutions are ready for further and future development if need be.
- We ensured that the final product is mobile responsive and easy to navigate.
- Refined the way we present the service providers and services in a visual and interactive way by creating a system of colour coded pins.
- Collected and uploaded data for more than 151 service providers and made sure the solution is user-friendly for other providers to sign up.
- Promoted the map through relevant sector-specific networks and directly to clients, the public and relevant professionals.





### What was our methodology?

We created a two-stage process where groups and organisations first submitted the essential service data (brief overview, contact details etc); then in the second step, groups submitted a more fully detailed profile of their service or particular integration activity, allowing us to develop unique profiles of each service.

We made sure all data was checked at source before any was added to the map.

A third stage was put in place to confirm – and explain fully by email/phone call – with services providers what will be published on the map.

Once live, we set a unique tracker on the site to monitor the traffic coming to the map via web analytics.



### How did we involve refugees?

The map's data is created by and for people from refugee communities.

Blue pins in the map represent refugee-led groups who were keen to be involved in the New Scots Connect Platform to promote their work.

### Learning – What changes did we make along the way?/How would we do things differently?

When carrying out the data collection groups were asked to select one primary activity, but as groups deliver a range of services, and so many groups selected more than one. This made it difficult for the map to identify the groups primary activity and would make it difficult to for users to search the platform for multiple activities. To make the map more accurately identify the primary activities of groups, Scottish Refugee Council contacted these groups again to provide more clarity, and the form to only select one primary activity and then multiple secondary activities in the checklist.

All data was initially hosted on the Cloud and specific permission and access given to each Regional Integration Coordinator to have their data updated. At a later stage we lifted the data and migrated to the main digital solution.

The digital solutions in place require continuous maintenance, updates, coding knowledge and CMS management skills beyond uploading new service providers.

Some organisations and community groups were not able to provide a physical address for where they run activities because it varies.



### Validation/Evaluation of tool

The final taxonomy of integration activities was verified through the mapping exercise.

The overall feedback collected informally from community groups is that they see the map as a central hub for all of them to refer to find out about other organisations. It is easy to access and they can sign-post or direct clients to other organisations.

Previously Scottish Refugee Council caseworkers would list organisations and contact details but the map has been a resource that Scottish Refugee Council Integration Advisers can now show clients online, and as the map is mobile accessible, clients can be signposted to this resource that they can use at their own convenience.

Since it was launched in October 2019, the New Scots Connect map on Scottish Refugee Council's website has highlighted the work of 158 organisations, with 57 profiles of integration activity available on the platform. The map has been accessed 1941 times, (161 per month) with 1373 unique views.

### What recommendations do we make for funders, policy-makers, or communities?

The taxonomy of integration practices and organisational type is a helpful tool for funders, NGOs and government authorities to consider the full extent of integration activities that voluntary sector organisations can deliver.

Mapping activity allows for gaps in service provision to be identified and addressed.

Developing a regional or visual map of organisations delivering integration activity allows multiple audiences to access or signpost to services. It also allows organisations to consider adopting practices of others delivered elsewhere.



### Practical Tools

- Sign-up form for new members (online: <http://bit.ly/newscotsconnectform>)
- Taxonomy of integration practices and organisational type
- Integration Activity Submission Form (online: <https://bit.ly/3fr4a07>)

### Further reading

Scotland's Welcome: An analysis of community support for refugee integration.

# New Scots Connect Sign-up Form

## About the network:

New Scots Connect is a new national network, led by Scottish Refugee Council, which aims to build New Scots' social connections and enhance Scotland's welcome to refugees. As part of this initiative, Scottish Refugee Council is developing an online resource that will map all community groups and organisations, large and small, working with and for refugees across the country.

The map will provide useful information on all the communities and organisations supporting refugees, for example, what the group does and how to get in touch with them. It will be available for everyone to use from local groups, councils, and third sector organisations to people rebuilding their lives in Scotland to find out what is happening in their area.

If your group or organisation would like to be listed on the map, please complete this form.

\*Note: this form cannot be saved and returned to later. Please complete it in one go.

If you have any questions or need help to complete this form, please contact a regional co-ordinator.

### North East Region

XXXXXXXX@scottishrefugeecouncil.org.uk  
00000 000 000

### South West Region

XXXXXXXX@scottishrefugeecouncil.org.uk  
00000 000 000

### North West Region

XXXXXXXX@scottishrefugeecouncil.org.uk  
00000 000 000

### South East Region

XXXXXXXX@scottishrefugeecouncil.org.uk  
00000 000 000

### Glasgow

XXXXXXXX@scottishrefugeecouncil.org.uk  
00000 000 000

## Your privacy:

Scottish Refugee Council is committed to protecting your privacy and being transparent about the collection and the use of the collected data.

By filling this form you give consent to Scottish Refugee Council to get in touch with you and to publish the information you provided publicly online. If you would like to discuss the retention of your data at any point you can email:

[data@scottishrefugeecouncil.org.uk](mailto:data@scottishrefugeecouncil.org.uk)

“Scottish Refugee Council reserves the right to refuse any request to be listed on the New Scots Connect Digital Map and the Communities Communication Platform at any point without notice or having to explain the reasons behind such decision.”

(The estimated time to fill in this form is between 7–10 minutes).

## Contact Details

Name of your group/organisation

The role of the main contact:

Address of your group/organisation:

Postcode:

Contact number:

Email address:

Your group/organisation's Website (make sure you start with http://):

Your group/organisation's Facebook page:

Your group/organisation's Twitter handle:

What details can we publish on the Digital map?

Name	<input type="checkbox"/>	Email address	<input type="checkbox"/>	Twitter page	<input type="checkbox"/>
Address	<input type="checkbox"/>	Website	<input type="checkbox"/>	Group / Organisation photo	<input type="checkbox"/>
Contact number	<input type="checkbox"/>	Facebook page	<input type="checkbox"/>	None	<input type="checkbox"/>
Other	<input type="text"/>				

In addition to being listed on the New Scots Connect public online map, would you like to be able to connect and communicate privately with other communities? (We have launched a private communications platform to facilitate ongoing conversations between groups/organisations).

Yes  No

## More about what you do and with whom

What is the nature of your group/organisation?

Refugee-led community	<input type="checkbox"/>	Youth group	<input type="checkbox"/>	Contracted by local authority	<input type="checkbox"/>
Local or neighbourhood group	<input type="checkbox"/>	Community of interest/nationality	<input type="checkbox"/>	Community sponsorship group	<input type="checkbox"/>
Integration network	<input type="checkbox"/>	Registered charity	<input type="checkbox"/>		
Faith-based community	<input type="checkbox"/>	Social enterprise	<input type="checkbox"/>		

Tell us in your own words about your group/organisation:

## More about what you do and with whom continued

Please tick the primary activities your group/organisation provides:

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Advice and information                             | <input type="checkbox"/> Community preparation/<br>welcoming activities | <input type="checkbox"/> Reducing prejudice/informing<br>people about refugees |
| <input type="checkbox"/> Arts activities                                    | <input type="checkbox"/> Community engagement/Training                  | <input type="checkbox"/> Research and Policy                                   |
| <input type="checkbox"/> Befriending  | <input type="checkbox"/> ESOL Classes                                   | <input type="checkbox"/> Social and cultural activities                        |
| <input type="checkbox"/> Campaigning  | <input type="checkbox"/> Individual advocacy                            | <input type="checkbox"/> Sports activities                                     |
| <input type="checkbox"/> Children's activities                              | <input type="checkbox"/> Health and well-being activities               | <input type="checkbox"/> Supporting people into<br>employment                  |
| <input type="checkbox"/> Collecting funds, donations<br>and practical items | <input type="checkbox"/> Language Café / language practice              | <input type="checkbox"/> Volunteer advice/opportunities<br>for refugees        |
|   | <input type="checkbox"/> Mentoring                                      |  |

Other \_\_\_\_\_

Please tick any other activities your group/organisation provides:

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Advice and information              | <input type="checkbox"/> Language Café/language practice                       | <input type="checkbox"/> Community preparation/<br>welcoming activities |
| <input type="checkbox"/> Individual advocacy                 | <input type="checkbox"/> Supporting people into<br>employment                  | <input type="checkbox"/> Campaigning                                    |
| <input type="checkbox"/> Befriending                         | <input type="checkbox"/> Reducing prejudice/informing<br>people about refugees | <input type="checkbox"/> Art activities                                 |
| <input type="checkbox"/> Mentoring                           | <input type="checkbox"/> Collecting funds, donations<br>and practical items    | <input type="checkbox"/> Social and cultural activities                 |
| <input type="checkbox"/> Health and well-being<br>activities |  | <input type="checkbox"/> Sports activities                              |
| <input type="checkbox"/> ESOL classes                        |  | <input type="checkbox"/> Children's activities                          |

Other \_\_\_\_\_

Do you provide \*specific\* services to any of the following groups? e.g: A women only language cafe.

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Women and girls                                    | <input type="checkbox"/> LGBTQI (Lesbian, Gay,<br>Bisexual, Transgender, Queer<br>or Questioning, and Intersex) | <input type="checkbox"/> Children and young people<br>(Under 18) |
| <input type="checkbox"/> People with mental/physical<br>health difficulties |   | <input type="checkbox"/> Older people                            |

Other \_\_\_\_\_

## Where do you hold your activities?

Tick as many as appropriate.

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> International             | <input type="checkbox"/> East Lothian      | <input type="checkbox"/> Orkney              |
| <input type="checkbox"/> Scotland wide             | <input type="checkbox"/> East Renfrewshire | <input type="checkbox"/> Perth & Kinross     |
| <input type="checkbox"/> Aberdeen City             | <input type="checkbox"/> Edinburgh         | <input type="checkbox"/> Renfrewshire        |
| <input type="checkbox"/> Aberdeenshire             | <input type="checkbox"/> Falkirk           | <input type="checkbox"/> Scottish Borders    |
| <input type="checkbox"/> Angus                     | <input type="checkbox"/> Fife              | <input type="checkbox"/> Shetland Islands    |
| <input type="checkbox"/> Argyll & Bute             | <input type="checkbox"/> Glasgow           | <input type="checkbox"/> South Ayrshire      |
| <input type="checkbox"/> Clackmannanshire          | <input type="checkbox"/> Highland          | <input type="checkbox"/> South Lanarkshire   |
| <input type="checkbox"/> Comhairle nan Eilean Siar | <input type="checkbox"/> Inverclyde        | <input type="checkbox"/> Stirling            |
| <input type="checkbox"/> Dumfries and Galloway     | <input type="checkbox"/> Midlothian        | <input type="checkbox"/> West Dunbartonshire |
| <input type="checkbox"/> Dundee                    | <input type="checkbox"/> Moray             | <input type="checkbox"/> West Lothian        |
| <input type="checkbox"/> East Ayrshire             | <input type="checkbox"/> North Ayrshire    |  |
| <input type="checkbox"/> East Dunbartonshire       | <input type="checkbox"/> North Lanarkshire |  |

## In which language do you provide your services/activities?

Tick as many as appropriate.

- |                                    |   |                                    |
|------------------------------------|---|------------------------------------|
| <input type="checkbox"/> Albanian  | <input type="checkbox"/> English            | <input type="checkbox"/> Mandarin  |
| <input type="checkbox"/> Amharic   | <input type="checkbox"/> Farsi              | <input type="checkbox"/> Punjabi   |
| <input type="checkbox"/> Arabic    | <input type="checkbox"/> French             | <input type="checkbox"/> Swahili   |
| <input type="checkbox"/> Bangla    | <input type="checkbox"/> Hindi              | <input type="checkbox"/> Tigrinian |
| <input type="checkbox"/> Cantonese | <input type="checkbox"/> Kurdish (Kurmanji) | <input type="checkbox"/> Urdu      |
| <input type="checkbox"/> Dari      | <input type="checkbox"/> Kurdish (Sorani)   |                                    |

Other \_\_\_\_\_

## Uploading your logo

If you have a logo please make sure that the filename of the logo you are uploading has your group/organisation's name and once you upload it please return to this form.

Click here: <http://bit.ly/srclogo>



## Upload your group/organisation photo

If you have photo representing your group/organisation please make sure that the file name of the photo you are uploading has your group/organisation's name and once you upload it please return to this form.

Click here: <http://bit.ly/srcgroup>



**SUBMIT**

# Taxonomy of integration practices and organisational type

## Type of Organisation

- Refugee-led community
- Local or neighbourhood group
- Integration network
- Faith-based community
- Youth group
- Community of interest/nationality
- Registered charity
- Social enterprise
- Contracted by local authority
- Community sponsorship group

## Activities your group provides

- Advice and information
- Arts activities
- Befriending
- Campaigning
- Children’s activities
- Collecting funds, donations and practical items
- Community preparation / welcoming activities
- Community engagement/Training
- ESOL Classes
- Individual advocacy
- Health and well-being activities
- Language Café / language practice
- Mentoring
- Reducing prejudice / informing people about refugees
- Research and Policy
- Social and cultural activities
- Sports activities
- Supporting people into employment
- Volunteer advice/opportunities for refugees

# Integration Activity Submission Form

Name of organisation/group delivering project/activity:\*

Geographical spread of project/activity (e.g: Glasgow, Edinburgh...):\*

When did the project/activity start?

Under which category does your activity fall?

- |   |                          |  |                          |   |                          |
|---|--------------------------|--|--------------------------|---|--------------------------|
| Advice and information                          | <input type="checkbox"/> | Community engagement/Training                      | <input type="checkbox"/> | Research and Policy                         | <input type="checkbox"/> |
| Arts activities                                 | <input type="checkbox"/> | ESOL Classes                                       | <input type="checkbox"/> | Social and cultural activities              | <input type="checkbox"/> |
| Befriending                                     | <input type="checkbox"/> | Individual advocacy                                | <input type="checkbox"/> | Sports activities                           | <input type="checkbox"/> |
| Campaigning                                     | <input type="checkbox"/> | Health and well-being activities                   | <input type="checkbox"/> | Supporting people into employment           | <input type="checkbox"/> |
| Children’s activities                           | <input type="checkbox"/> | Language Café/language practice                    | <input type="checkbox"/> | Volunteer advice/opportunities for refugees | <input type="checkbox"/> |
| Collecting funds, donations and practical items | <input type="checkbox"/> | Mentoring  | <input type="checkbox"/> |   |                          |
| Community preparation/welcoming activities      | <input type="checkbox"/> | Reducing prejudice/informing people about refugees | <input type="checkbox"/> |   |                          |

How did the project/activity benefit your community?

How many people took part in the project/ activity (ie: refugees and asylum seekers)?

Tell us about the project (250 words)\*

# 2

## Creating a national or regional network of organisations supporting refugee integration

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# Creating a national or regional network of organisations supporting refugee integration



**Who is this toolkit for?**

- NGOs

**Description of final tool**

Creating a physical network of Regional Integration Coordinators to support community integration a region or country.

**What did we do?**

Five Regional Integration Coordinators were recruited to provide national coverage to map their regions and provide support, advice and information to refugee-assisting groups and organisations.

**What was our methodology?**

We started by splitting Scotland into 4 regions, based on the numbers of organisations in each local authority area identified through a mapping exercise and staffing resources. Due to the large number of refugees and community groups based in Glasgow, the city was defined as its own region.

North West Region
Argyll & Bute
East Dunbartonshire
Highland
Western Isles
Orkney Islands
Perth & Kinross
Shetland Islands
Stirling
West Dunbartonshire
South West Region
East Ayrshire
East Renfrewshire
Inverclyde
North Ayrshire
North Lanarkshire
Renfrewshire
South Ayrshire
Dumfries & Galloway

North East Region
Aberdeen City
Aberdeenshire
Angus
Clackmannanshire
Dundee City
Fife
Moray

South East Region
City of Edinburgh
East Lothian
Falkirk
Midlothian
Scottish Borders
South Lanarkshire
West Lothian



### What was our methodology? continued

From this coordinators were recruited that lived in each area, and they started to make contact with community groups and Local authorities introducing themselves and promoting different training sessions and services. From this initial contact the Regional Integration Coordinators were able to signpost organisations to each other across their region. Regional Integration Coordinators reported monthly to Scottish Refugee Council in Glasgow who were able to see information from these regions and provide further advice or support if necessary. The Regional Integration Coordinators were the initial contact for Scottish Refugee Council in these areas, and could promote different aspects of our work or projects, such as funding opportunities through our small grants scheme or larger projects such as Sharing Lives Sharing Languages.

The Regional Integration Coordinators were also able to signpost organisations to our digital tools, the map and community forum, helping organisations across Scotland to link with others and share information.

Quarterly objectives were set to ensure key project deliverables were delivered.

As part of the normal team management cycle, the Regional Integration Coordinators provided monthly reports to document who they contacted and what was discussed.

Engagement with refugee-assisting groups mapped also took place.



### How did we involve refugees?

Refugees are involved in the delivery of the project as we are contacting them to map and support their organisations and the organisations supporting them.

#### Learning – What changes did we make along the way?/How would we do things differently?

The final split of Local Authorities into the regions could not be finalised until the home locations of the Regional Integration Coordinators was known, these were changed to better reflect where the Regional Integration Coordinators were based.

The Regional Integration Coordinators were the first point of contact for community groups and local authorities. The way the programme was designed meant that they had reasons for getting into contact with organisations (mapping, forum, funding and training) This created a structured programme for the Regional Integration Coordinators to follow and meant they were not contacting organisations with no offer of support.



### Validation/Evaluation of tool

We have 151 organisations mapped, 158 refugee-assisting groups on the New Scots Connect Forum and we have supported 93 organisations over the two years as part of the small grants scheme.

Regional Integration Coordinators promoted funded programmes such as Sharing Lives Sharing Languages and helped with the monitoring and evaluation which ensured the success of the project.

Regional Integration Coordinators regional events which were aimed at bringing community groups and third sector organisations along with New Scots attracted 500 people from 95 organisations to different gatherings across Scotland. This helped to build social connections between refugees and helped to promote and link third sector organisations.

An independent evaluation of role of the Regional Integration Coordinators has highlighted their strongest impacts as:

- Refugee support groups know where to go for help and feel supported
- Groups are better able to achieve their aims and sustain their work
- Groups are better able to collaborate and share learning with each other
- People working with refugees have improved knowledge and skills to support refugee integration
- Communities are better able to support refugee integration.

**“The Regional Integration Coordinator we work with is excellent and responds quickly to all of my enquiries or requests for help. She clearly cares about the work she does and is a great asset both to Scottish Refugee Council and to us.”**

**“The expertise, knowledge and relationship they managed to develop around and with local community groups and their work. I feel these groups also appreciate having somebody to turn to for advice and support.”**

#### What recommendations do we make for funders, policy-makers, or communities?

The Regional Integration Coordinator approach we have outlined allows for multiple and different types of organisations across a region to country to be networked together and supported without significant costs. However, such an approach should only be introduced without a structured offer of support.



#### Practical Tool

- Regional Integration Coordinator job description

# Regional Integration Coordinator

## Job description

### Overall Job Purpose

To deliver activities, as directed, supporting the implementation of Scottish Refugee Council's New Scots Integration: Rights and Communities project in specific regions across Scotland. This project, funded by the Asylum, Migration and Integration Fund (AMIF), seeks to ensure that refugees are effectively integrated into Scottish society and able to achieve their goals and have their needs met; while communities are supported and prepared to welcome refugees and involve them in community life. The project addresses the AMIF National priority of activities to assist in the integration of refugees at a national, local and regional level.

### Key Responsibilities

- To be responsible for researching, contacting and mapping:
  - all refugee community groups
  - organised receiving community groups
  - 3rd sector groups interacting with refugees
  - faith based groups, via contact with the National Faith Based Group Co-ordinator
  - Local Authority refugee support structures in your designated area
- To establish an information flow between yourself and groups in your designated area to ensure awareness of integration activities, opportunities to interact etc. This integration activity is to be recorded and entered on the on-line Digital Platform
- To provide support and advice to groups in your designated area using Scottish Refugee Council Helpline, Integration Services and Communities team as sources of information, advice and assistance
- To organise and deliver integration and capacity building training to targeted groups in your designated area, complying with the Standard Operating Procedure for training delivery, evaluation and recording

- To contribute to the small grant funding element of the project by:
  - raising awareness in your designated area of the scheme and its selection criteria
  - providing information sessions and fund application assistance as required
  - providing feedback to unsuccessful applicants
  - supporting and assisting with co-ordination of successful events if required
  - monitoring and evaluating funded events
- To co-ordinate, in conjunction with the National Faith Based Group Co-ordinator, the delivery of Sharing Lives, Sharing Languages (SLSL) projects in your designated area. Each SLSL project will run for 12 months and you will contribute to the evaluation of its effectiveness at the end of the project
- To support the National Faith Based Group Co-ordinator as required to help establish and co-ordinate the Holiday Sharing Programme in your designated area
- To assist in the planning, co-ordination and delivery of Integration Gatherings in your designated area
- To contribute to the monitoring and evaluation activities as directed
- To contribute to the data capture, evidence gathering and good practice, recording activities of the project as directed
- To participate in appropriate networks as necessary
- To produce monthly progress reports for the Communities Manager
- To ensure effective communication and consultation with staff and volunteers and maintain strong links with other teams.

### Other Duties

- Develop skills and undertake responsibilities, which will fulfil the purpose of the role and support the success of the organisation
- Ensure work is carried out in accordance with Scottish Refugee Council's values, equality aims, policies and procedures
- Participate in and contribute to organisational/team or external meetings as necessary
- Undertake any other appropriate activities, based on your skills and experience, which may arise during the project.

## Regional Integration Coordinator Monthly report template

Name:

Month:

Please list the organisations that you have worked with/had contact with this month:

What supporting activities have you carried out this month? (Please give details of what kinds of activities/how many people attended/Where were these activities held/calls with community groups and organisations, etc)

Suggest: What has been the impact of these activities? Highlight why these activities took place, why you were involved and action taken.

Any issues you have come across in your region?

Has there been any New Scots engagement?

Were there any examples of work in your region this month that you would like to highlight?





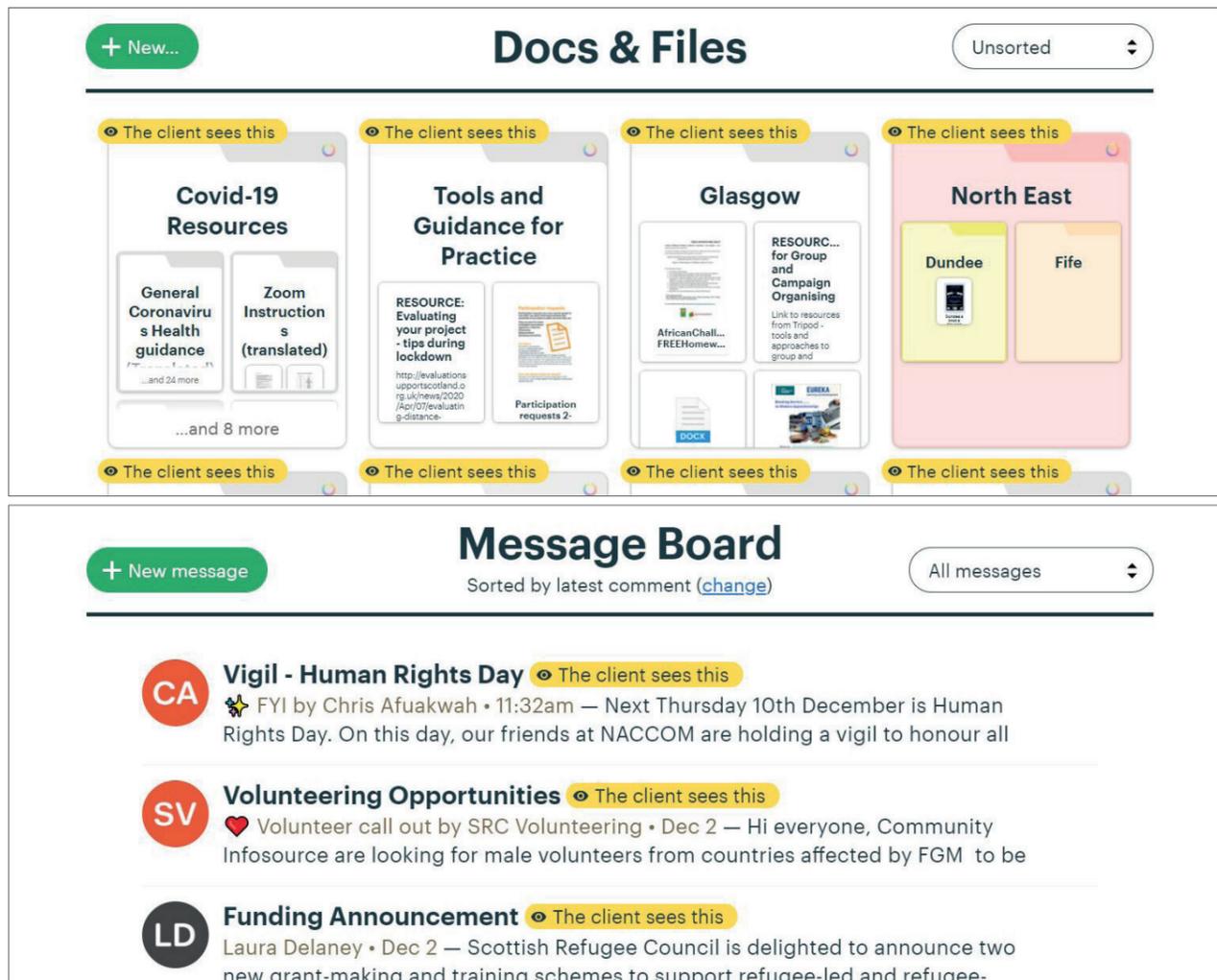
# 3

## Developing a communications forum for organisations supporting refugee integration

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# Developing a communications forum for refugee-assisting organisations



**Who is this toolkit for?**

- Governments
- National and Regional NGOs
- Local Authorities

## Description of final tool

The New Scots Connect communities forum allows refugee-led and refugee-supporting community groups across Scotland to communicate with and support each other.

## What did we do?

We set out to create a digital network so that community groups could:

- Share information and learning.
- Update each other on practice, plans, events, opportunities.
- Learn from each others' practice.
- Support, encourage and inspire each other.
- Have quick and easy access to support from Scottish Refugee Council.
- Feel part of a movement to support and welcome refugees in Scotland, helping to reduce isolation within refugee communities and less central parts of the country.

To do this we:

- Researched different technical solutions through which to deliver the forum and selected Basecamp as the best fit for our needs and the needs of potential users.
- We consulted via focus group research and a survey of user needs to assess the potential effectiveness of a digital comms platform and which features people are likely to use.

Link to the survey:  
<https://forms.gle/VHV5FXSyeG77bVAd6>

- Devised an initial rota system for staff to stimulate and respond to conversations on the forum.
- Sought legal advice to draft terms and conditions of forum use.
- Sought legal advice around safeguarding users and limitation of liability for issues emerging via the forum.
- Created a sign up form for members.

- Met with community groups to let them know about the forum, encouraged them to join and participate and demonstrated how to use the forum.
- Created short videos on how to use the forum for members we were not able to visit in person.
- Trialled the forum with a small number of 'test' users before formally launching to wider network.
- Established a system for continuous monitoring of use and engagement levels.

## What was our methodology?

Once the forum launched we were able to clearly monitor use and engagement.

We nominated a team of staff members to regularly post items of interest to forum members.

We nominated one member of staff to be on hand to reply to questions and queries that were not being addressed by other forum members.

We created a monthly monitoring system to track engagement levels and to adapt and refine our own interventions accordingly.





### How did we involve refugees?

The forum is a place where people from refugee communities communicate and share expertise. We asked users for feedback on their experience in the forum to help shape delivery and inform our evaluation of the project. The forum was initially piloted with a small number of groups, including refugee-led groups, to receive feedback that was provided to Regional Integration Coordinators before being rolled out to groups.

### Learning – What changes did we make along the way?/How would we do things differently?

#### Growing a network

Creating a network where one did not previously exist is a challenge. It is something Scottish Refugee Council had not done on such a scale before, so there was much to learn throughout the process.

We envisaged the forum as being more self-sustaining – whereby members initiated conversations themselves and generated discussions with fellow members – than it turned out to be. We had a good subscription rate and levels of interest among community members but this was not always mirrored in forum activity. We realised along the way that a significant amount of input was required from us to post and share information in the forum as a means of generating discussion. We also noted that people are happy to consume information and potentially use information, for example a call for funding applications or about an event, but don't always want or need to have a conversation about a piece of information.

#### Choice of platform

What people do want to do is share information. If we were to repeat this exercise from the start we would consider using a solution built on a social network model which allows content and posts to be shared within the network.

Basecamp is not a particularly intuitive platform nor is it a very visual platform.

#### Continuous development

A network such as the New Scots Connect communities forum is dynamic and organic and as such takes time to grow and gather momentum. There is a need for Scottish Refugee Council staff to foster engagement at the start of growing such forums before community groups are confident to post their own content. This takes time and needs to be factored into similar projects. Through monthly monitoring we continue to adapt our approach and engagement with the forum.



### Validation/Evaluation of tool

We monitor activity every four weeks to support ongoing evaluation of this tool. This shows that the forum has grown over time, and that staff from across the organisation are able to use the forum to communicate with different groups. As of September 2020 158 groups are active on the forum.



### Practical Tools

- Terms and conditions and user guidelines
- Forum user guidelines
- User video in English/Arabic

#### Arabic

<https://www.youtube.com/watch?v=Pvh5DatBNF8>

#### English

<https://www.youtube.com/watch?v=eeshLwEph9I>



# Terms and conditions and user guidelines

Welcome to the New Scots Connect Forum (“Forum”). New Scots Connect is a national network, led by Scottish Refugee Council (“SRC”, “us”, “we”, “our”), which aims to build New Scots’ social connections and enhance Scotland’s welcome to refugees.

These Terms and Conditions were most recently updated on February 2020.

The following Terms and Conditions govern the use of, and access to, the Forum. These Terms and Conditions refer to the following additional terms, which also apply to your use of, and access to, the Forum:

1. our Privacy and Cookie Notice and
2. our Acceptable Use Rules.

You also agree to comply with any and all applicable terms and conditions as required by Basecamp from time to time. Please access Basecamp’s website at <https://basecamp.com/about/policies> for more information on Basecamp’s terms and conditions.

## Who we are and how to contact us

The Forum is hosted on Basecamp, which is an application owned by Basecamp, LLC.

SRC has set-up the Forum on Basecamp, and leads the Forum.

SRC works with refugees and asylum seekers across Scotland. We are a registered Scottish Charity (registration number SC008639) and have our main offices at Portland House, 17 Renfield Street, Glasgow, G2 5AH.

If you would like to contact us, please find our contact details here: <http://www.scottishrefugeecouncil.org.uk/contact-us>

## Acceptance of these Terms and Conditions

By using or accessing the Forum you confirm that you accept these Terms and Conditions and you agree to comply with them. If you do not agree to these Terms and Conditions, then please do not use or access the Forum.

## Changes to these Terms and Conditions

SRC reserves the right, at its sole discretion, to modify or replace any part of these Terms and Conditions.

Every time you wish to use or access the Forum, please check these Terms and Conditions to ensure you understand the terms that apply at that time.

Your continued use of or access to the Forum following the posting of any changes to these constitutes acceptance of those changes.

## Applying to access the Forum

To apply to sign-up to and access the Forum, you must:

- be at least 18 years old;
- represent or be a member of a community group (incorporated or unincorporated) working with and for refugees and/or asylum seekers across Scotland;
- not be a commercial organisation that only offers commercial goods and services in exchange for payment.

SRC reserves the right to refuse any request to be added to the Forum for any reason and without explanation.

When you apply to be added to the Forum as or on behalf of an incorporated organisation you warrant that you are authorised to act on behalf of that incorporated organisation. When you apply to be added to the Forum on behalf of an unincorporated organisation (e.g. a community club) or in your capacity as a member of an unincorporated organisation you shall be personally responsible for your actions and for meeting your obligations under these Terms and Conditions.

## Purpose of the Forum

The Forum will provide a range of tools, information and opportunities that will connect groups and organisations across Scotland to help build their capacity to support and welcome refugees into communities across the country.

This Forum is not for use by commercial companies or other third party organisations offering services, such as law firms, accountants, etc.

The Forum is not for use by consumers.

Our Forum is directed to organisations and groups located in Scotland. We do not represent that content available on or through the Forum is appropriate for use or available in other locations. We may limit the availability of the Forum to any person or geographic area at any time. If you choose to access the Forum from outside Scotland, you do so at your own risk.

## Your Forum account

You are responsible for maintaining the security of your Forum account and you are fully responsible for all activities that occur under the account.

If you choose, or you are provided with, a user identification code, password or any other piece of information as part of our security procedures, you must treat such information as confidential. You must not disclose it to any third party.

You must immediately notify SRC of any unauthorised uses of your Forum account or any other breaches of security.

We have the right to disable any user identification code or password, whether chosen by you or allocated by us, at any time. We may suspend or cancel your Forum account at any time in our sole discretion without notice or explanation.

If you wish to no longer be take part in the Forum, we may close your account and alter your profile information to remove all identifying characteristics. After account closure, you will no longer be able to participate in the Forum.

SRC also reserves the right to remove organisations/ individuals from the Forum or cancel accounts at any time, without notice, for any reason and without explanation.

## Information on the Forum

### General:

- We make no representations, warranties or guarantees, whether express or implied, that the content on the Forum is accurate, complete or up-to-date.
- The Forum is not intended to amount to advice on which you should rely. You must obtain professional or specialist advice before taking, or refraining from, any action on the basis of the content of the Forum.
- We do not guarantee that the Forum, or any content on it, will always be available or be uninterrupted. We may suspend or withdraw or restrict the availability of all or any part of our Forum at any time, without notice, and without cause.

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- The Forum may make available interactive services from time to time (e.g. message boards, group chats (campfires), private chats (pings), bulletin boards, calendars, and document/file uploads) with opportunities for users to communicate directly with other users and to upload content, information and documents (“User Generated Content”).
- User Generated Content has not been verified or approved by SRC. The views expressed by other users on the Forum do not represent SRC’s views or values.
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- We reserve the right to modify, remove or delete any User Generated Content without notice. We do not guarantee the ongoing availability or access to User Generated Content or any interactive services on the Forum.
- You own all of your User Generated Content and you grant to us and other users of the Forum a perpetual, non-exclusive, transferable, sub-licensable, royalty-free, worldwide licence to use, store, modify, publish, and distribute your User Generated Content on the Forum.
- You warrant and represent that your User Generated Content will comply with these Terms and Conditions and the Acceptable Use Rules.
- If you decide to stop using and or leave the Forum, we will not automatically delete accounts, posts, or other User Generated Content. You may request an item to be removed at any time, but we will decide when and if to remove content from our Forum.

**Links:**

- We have not reviewed, and cannot review, all of the material, including computer software, made available through the websites and webpages to which the Forum links, and that link to the Forum. SRC does not have any control over those third party websites and webpages, and is not responsible for their content or their use.
- By linking to a third party website or webpage, SRC does not represent or imply that it endorses such website or webpage.

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SRC asks all users of the Forum to respect its and others intellectual property rights. We will terminate a user’s access to and use of the Forum if, under appropriate circumstances, the user is determined to be an infringer of the copyright or other intellectual property rights of SRC or others.

**Personal data and cookies**

We will use your personal information as set out in our Privacy and Cookie Notice

The Forum uses cookies. A “cookie” is a small text file, which helps the server to identify your computer but not the individual. For more information on the cookies used by the Forum please read our Privacy and Cookie Notice.

**Interactive services**

We are under no obligation to oversee, monitor or moderate any interactive service we may provide on the Forum, and we expressly exclude our liability for any loss or damage arising from the use of any interactive service by a user, whether the service is moderated or not.

**Indemnity**

You hereby indemnify us and hold us harmless against all liabilities, costs, expenses, damages and losses (including but not limited to any direct, indirect or consequential losses, loss of profit, loss of reputation and all interest, penalties and legal costs (calculated on a full indemnity basis) and all other professional costs and expenses) suffered or incurred by us arising out of or in connection with any claim or potential claim arising out of or in connection with your User Generated Content and/or your use of the Forum.

**Limitation of liability**

We do not exclude or limit in any way our liability to you where it would be unlawful to do so. This includes liability for death or personal injury caused by our negligence or the negligence of our employees, agents or subcontractors and for fraud or fraudulent misrepresentation.

We exclude all implied conditions, warranties, representations or other terms that may apply to the Forum or any content on it.

We will not be liable to you for any loss or damage, whether in contract, delict (including negligence), breach of statutory duty, or otherwise, even if foreseeable, arising under or in connection with use of, or inability to use, the Forum; or use of or reliance on any content displayed on the Forum. In particular, we will not be liable for loss of profits, sales, business, or revenue; business interruption; loss of anticipated savings; loss of business opportunity, goodwill or reputation; or any indirect or consequential loss or damage. The foregoing shall not apply to the extent prohibited by applicable law.

**Changes to the Forum**

SRC may update or change the Forum from time to time and/or, in the future, offer new services and/or features through the Forum (including, the release of new tools and resources).

Such new features and/or services shall be subject to these Terms and Conditions.

**Viruses**

We do not guarantee that the Forum will be secure or free from bugs or viruses.

You are responsible for configuring your information technology, computer programmes and platform in order to access the Forum. You should use your own virus protection software.

You must not misuse the Forum by knowingly introducing viruses, trojans, worms, logic bombs or other material which is malicious or technologically harmful. You must not attempt to gain unauthorised access to the Website, the server on which the Website is stored or any server, computer or database connected to the Website. You must not attack the Website via a denial-of-service attack or a distributed denial-of service attack. By breaching this provision, you would commit a criminal offence under the Computer Misuse Act 1990. We will report any such breach to the relevant law enforcement authorities and we will co-operate with those authorities by disclosing your identity to them. In the event of such a breach, your right to use the Website will cease immediately.

**Applicable law and jurisdiction**

These Terms and Conditions, their subject matter and their formation (and any non-contractual disputes or claims) are governed by Scots law. We both agree to the exclusive jurisdiction of the courts of Scotland.



# 4

## National and Regional Gatherings to exchange experiences

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## National and Regional Gatherings to exchange experiences and to improve refugee and community participation in integration policy



### Who is this toolkit for?

- NGOs
- Policy-makers
- Funders



### Description of final tool

The tool documents an approach to bringing refugees and organisations together nationally and regionally to share experiences; and understand and participate in integration policy.

Our National and Regional Gatherings aimed to bring together individuals and community groups from different regions across Scotland to find out more about services that are available in their local area and to find out more about the New Scots Integration Strategy.



### What did we do?

Three Regional Gatherings were held representing the Local Authorities designated as part of the project's regional network. The events were held in Paisley (South West Region), Edinburgh (South East Region), and Dundee (North East Region).

Glasgow was treated as a separate Region and a different approach to engagement was agreed, given its established history of refugee and asylum seeker support services.

A National Gathering was held in Glasgow in 2019 that brought together 110 refugees from across Scotland. The planned 2020 event was cancelled due to Covid-19.

Almost 1000 people attended the 3 Regional Gatherings.

These events were aimed at bringing refugees and organisations in each region that supports refugees together to discuss refugee issues in their area and to learn more about the New Scots Strategy.

A fourth gathering in the North West of Scotland had to be cancelled due to Covid-19.



### What was our methodology?

Regional Integration Coordinators worked with local organisations in their area to identify what they would want from a regional gathering. From these discussions locations and venues were identified, some of which were provided for free by organisations wanting to take part in the programme. Different workshops and discussions were planned for each event based on key issues identified by local groups and organisations. These events were open to everyone.

A post-event Review Report was produced for each gathering describing the event and identifying what went well and any learning points. In addition,

feedback from attendees was collected to ensure their objectives were met.

As part of the normal team management cycle, the Regional Integration Coordinators discussed each gathering to ensure learning points were considered and acted upon in subsequent gatherings.

The National Gathering was organised in partnership with the 'Scotland Welcomes Refugees Coalition,' a Scotland-wide group of organisations working to support refugees in Scotland. These coalition include the British Red Cross, Amnesty International, Scottish Faiths Action for Refugees, Oxfam, Refuweegee and City of Sanctuary. This group planned an event that would promote social connections, allow organisations to network and promote their work, and raise awareness of the New Scots Strategy.

Meetings were held in the run up to the event to plan logistics, volunteers and budget.

A post-event review debrief was held with all partners to discuss what went well and what could be improved for future events.



### How did we involve refugees?

Refugees were involved in focus groups to obtain their views into the activities they wanted to see included on the day.

Refugees were the primary audience for the gatherings with partner organisations supporting Scottish Refugee Council in ensuring refugees were informed of services and support provided across the region.

Refugees also provided feedback on the event on the day by completing and post it and sticky note evaluations on different aspects of the day, as well as informal verbal feedback to Scottish Refugee Council staff.



### Learning – What changes did we make along the way?/How would we do things differently?

Common issues across the three events were:

- One of the aims of the events was to raise awareness of the New Scots Strategy. Across our events there was a lack of consistency in the presentation of New Scots Strategy. A standardised, shared presentation should be used going forward.
- Registration and privacy issues including permission to be photographed presented a challenge and a slicker process would have helped. We used Eventbrite to get ask guests to register however having a better system would improve registration. In the future, all registrants should be asked to tick a box on the registration form if they give permission to be photographed.
- Lack of activities for children and young adults. In future we would look to include more activities for these age groups, and invite partners to run stall or activities to keep younger people engaged during these events.



### Validation/Evaluation of tool

Three well-attended, successful gatherings were held bringing refugee families together from all across their region.

Groups travelled from different parts of each region to attend and feedback gathered on the day verbally and post event showed that families benefitted from meeting people from different areas and being able to share stories and build social connections. Reports from these events were produced and shared with different New Scots Strategy Thematic Groups.



### What recommendations do we make for funders, policy-makers, or communities?

Regional and national events are a useful method to bring together refugees and supporting organisations from different areas across the country to promote services, share information, and raise awareness of national initiatives, such as regional or national integration strategies. Such events promote social connections between refugees beyond their locality, as well as providing policy makers with a platform to engage with refugees to understand different needs and issues relating to different regions.

These events brought together refugees and organisations from different areas across the country to promote services that were available in each area, and to share information about the New Scots Strategy. These events promoted social connections between refugees, but also would give policy makers a platform to engage with refugees across the country to understand different needs and issues relating to different regions.



### Practical Tool

- Gathering report template

### Further reading

Reports from each of the regional gatherings can be accessed on Scottish Refugee Council's website.





# 5

## An approach to involve refugees with particular equality characteristics in integration policy

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# An approach to involve refugees with particular equality characteristics in integration policy



## Who is this toolkit for?

- NGOs
- Policy-makers
- Funders



## Description of final tool

An approach to bringing together refugees with particular protected equality characteristics with policy makers and equality organisations to share experiences and contribute to integration policy development.



## We did we do?

We ran four Equalities Gatherings with people from different backgrounds to attend and discuss different themes of the New Scots Integration Strategy.

These were:

- Housing
- Health and Well-being
- Education
- Employability

161 people attended the four Equalities Gatherings which took place in Glasgow between July 2019 and February 2020. A fifth gathering was scheduled to take place in March 2020 but this did not happen due to the Covid-19 Pandemic.

From these events feedback and recommendations were passed onto policy makers and third sector organisations who would be able to address issues raised.



## What was our methodology?

Before the gatherings, two focus groups were created involving refugee representatives (who self-identify as belonging to one or several of the five Equalities Groups – young people, older people, disabled people, women, and LGBTI people) and refugee community groups. These focus groups

discussed what issues they would want to discuss. After this consultation process, it was decided that rather than having these events focusing on each of the 5 equality groups, they decided to focus on the thematic themes of the New Scots strategy.

A post-event Review Report was produced for each gathering describing the event and identifying what went well and any learning points. In addition, feedback from attendees was collected using post-its and sticky notes to ensure their objectives were met.

As part of the normal team management cycle, the Community Development Team discussed each gathering to ensure learning points were considered and acted upon on subsequent gatherings.



## How did we involve refugees?

Refugees were involved in focus groups to gather their input into the event and the activities they wanted to see or do on the day. These focus groups helped to shape the aims and scope of these events.

Refugees were the primary audience for the gatherings with partner organisations supporting Scottish Refugee Council in ensuring refugees were informed of services and support provided locally.

Refugees also provided feedback on the event. This feedback was through post it and sticky notes and debrief meetings with the two focus groups.





### Learning – What changes did we make along the way?/How would we do things differently?

Initially these events were going to be based around each of the equalities identities. After discussions with the focus groups they highlighted that many of them identify with multiple identities, i.e. many of them have intersectional identities, and the issues they face with different parts of the New Scots Strategy themes cover all of these issues. Whilst this approach was adopted on the groups' recommendation, it did present some challenges in detailed exploration of the particular impact of integration policy on all protected characteristics, for example older refugees.



#### Validation/Evaluation of tool

The four events were well attended and refugees were able to give feedback on different parts of the New Scots Strategy. The events were able to gather information from refugees in group discussions, and through different evaluation techniques such as post it and sticky notes. These events created a safe space where refugees and partner organisations from across the five equalities groups were able to come together to discuss and highlight their needs.

Following these events, reports with recommendations based on feedback taken from these events were produced and shared with each of the New Scots thematic groups working on the national New Scots Integration Strategy.

### What recommendations do we make for funders, policy-makers, or communities?

Achieving full and sustained engagement from refugees in integration policy development requires time and resource. The investment can yield a rich source of information that can support detailed policy-making and practice development that considers the needs of all groups. From these events recommendations were made and shared about the impact of policy on particular populations that would not necessarily be considered. For example, the need for health services to ensure that the interpreters they hire are properly trained in specialist health and disability terminology as poor interpretation means poor health and anxiety for refugees with disabilities.



#### Practical tool

- Gathering report template

#### Further reading

- Individual Equalities Gathering Event Reports



# Gathering report template

## Section 1 Event Details

Event Title	
Event organised by	
Event Venue	
Event Date	
Event Start – End times	

## Section 2 Event Details

## Section 3 Attendees

- Total number of attendees
- Organisations attending in an official capacity
- ‘Groups’ contributing to the event – e.g. musicians, entertainers, caterers etc.
- Refugee groups and Asylum Seekers in attendance by geographic area

## Section 4 Event Reporting

- Event Theme / Aims of the event and its intended outcome.

## Section 5 Key Messages/Outcomes

- Key Conclusions
- Recommended Actions

## Section 6 Event Evaluation

- Lessons Learned
- Positives

## Section 7 Attendee Evaluation

## Section 8 Actual Expenditure





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Within Reach**



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ACTION FOR REFUGEES

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