Transport for London

Issued on behalf of

The

Greater London Authority

**Asylum Welcome Programme**

**Reference Number: GLA 82017**

**Appendix 1 - SPECIFICATION OF REQUIREMENTS**

THIS CONTRACT IS RESERVED FOR SME'S LOCATED IN THE UNITED KINGDOM IN LINE WITH PPN11/20.

AN SME CAN BE DEFINED AS = “Small and Medium sized Enterprise (SME): Any business with fewer than 250 employees and either an annual turnover below £45m or a total balance sheet less than £40m”

**1.1 Summary Requirement:**

The Greater London Authority’s (GLA) Communities and Social Policy Unit is commissioning a Service Provider to design and deliver the Asylum Welcome Programme’s “Design Lab”, the first programme focusing on improving the social integration of people seeking asylum in London.

Design Labs are a process of bringing together a variety of stakeholders to develop a common understanding of a problem, from which they can design innovative new solutions. This is typically done through a series of in-person workshops and mentoring from experts[[1]](#footnote-2) .

The goal of this Design Lab will be to improve support to people seeking asylum enabling a more systematic, proactive, and holistic system of service delivery that responds to population needs and creates opportunities for social connection. It will catalyse this change by focusing on the strategies and activities of London local authorities. This will require a critical stocktaking of ways that London local authorities can create pathways to services and social connection, looking at local statutory and civil society provision. Explicit attention will be given to the interface with the service delivery of the Home Office and its commissioned providers of accommodation and support in London.

In 2021 a review of the London Asylum Procurement Framework was conducted. In 2022 a separate qualitative study will take place that focuses on the experience and needs of people who are seeking asylum. The Design Lab will draw upon these research studies as well as consultations with local authorities conducted by the GLA in November 2021. These consultations asked a select number of local authorities about challenges they face in providing support to people seeking asylum, and which types of discussions, tools or processes they think could help them overcome these. These consultations shaped the aims and objectives of the Design Labs.

The Service Provider will implement the Design Labs by running and facilitating an intensive series of workshops and one-on-one support for London local authorities and their partners according to the providers’ recommended methodology. The Service Provider will also compile frameworks, resources and tools developed by its participants throughout the duration of the programme into a Summary Report.

Pending GLA budget approval, the contract could be extended to transform this Summary Report into a publishable Toolkit for use by all London local authorities after the conclusion of the programme. The Toolkit would include select content from the Summary Report and would be modified for a target audience of borough councils[[2]](#footnote-3). Development of the Toolkit would be expected to take approximately 8 weeks and include several rounds of review and feedback from key stakeholders.

The GLA is seeking to appoint a suitably qualified multi-disciplinary organisation or consortium to undertake this brief. We strongly encourage partnership approaches to delivering the work that will create a team with suitable experience across academia; service design; organisational change; local authority capacity-building; and asylum and migration-specific expertise, including recognition of the complexity of the asylum system, the experiences among people seeking asylum, and the diversity of London local authority representatives that will be participating in the Design Labs.

The scope of work (Section 1.5) for the Design Lab outlines the key steps to this process. From August 2022 to October 2022, the work will consist of all preparations required to design and set up the programme. This will include carrying out a selection process for local authority participants, creating a communication system to interact with participants, consulting with participants to co-design elements of the programme, and ensuring participants are prepared to participate.

Implementation of the Design Lab is expected to commence as early as possible in October 2022 and continue until February 2023. During this time, the organisation or consortium will be expected to facilitate and run workshops and one-on-one support. By the end of March 2023, the organisation or consortium will also be required to complete and present their Summary Report to participants of the Design Lab and develop an Internal Evaluation Report on the impact of this programme. Should the contract be extended to develop a publishable Toolkit, the organisation or consortium would be expected to help organise and attend a launch event inviting all London local authorities and other key stakeholders.

## 1.2 Background

At the beginning of 2020, London already had the largest accommodated asylum population for decades, with just over 6,000 people living in dispersed accommodation. Since then, extremely large numbers of people seeking asylum have been accommodated in ‘contingency hotels’ across 23 different London boroughs. Significant efforts have been implemented to reduce this population through the procurement of new dispersed accommodation in the capital and across the UK[[3]](#footnote-4).

Historically, dispersed accommodation for people seeking asylum has been concentrated within London primarily in five boroughs[[4]](#footnote-5). While this is in part due to affordability given the relative cost of housing in different parts of London, local authorities have been actively encouraging the spread of dispersed accommodation to new areas within London. They are also exploring taking a more proactive role in the procurement process to ensure an equitable spread across the capital. Because this is in addition to the contingency hotels located across London, there is both an opportunity and a need to quickly build the capacity of local authorities with less experience working with people seeking asylum to meet the challenge.

Additionally, starting in April 2021 with the launch of the Afghan Relocations and Assistance Policy (ARAP) scheme, and the Afghan Citizens Resettlement Scheme (ACRS) in August 2021, the arrival of a significant number of Afghans who have worked for the British government overseas and/or are being resettled in the UK has created new opportunities and public pressure to act. For instance, some local authorities in London are participating in refugee resettlement programmes for the first time. Yet this new situation risks taking much needed attention and support away from existing and new asylum seeker populations. Practically, there are useful areas of overlap; by building expertise within local governments on refugee resettlement and asylum processes, services can be adapted to better respond to the needs of both populations, thereby improving social integration.

The Mayor of London’s ‘All of Us’ Social Integration Strategy[[5]](#footnote-6) works to support relationship building between different groups and communities, active citizenship, access to rights and evidence building about what makes a difference. This Strategy recognises that legal and policy challenges make the social integration of people seeking asylum especially difficult, such as their exclusion from the right to work, and some services and skills provision. Additionally, people seeking asylum have a separate system of support for housing and basic needs, initially receiving no cash allowance with a payment of approximately 70% of Universal Credit rates issued on a payment card when they move into dispersed accommodation.

Within the constraints of the current policy environment, it is generally expected that local government in London can improve outcomes for people seeking asylum through at least two approaches. The first approach is by making existing services accessible to people seeking asylum. For example: at the London-wide level, the GLA is working to reduce barriers to English for Speakers of Other Languages (ESOL) services, a key enabler of social integration for people seeking asylum. It is doing this by extending eligibility for the Adult Education Budget and improving coordination of formal and informal ESOL provision so this can be made more widely available[[6]](#footnote-7).

The second approach is early intervention, which can greatly improve chances of integrating socially over the long-term. Developing a connection with their local communities and preparing for challenges such as finding work and accommodation can help people seeking asylum to be better prepared if and when a positive determination is reached.

Although housing provision is an essential service to people seeking asylum, local government recognises the need to go beyond this to provide complementary support where feasible. The London Asylum Procurement Framework, an agreement brokered between the Home Office, the service provider Clearsprings, and London local government in 2019 regulates the asylum accommodation procurement process and associated services. This notes that:

“While the focus of this plan is on meeting housing needs (of both homeless householders and destitute asylum seekers), an effective response to the needs of people seeking asylum in London will take into account their safeguarding, health, care, education and integration needs.”[[7]](#footnote-8)

These services should correspond with the specific needs of the people seeking asylum and could include, for example, providing legal advice or childcare to parents attending ESOL classes.

Many London local authorities have already begun to develop a more comprehensive, ‘whole council’ strategy to support asylum seekers in their communities, which is necessary to address the specific barriers to social integration and access to services for people seeking asylum accommodated by the Home Office. The Asylum Welcome programme would carry forward this momentum and support local authorities in their efforts to develop new ways of working to address the challenges at hand. This is a particularly pertinent moment for this work as London boroughs have, for the first time in many years, begun to receive funding from the Home Office to support people seeking asylum.[[8]](#footnote-9)

To summarise, the Asylum Welcome programme seeks to provide London local authorities with an opportunity to collaborate to solve complex challenges. Responses to the needs of people seeking asylum in London in 2021 was marked by a focus on crisis management and short-term objectives, due to: increased caseloads, the increased use of contingency hotels, public pressure to accept refugees for resettlement, and the persistent challenges that people seeking asylum face in accessing services and making social connections at all stages of the process. This programme will enable London local authorities and their partners to come together to discuss the barriers to services and social connection for people seeking asylum in their boroughs, learn from each other (and external experts), and develop new approaches to problem-solving and coordinating responses. The programme hopes that through this process, London local authorities will gradually shift towards longer-term planning to support the social integration of people seeking asylum.

## 1.3 Format

Design Labs create a stimulating space to design, test and share interventions that support a more socially integrated London[[9]](#footnote-10). Design Labs are a process of bringing together a variety of stakeholders to develop a common understanding of a problem, from which they can design innovative new solutions[[10]](#footnote-11). The specific format for the design labs will depend on the methodology presented by the Service Provider(s), but could include any of the following: facilitated workshops; peer-to-peer learning through presentations and groupwork; one-to-one support with an expert from the facilitation team; individual work in-between workshops, such as follow-up reflection on workshop topics; talks from academics and experienced practitioners. This could be delivered in a combination of in-person and virtual formats.

The Asylum Welcome Programme’s Design Lab will respond to the immediate challenges facing London local authorities and their partners, but it will aim to create systems and processes that improve outcomes for people seeking asylum long-term and across London. Through a series of workshops and one-to-one support delivered by the Service Provider(s), boroughs will be encouraged to work systematically to understand existing and potential barriers to services and social connection for people seeking asylum, and to propose solutions for responding more holistically to their needs.

A Design Lab is a useful format for confronting challenges in the asylum system because of the complexity of the issues involved. Evidence suggests that existing services and support structures for people seeking asylum in London tend to be ad hoc, reactive and intermittent, or focused too narrowly on housing provision. This is likely for a variety of reasons, including a restrictive policy environment and the challenges of responding to a ‘transient’ population, among others.

For London local authorities to improve services and opportunities for social connection for people seeking asylum, they will need to take stock of the current situation. The Design Labs can guide them in undertaking an in-depth exploration of what gaps in service provision exist within their boroughs and why. Some challenges likely require borough-specific solutions while others may be better addressed collaborating across boroughs.

The Design Labs would provide the grounding and support for boroughs to design testable solutions to overcome the prioritised gaps. Solutions might be, for example: creating new pathways to specific services or opportunities for social connection; creating new processes such as internal coordination structures, referral mechanisms, or regular consultations with voluntary, community and social enterprises (VCSE); developing a holistic borough strategy for support to people seeking asylum alongside refugee resettlement and other processes; and/or collaborating across London local authorities to develop strategies to advocate for policy change.

Because of the complex issues and the rapidly changing context, the Design Lab will not aim for a single, pre-defined output. Rather, it will be responsive to London local authority preferences and areas of priority. An example of an output is developing an action-planning process to create action plans for how London local authorities will provide new services to people seeking asylum. Some boroughs have already undertaken this process internally however, while others expressed a clear interest in doing so within the Design Labs. It is important to note that while some challenges local authorities face are borough-specific, others likely affect multiple or all boroughs. Hence we recommend that London local authorities define or select a borough-specific challenge and/or a broader London challenge at the application stage that they wish to prioritise in the Design Lab. In this way participants would have at least one concrete output they are working towards that is tailored to their needs.

Suggestions for other practical ways of co-designing elements of the Design Lab with the participants would be a welcome component of the overall Design Lab Methodology.

The Lab will seek to provide 10 participating London local authorities with:

* A Framework and Methodology to identify priority challenges that they want to develop, test and implement solutions for during the Design Lab.
* Time away from reactive/ operational work to problem solve and work through challenges, building and implementing innovative strategies that are contextually relevant.
* Thought leadership and examples of strategies to undertake systematic reviews of internal processes and service provision.
* The fostering of strong networks, with spaces created to consider broader challenges that London local authorities and their partners face.
* Facilitation of an internal agreement on shared principles for the social integration of people seeking asylum, and commitments for next steps following completion of the Lab.
* An opportunity to document lessons learned, good practice, and resources for other borough local councils.

This support to be provided by the Service Provider could, for example, be provided through a range of techniques including:

* Facilitated group workshops
* Peer-to-peer learning through presentations and groupwork, including practical application
* One-to-one support with an expert from the facilitation team
* Individual work in-between workshops, such as follow-up reflection on workshop topics
* Engagement from experienced practitioners, academics, and people with lived experience

We welcome views from organisations responding to this brief on how this support can best be provided, drawing on experience and evidence of how best to achieve lasting change in organisational practice.

Principles to consider within the Methodology include:

Flexibility: ensuring that the Design Lab is flexible enough to accommodate the needs and priorities of participants, which may require adjusting the focus at the midway point in the project implementation (approx. September 2022);

Feasibility: ensuring that the number of participants at the Design Lab is manageable such that full attention can be given to their needs both at workshops and in one-on-one support

Continued learning: documenting discussions and lessons learned throughout the process to enrich a possible Toolkit and ensure the programme has a legacy beyond its implementation period that can serve as a key resource to other London local authorities; and,

Complementarity: working with the GLA to ensure that Design Lab discussions and outputs can complement and be transmitted back to working groups within the London Strategic Migration Partnership (LSMP) governance framework.

## 1.4 Objectives and Outcomes

The objectives of the Asylum Welcome Programme Design Lab are:

1. Improving support to people seeking asylum, enabling a more systematic, proactive, and holistic system of service delivery that responds to population needs and creates opportunities for social connection.
2. Equipping London local authorities and their partners with tools they need to embed services and support to people seeking asylum into their longer-term planning.
3. Establishing a shared set of principles and outcomes specific to the social integration of people seeking asylum.
4. Capturing key learning and resources to disseminate to other local authorities.

The success of the Service Provider is understood through the following key performance indicators:

1. A detailed framework, methodology and plan for the implementation of the Design Labs have been developed that incorporates the needs and perspectives of the borough local authorities participating and feedback from the GLA.
2. Service Provider involves wide variety of experts to participate in Design Labs with diverse backgrounds, including from the public sector, VSCE sector and academia.
3. Design Lab participants are fully aware of the expectations and preparations required to start the programme. This includes work they need to do in advance of starting.
4. A clear communications system has been established that will support the administration of the programme and participants know how to use this system.
5. 10 London local authorities and their key partners participate consistently throughout the Design Lab by having at least one local authority member present at each workshop.
6. 10 London local authorities and their key partners identify concrete examples of ways that the Design Lab Service Provider and Design Lab process have added value to their efforts to support the social integration of people seeking asylum in their boroughs, as indicated in feedback forms collected at the midway point and end of the Design Lab process.
7. The Summary Report provides concrete input to a Toolkit for London local authorities.

Overall, the success of the programme is understood through the following outcomes:

1. 10 participating London local authorities and their key partners have successfully expanded their out-of-borough peer-networks to follow up for future problem-solving and collaboration.
2. 10 participating London local authorities and their key partners have tested and implemented solutions to overcome challenges identified at the start of the programme, for example an action plan that outlines how they work towards the social integration of people seeking asylum.
3. 10 participating London local authorities and their key partners can identify key resources and sources of expertise required, internal to their local authority as well as external, to confront future issues in supporting people seeking asylum.
4. Optional extension: The Toolkit is endorsed by participating London local authorities and other relevant stakeholders, such as London Councils and the London Asylum Group, as a helpful resource for local authorities and their partners and is disseminated to all 32 London local authorities.

## 1.5 Scope of Work and Deliverables

The GLA would like the following essential services to be delivered:

**Table 1 – Scope of works**

|  |  |
| --- | --- |
| **Services** | **Description** |
| Inception and Planning  | The Service Provider shall be available to attend an Inception Meeting and lead a Planning Meeting scheduled for at the GLA. The provider shall provide a detailed plan for the design and delivery of the Lab before the Planning Meeting **in early September 2022**. |
| Selection of London local authorities | The Service Provider shall run a light application process **in September 2022** to select London local authorities to participate in the Labs, in collaboration with the GLA. This could include, for example, attending a meeting of interested London local authorities and other stakeholders organised by the GLA to give an overview of the programme and invite local authorities to apply. |
| Design and Format  | The Lab should be designed to achieve the Objectives set out in Section 4. We expect the Lab will be delivered through a series of group and 1-2-1 sessions but are open to innovative formats. It should be run at a combination of, virtual and public sector venues (Public Health situation allowing). |
| Communication Platform | The Service Provider shall identify and establish a user-friendly platform for communicating with Lab participants in a predictable way. This could be in the form of a curated, bespoke Microsoft Teams channel or micro-website with a portal that enables regular sharing of materials and information. Participants should also be able to use this platform to network with peers both within and across boroughs.  |
| Engagement with London local authorities | The Service Provider shall meet with each of the participating London local authorities to confirm their understanding, commitment and work plan for the Lab before the first session and at regular intervals during the programme. The Service Provider will conduct an initial assessment of each participating London local authority’s current services and support to people seeking asylum in their borough area. The Service Provider and the London local authority will come to an agreement of the specific challenge areas that the London borough will test and implement solutions on. The Service Provider will offer support to each participating London local authority, including senior staff (elected officials and/or senior managers) to engage in the Lab consistently and productively. |
| Implementation of Design Lab | The Service Provider will run and facilitate an intensive series of workshops and one-on-one support for London local authorities and their partners according to the providers’ recommended methodology. We expect this to include a number of sessions with 10 London Local Authorities from **October 2022 to February 2023**. These will accommodate the needs of the participants as much as possible, though in-person engagement will be encouraged for workshops (Public Health situation allowing). These will guide participants to meet the Objectives set out in Section 4, for example by developing and testing solutions to the specific challenge areas that the London local authority has identified. |
| Support Participation and/or Implementation | The Service Provider shall engage with participants to identify support they require to facilitate their consistent and productive participation. Pending GLA budget approval, the Service Provider could for example solicit applications from the participants for micro grants (specific amount to be determined once budget approval awarded, but the value of each grant would not exceed £5k) that would support either the participation of VSCE local authority partners in the labs and/or the implementation of a solution. |
| Engagement with the GLA | The Service Provider shall hold regular update meetings (these may be face to face or by phone) with the GLA. The frequency and format for these will be agreed during the inception and planning meetings. In addition, the Service Provider shall deliver an interim presentation at the halfway point of the Lab (approx. **January 2023**). |
| Summary Report, Resources and Debrief Session  | The Service Provider shall produce Summary Report that addresses the Objectives set out in Section 4 and includes: a summary of the Lab’s sessions, specific ‘principles’ that could be used to inform other London local authority approaches to improving services, support and opportunities for social connection to people seeking asylum; a framework for an action planning process, a summary of the challenges that each London local authority addressed and the solutions proposed, as well as in what ways these were expected to catalyse organisational changes; and any additional good practice developed or shared throughout the lab. Resources and training materials developed through the process of the Lab shall be made available and accessible to the GLA. For example, this could include handouts for topics covered, problem solving tools etc.The Service Provider shall organise and facilitate a Debrief Session with a group of Design Lab participants and the GLA after the Labs are completed and **by March 2023**. The Service Provider shall present the Summary Report.at the Debrief Session. The Debrief Session will facilitate a broader discussion with key stakeholders on how to extend the Design Lab’s legacy.  |
| Internal Evaluation | The Service Provider shall produce a basic internal evaluation **by March 2023** that outlines the lessons learned from facilitating and running the Design Lab and proposals for how future GLA work could most effectively extend the Design Lab’s legacy (e.g. by inviting new cohorts to participate in the Design Lab or what to include in a Toolkit). This shall be presented to the GLA at the end of the Contract. |
| Optional extension: Toolkit and Launch Event | Pending GLA budget approval, the Contract could be extended to transform the Summary Report into a comprehensive and practical, published Toolkit **over a period of 8 weeks from April 2023 to May 2023**. The Toolkit shall be produced in an easily digestible format and design, with an accompanying presentation in Power Point to be used to disseminate. The Service Provider shall support GLA officers to arrange a Launch Event to showcase the work of the Asylum Welcome Programme and launch the Toolkit. The event will include a presentation of the work of the Design Lab participants and the contents of the Toolkit. The event may aim for endorsement of the Toolkit by key stakeholders. Attendees and format shall be decided in discussion with GLA officers but are likely to include an audience of London local authorities. We may ask the Service Provider to present the final Toolkit in person at the event. The launch event may take place after May 2023. |

## 1.6 Roles and Responsibilities

**The GLA will:**

* Review and advise on proposals for the design and delivery of the Lab.
* Provide limited expert officer input and guidance from the GLA’s Communities and Social Policy Unit and other officers across relevant policy teams into the Lab.
* Provide contacts for and support the selection of participants, leveraging GLA networks, and provide support in the selection of participants.
* Lead in the planning and running of the Toolkit Launch Event (if applicable).
* Provide appropriate meeting rooms if/when available.

**The Service Provider will:**

* Meet all essential requirements described in the Scope of Work and Deliverables in Section 1.5.
* Participate in an Inception Meeting (physical or virtual) and lead a Planning Meeting.
* Submit a detailed plan for the design and delivery of the Lab before the first planning meeting.
* Run an application process to select London local authorities to participate in the Labs, in collaboration with the GLA
* Ensure participating London local authorities are well-prepared for the first round of workshops
* Facilitate and run the workshops and one-on-one support
* Produce a Summary Report that captures the frameworks, discussions, and learning from the Design Lab
* Organise and facilitate a Debrief Session to present the Summary Report to the Design Lab participants
* Undertake an internal evaluation with recommendations for future work

Optional extension, at the Authority’s discretion, the contract may be extended for a period of up to 12 weeks to allow for the delivery and launch of a Toolkit; pending GLA budget approval:

* Develop a Toolkit for an audience of London local authorities
* Support the planning and present at a Launch Event in collaboration with the GLA that showcases the work of the Asylum Welcome Programme and launches the Toolkit

We strongly encourage bidders to consider collaborative approaches to deliver of work with strong expertise in services and support to people seeking asylum in London.

## 1.7 Key Milestones

1. Inception and Planning: September 2022
2. Communication Platform, and Design and Format of Design Lab developed: September 2022
3. Selection of London local authorities and engagement: September 2022
4. Implementation of Design Lab – first round of workshops and/or one-on-one support: October
5. Engagement with the GLA - interim presentation at the halfway point of the Lab: January 2023
6. Implementation of Design Lab – last round of workshops and/or one-on-one support: February 2023
7. Summary Report, Resources, and Internal Evaluation delivered: March 2023
8. Debrief Session: March 2023
9. Optional extension – Toolkit delivered: May 2023
10. Optional extension – Launch Event attended: TBD

## 1.8 Budget and Payments

The budget for the delivery partner is up to £75,000 exclusive of VAT. This excludes the optional extension for the Toolkit development which will have a separate budget of up to £20,000 exclusive of VAT

Payment for services will be made in accordance with the milestone schedule detailed below.

**Table 2 – Milestone payments**

|  |  |  |
| --- | --- | --- |
| Stage | Milestone | Maximum amount to be paid of the Awarded price (%) |
| 1.7.1 | On signing of contract and successful Inception and Planning meeting | 15% |
| 1.7.3 | Following approval of plans and material for implementation of Design Lab, and recruitment and selection of participants | 25% |
| 1.7.6 | On completion of final round of workshops and one-on-one support | 35% |
| 1.7.7 | Following completion of the Summary Report that captures the frameworks, discussions, and learning from the Design Lab and internal evaluation | 25% |

**London Living Wage**

The Service Provider is required to ensure that 100% of their directly employed workforce and 100% of the workforce of their suppliers involved in the delivery of activities/services are remunerated by a salary equivalent to or above the London Living Wage hourly rate. The Service Provider is required to implement (and ensure its suppliers implement) the annual uplift in the LLW rate as announced by the Mayor of London.  The Service Provider will be required to confirm, in writing that they are compliant with the clause in relation to the payment of the LLW.

# Resources

Migration Programme Mayoral Decision on the Asylum Welcome Programme
<https://demo.london.gov.uk/decisions/md2831-migration-programme>

“Asylum Welcome Summary of Findings” Report reviewing the London Accommodation Procurement Framework Agreement by Heather Petch, Nov 2021, request copy by email from mark.winterburn@london.gov.uk .

All of Us: The Mayor’s Strategy for Social Integration, 2018
<https://www.london.gov.uk/what-we-do/communities/all-us-mayors-strategy-social-integration>

London Councils: What are London local authorities doing to support asylum seekers?
<https://www.londoncouncils.gov.uk/our-key-themes/asylum-migration-and-refugees/refugees-and-asylum-seekers>

Living in Limbo – a decade of delays in the UK asylum system, July 2021 <https://www.refugeecouncil.org.uk/information/resources/living-in-limbo-a-decade-of-delays-in-the-uk-asylum-system-july-2021/>

The experiences of people seeking asylum living in hotel accommodation, April 2021 <https://media.refugeecouncil.org.uk/wp-content/uploads/2021/04/23053224/I-sat-watching-my-life-go-by-my-window-for-so-long-23rd-April-2021-1.pdf>

The Migration Observatory: Asylum and refugee resettlement in the UK
[https://migrationobservatory.ox.ac.uk/resources/briefings/migration-to-the-uk-asylum/](https://data.london.gov.uk/dataset/equality--diversity-and-inclusion-evidence-base)‘Public narratives and attitudes towards refugees and other migrants’, Oct 2021 <https://www.london.gov.uk/sites/default/files/gla_migrate_files_destination/A%20Survey%20of%20Refugees%20Living%20in%20London.pdf>

‘A survey of refugees living in London’, September 2010 <https://www.london.gov.uk/sites/default/files/gla_migrate_files_destination/A%20Survey%20of%20Refugees%20Living%20in%20London.pdf>

Afghan Community Response Survey: <https://data.london.gov.uk/dataset/afghan-community-response-survey>

House of Commons Library Asylum Statistics, published 13 September 2021
[https://commonslibrary.parliament.uk/research-briefings/sn01403/](https://www.london.gov.uk/what-we-do/business-and-economy/supporting-business/what-mayors-good-work-standard)

1. The specific format for the design labs will depend on the methodology presented by the Service Provider(s), but could include any of the following: facilitated workshops; peer-to-peer learning through presentations and groupwork; one-to-one support with an expert from the facilitation team; individual work in-between workshops, such as follow-up reflection on workshop topics; talks from academics and experienced practitioners. [↑](#footnote-ref-2)
2. An example of this type of publishable Toolkit is the Inclusive employers toolkit used by the Workforce Integration Network’s Design Labs: <https://www.london.gov.uk/what-we-do/communities/workforce-integration-network-win/inclusive-employers-toolkit>. [↑](#footnote-ref-3)
3. 1600 bedspaces across London have been added to dispersed accommodation in 2021. [↑](#footnote-ref-4)
4. These are Ealing, Barking and Dagenham, Havering, Newham and Redbridge, with 42% being in the last four boroughs which are contiguous with each other. [↑](#footnote-ref-5)
5. The Mayor of London. 2018. All of Us. The Mayor’s Strategy for Social Integration downloaded on 25 February 2021 [Microsoft Word - FINAL Social Integration Strategy.docx (london.gov.uk).](https://www.london.gov.uk/sites/default/files/final_social_integration_strategy.pdf) [↑](#footnote-ref-6)
6. Note that after a period of 6 months people seeking asylum become eligible to use funding from the Adult Education Budget for ESOL services. Some additional restrictions to eligibility apply. [↑](#footnote-ref-7)
7. The need to holistically address the needs of people seeking asylum beyond the framework for housing provision was also a key finding in the internal report commissioned by the GLA entitled *A Review of the Asylum Procurement Framework Agreement– Background, Evidence and Recommendations*: “Of paramount concern … is that the framework needs to embrace wider welfare, safeguarding and cohesion needs and to recognise the resource implications placed on boroughs and CSOs” (Petch, 2021: 12). [↑](#footnote-ref-8)
8. <https://www.gov.uk/government/publications/response-to-an-inspection-of-contingency-asylum-accommodation-hotels/response-to-the-icibis-report-an-inspection-of-contingency-asylum-accommodation-may-2021-to-november-2021> [↑](#footnote-ref-9)
9. See for example Social Integration Design Labs implemented in 2019, focused on embedding social integration principles into regeneration projects: <https://www.london.gov.uk/what-we-do/communities/all-us-mayors-strategy-social-integration/social-integration-design-lab>. [↑](#footnote-ref-10)
10. As defined by the Waterloo Institute for Social Innovation and Resilience (Westley et al., 2012). [↑](#footnote-ref-11)