Tai Pawb: Ready for Housing Framework

About Tai Pawb

Tai Pawb are a dedicated team promoting equality, diversity, and social justice in Welsh housing. As a membership organisation, we represent Welsh RSLs, homelessness providers, local authorities, charities and more. On a national level we work with our membership, build capacity in our sector and campaign for fair housing delivery. We work against prejudice, disadvantage, and housing-related poverty. Tai Pawb has the strategic aim of working with refugee and homelessness partners to further the development of innovative housing solutions for newly granted refugees and those with no recourse to public funds. www.taipawb.org

In 2021, Tai Pawb embarked on a project with objectives including raising awareness among housing providers, building the capacity of refugee organisations in housing support, and increasing the availability of housing for refugees and asylum seekers asked to leave Home Office accommodation. This project is part of a larger multi-stranded project supported by Comic Relief's Change-makers Fund in collaboration with Housing Justice Cymru, and the Welsh Refugee Council.

Introduction:

Welcome to the Ready for Housing framework, a resource designed for Refugee Community Organisations (RCOs) that are considering providing housing for refugees and/or people seeking asylum. This framework is tailored

for organisations that are in the early stages of their journey in setting up a housing scheme.

The Ready for Housing framework serves as your foundational guide, detailing the crucial steps and internal policies and procedures that should be in place before embarking on housing provision. By following this framework, you will establish a solid groundwork for effective and ethical housing services, ensuring that your organisation is fully prepared to meet the needs of refugees and people seeking asylum. The framework is divided into three handy sections: Governance, Support and Partnerships, all with subsections and specific recommendations and links to further support. We recommend that you also read NACCOM's comprehensive Housing Toolkit which is a detailed resource for organisation considering housing as part of their offer to people seeking asylum, refugees, and other migrants.

We understand the incredible work that RCOs do and are dedicated to supporting you on this journey.

The Need:

This Ready for Housing framework was designed in response to the need highlighted through our work, aiming to expand available accommodation options for refugees and people seeking asylum in Wales.

Our 2019 Refugee Accommodation Feasibility Study highlighted the need to support Refugee Community Organisations (RCOs) to provide safe, supportive, and sustainable housing solutions.

The development of this framework was driven by three crucial considerations:

1. Our research alongside research from NACCOM, highlighted a range of different innovative solutions and sources of housing stock, including gift/loan properties, private rented sector leases, housing association provision/partnerships, and local council partnerships, to create effective accommodation options for refugees moving on from Home Office

accommodation and individuals left with No Recourse to Public Funds (NRPF).

2. Previous research pointed to the importance of integrating housing provision with financial assistance, specialist support including legal and non-legal casework, training and support with accessing employment for those with recourse to public funds.

3. The challenges posed by austerity, rising living costs, and evolving immigration policies over the past decade has put an increased strain on RCOs. To overcome these challenges, effective partnerships have become essential.

Framework and Partners:

The Ready for Housing Framework provides an action plan loaded with prerequisites and best practices across governance, support, and partnerships, essential for building capacity to manage supported accommodation.

The framework was developed largely out of our work and engagement with Oasis in Cardiff. https://www.oasiscardiff.org/ Oasis began as a social space for refugees in 2008 and has since evolved into a large multifaceted charity that provides a range of support services, activities, and legal assistance to people seeking asylum and refugees. Oasis do not currently provide housing but were going through the process of evaluating whether to become housing providers for one or more groups in need. The Ready for Housing framework is the fruit of that strategic review process.

Tai Pawb are associate members of the UK charity NACCOM the No Accommodation Network that amongst other things supports charities and projects to develop accommodation solutions for people seeking asylum, newly granted refugees, and other migrants. We benefited significantly from NACCOM's publications and knowledge including their Housing Toolkit and Working with Housing Associations Toolkit. Both these documents are essential reading for any organisation considering housing for migrant communities.

Further info:

NACCOM

It is advisable that any organisation exploring the feasibility of housing provision for migrants with no recourse to public funds engages with NACCOM for advice and support. To find out more about membership of NACCOM go to https://naccom.org.uk/get-involved/membership/

Tai Pawb

If you are interested in our work or in joining Tai Pawb please visit: https://www.taipawb.org/membership/ for more info.

Contents

The Framework:

The Framework covers three important topics – Governance, Support and Partnerships.

1	Governance
1.1	**Strategic Planning:** **Create a clear sustainability plan to guarantee a secure, ongoing, and high-quality service.**
1.1.1	Establish high-level plans to guide the organisation, with the board setting the direction and supporting the senior team to future-proof your work.	Please see: - WCVA Support for Governance - https://wcva.cymru/governance-leadership/ - Charity Governance Code - https://www.charitygovernancecode.org/en - CHC Code of Governance - https://chcymru.org.uk/our-work/policy-briefing-papers/governance-and-regulation/model-rules/community-housing-cymrus-chcs-code-of-governance - Knowledge Hub Cymru courses on Good Governance - https://knowledgehub.cymru/our-courses/good-governance/
1.1.2	Scrutiny Expectations: Clearly define the expectations for reporting to the senior team and board at specific intervals.	Please see: - WCVA Support for Governance - https://wcva.cymru/governance-leadership/ - Charity Governance Code - https://www.charitygovernancecode.org/en

		- CHC Code of Governance - https://chcymru.org.uk/our-work/policy-briefing-papers/governance-and-regulation/model-rules/community-housing-cymrus-chcs-code-of-governance - Guidance from the Charity Commission - https://www.gov.uk/government/collections/charity-boards-and-governance
1.2	**Planned policy review:** Ensure that your organisation maintains a systematic approach to policy review. All policies should include review dates. Develop a clear plan outlining which policies and procedures take priority for review. Develop a clear plan outlining which policies and procedures take priority for review.	
1.2.1	Identify Gaps in Policy: Below is a list of suggested policies to ensure are in place (for finance related or staff related policies see 1.2.2 and 1.2.3) - Anti-Social Behaviour Policy and Procedure, Complaints Policy and Procedure, Communications Policy, Equality and Diversity Policy, GDPR - Data Protection	Please see: WCVA Policy, procedures Support - https://wcva.cymru/policies-procedures-practical-matters/

	and Privacy Policy, Health and Safety Policy, Risk Policy, Safeguarding Policy, Staff Recruitment and HR Policies, Welsh Language Scheme. Ensure that your organisation reviews policies based on good practice expectations, identifying gaps and areas for improvement.	
1.2.2	Financial: Business Plan/Fundraising Strategy, Financial Management Policy and Accounting Procedures, Reserve and Asset Management.	Please see: - Charity Commission, Money Assets and Property Guidance - https://www.gov.uk/government/collections/managing-charity-money-assets-and-property - Charity Commission , Accounts Financial Reporting and Tax - https://www.gov.uk/government/collections/charity-accounts-financial-reporting-and-tax - WCVA Policy, procedures Support - https://wcva.cymru/policies-procedures-practical-matters/ - Knowledge Hub Cymru Financial Guidance and Oversight for Trustees training - https://knowledgehub.cymru/all-courses/financial-guidance-and-oversight-for-trustees/

		- NCVO, Policies and Procedures for Running a charity - https://www.ncvo.org.uk/help-and-guidance/running-a-charity/employing-managing-staff/essentials/policies-procedures/
1.2.3	Staff Handbook: Code of Conduct, Conflict Resolution and Grievance Procedure, Flexible Working Policy, Health/Wellbeing and Attendance Policy, Lone Working Policy, Training and Development Policy, Whistleblower Policy. Keep your staff handbook and guidance materials current, with planned review schedules to ensure they remain relevant and effective.	Please see: - WCVA Policy, procedures Support - https://wcva.cymru/policies-procedures-practical-matters/
1.2.4	Risk Assessments: In line with your risk policy - conduct risk assessments related to	Please see: - Charity Commission Risk Guidance - https://www.gov.uk/government/collections/charity-boards-and-governance#managing-risks

		buildings, activities, the people you support, and your staff.	- WCVA Policy, procedures Support - https://wcva.cymru/policies-procedures-practical-matters/ - UK Gov, Risk management includes Risk registers as well as Risk Assessments – https://www.gov.uk/government/publications/charities-and-risk-management-cc26/charities-and-risk-management-cc26
1.2.5	Support Planning: Develop expectations and proformas needed for effective support planning.	Please see: WCVA Policy, procedures Support - https://wcva.cymru/policies-procedures-practical-matters/
1.2.6	Staff Supervision and Support: Define basic expectations and create an agenda proforma for staff supervision and support.	Please see: WCVA Policy, procedures Support - https://wcva.cymru/policies-procedures-practical-matters/
1.3	**Effective Staff Structures:** Establish staff structures that not only show progression but also provide sufficient support. This includes covering for sickness and absences, offering valuable advice to the team, and ensuring effective management support for your staff.	
1.3.1	Clear Line Management: Establish clear lines of	Please see: ACAS Employer Advice Pages - https://employeradvice.org/resources/

	management with opportunities for progression and development.	
1.3.2	Volunteer Roles: Define agreements for volunteer roles and clearly outline their roles in co-production.	Please see: -Charity Commission Guidance on How to Employ Paid Workers - https://www.gov.uk/guidance/charity-staff-how-to-employ-paid-workers
1.3.3	Role Remits: Clearly outline the responsibilities of each role within your organisation.	Please see: -Charity Commission Guidance on How to Employ Paid Workers - https://www.gov.uk/guidance/charity-staff-how-to-employ-paid-workers
1.4	Supervision: Implement a structured approach to staff supervision. Ensure it is regular, consistent, and thoroughly documented across the organisation.	
1.4.1	Frequent 1:1s: Set frequencies for one-on-one sessions and incorporate them into your policies once tested for capacity and workload.	Please see: - Support, Supervision and Appraisal training from WCVA - https://wcva.cymru/training-events/support-supervision-and-appraisal/ - Institute of Leadership and Management training courses - https://www.i-l-m.com/ - Portal Training Funded ILM training for 3rd Sector in Wales - https://www.portaltraining.co.uk/Portal-Prospectus%202023-24.pdf

1.4.2	Agenda for Structured Sessions: Use a trauma-informed approach in structuring supervision agendas.	Please see: - Support, Supervision and Appraisal training from WCVA - https://wcva.cymru/training-events/support-supervision-and-appraisal/ - Institute of Leadership and Management training courses - https://www.i-l-m.com/ - Portal Training Funded ILM training for 3rd Sector in Wales - https://www.portaltraining.co.uk/Portal-Prospectus%202023-24.pdf
1.4.3	Meeting Documentation: Ensure meetings are documented and shared with staff to facilitate feedback and accountability	Please see: - Support, Supervision and Appraisal training from WCVA - https://wcva.cymru/training-events/support-supervision-and-appraisal/ - Institute of Leadership and Management training courses - https://www.i-l-m.com/ - Portal Training Funded ILM training for 3rd Sector in Wales - https://www.portaltraining.co.uk/Portal-Prospectus%202023-24.pdf
1.4.4	Training Plan Development: Develop training plans based on meeting outcomes to actively support staff development.	Please see: - Support, Supervision and Appraisal training from WCVA - https://wcva.cymru/training-events/support-supervision-and-appraisal/ - Institute of Leadership and Management training courses - https://www.i-l-m.com/ - Portal Training Funded ILM training for 3rd Sector in Wales - https://www.portaltraining.co.uk/Portal-Prospectus%202023-24.pdf
1.4.5	Mentoring Line Managers: Identify appropriate	Please see: - Support, Supervision and Appraisal training from WCVA - https://wcva.cymru/training-events/support-supervision-and-appraisal/

	management training for mentoring line managers.	- Institute of Leadership and Management training courses - https://www.i-l-m.com/ - Portal Training Funded ILM training for 3rd Sector in Wales - https://www.portaltraining.co.uk/Portal-Prospectus%202023-24.pdf
1.5	**Annual Appraisals:** **Develop a planned approach to annual staff appraisals. Encourage staff to have input into their appraisals, set goals, and track their progress.**	
1.5.1	Agenda Set: Establish standardised agendas for all staff, ensuring fairness	Please see: - Support, Supervision and Appraisal training from WCVA - https://wcva.cymru/training-events/support-supervision-and-appraisal/ - Institute of Leadership and Management training courses - https://www.i-l-m.com/ - Portal Training Funded ILM training for 3rd Sector in Wales - https://www.portaltraining.co.uk/Portal-Prospectus%202023-24.pdf
1.5.2	Dates Set: Set clear deadlines for form completion, meeting dates, and minutes return dates.	Please see: - Support, Supervision and Appraisal training from WCVA - https://wcva.cymru/training-events/support-supervision-and-appraisal/ - Institute of Leadership and Management training courses - https://www.i-l-m.com/ - Portal Training Funded ILM training for 3rd Sector in Wales - https://www.portaltraining.co.uk/Portal-Prospectus%202023-24.pdf

1.5.3	Staff-Designed Appraisal Forms: Design appraisal forms that encourage two-way participation and ownership of the process.	Please see: - Support, Supervision and Appraisal training from WCVA - https://wcva.cymru/training-events/support-supervision-and-appraisal/ - Institute of Leadership and Management training courses - https://www.i-l-m.com/ - Portal Training Funded ILM training for 3rd Sector in Wales - https://www.portaltraining.co.uk/Portal-Prospectus%202023-24.pdf
1.5.4	Evidence-Based Appraisals: Ensure appraisals are based on evidence collected throughout the year, promoting accountability.	Please see: - Support, Supervision and Appraisal training from WCVA - https://wcva.cymru/training-events/support-supervision-and-appraisal/ - Institute of Leadership and Management training courses - https://www.i-l-m.com/ - Portal Training Funded ILM training for 3rd Sector in Wales - https://www.portaltraining.co.uk/Portal-Prospectus%202023-24.pdf
1.5.5	Notes and Feedback: Line managers should write up and provide feedback during the appraisal process.	Please see: - Support, Supervision and Appraisal training from WCVA - https://wcva.cymru/training-events/support-supervision-and-appraisal/ - Institute of Leadership and Management training courses - https://www.i-l-m.com/ - Portal Training Funded ILM training for 3rd Sector in Wales - https://www.portaltraining.co.uk/Portal-Prospectus%202023-24.pdf

1.6	Accessible Communication: Ensure that communication mechanisms and information are accessible and inclusive. Explore methods for managing expectations and providing information in multiple languages, including the use of technology.	
1.6.1	What Is On Offer Document: Develop a comprehensive "What Is On Offer" document that outlines the services, support, and resources available to the people you support. Ensure that this document is easily accessible and understandable.	Please see: - The Plain English Campaign – https://www.plainenglish.co.uk/
1.6.2	Explore Technology to Enhance Accessibility: Embrace technology to make communication and information accessible to a wider audience. Utilise language technology effectively to provide information in multiple languages and formats.	Please see: - Disability Wales, Consultancy and Training - https://www.disabilitywales.org/services/

1.6.3	List of Agencies and Organisations That Can Help: Compile a list of agencies and organisations that can provide additional assistance and support. This resource should be readily available to the people you support.	Please see: - Advice from Welsh Refugee Council - https://wrc.wales/
1.7	**Data Monitoring:** Scrutinise equality monitoring data analysis at the board and senior management team levels to enhance key services. This should include a fair access policy, staff awareness of the reasons for data collection, and efficient data collection systems.	
1.7.1	Data Collection Standards: Ensure that data collection follows good practice and considers protected characteristics while adhering to GDPR.	Please see: - Information Commissioner, ICO Registration for compliance - https://ico.org.uk/for-organisations/data-protection-fee/register/ - WCVA Training, Get More Out Of Your Data - https://wcva.cymru/training-events/get-more-out-of-your-data-tools-for-data-analysis/
1.7.2	Database Completion: Ensure all staff understand the reason for	Please see:

	completing the database and include this in their supervision.	- WCVA Training, Get More Out Of Your Data - https://wcva.cymru/training-events/get-more-out-of-your-data-tools-for-data-analysis/
1.7.3	Database Training: Provide training to all staff to ensure they are confident in keeping accurate records.	Please see: - WCVA Training, Get More Out Of Your Data - https://wcva.cymru/training-events/get-more-out-of-your-data-tools-for-data-analysis/
1.7.4	Report Design: Design reports to support data analysis, ensuring your database can provide the necessary information. Analysis should show under or overrepresentation of groups protected by the Equality Act 2010. This will help ensure services do not unwittingly discriminate.	Please see: - WCVA Training, Get More Out Of Your Data - https://wcva.cymru/training-events/get-more-out-of-your-data-tools-for-data-analysis/
1.7.5	Customer Profile Data: Utilise customer profile data to tailor services to individuals facing additional barriers. For example, record accessibility requirements in your database	Please see: - WCVA Training, Get More Out Of Your Data - https://wcva.cymru/training-events/get-more-out-of-your-data-tools-for-data-analysis/

	and set up alerts for staff when planning meetings or calls with customers with accessibility needs.	
2	**Support**	
2.1	**Define Your Support Approach:** Ensure that the organisation's support services are well-structured, well-informed, and well-communicated, contributing to the well-being and successful integration of refugees and asylum seekers.	
2.1.1	Collaboration with Team: Engage in collaboration with your team to clearly define the scope of support your organisation provides. Establish clear guidelines for what can be provided and what should be	Please see: - The Social Services and Well-being (Wales) Act - https://wcva.cymru/influencing/legislation/the-social-services-and-wellbeing-wales-act/ - NACCOM Membership and support - https://naccom.org.uk/get-involved/membership/ - Coproduction Network for Wales, knowledge base - https://info.copronet.wales/

	signposted to other organisations.	
2.1.2	Mapping Needs: Collaborate with the individuals you support to map their specific needs. Utilise a variety of methods to capture and analyse these needs, ensuring they are accurately addressed.	Please see: - NACCOM Membership and support - https://naccom.org.uk/get-involved/membership/ - Coproduction Network for Wales, knowledge base - https://info.copronet.wales/ - The Social Services and Well-being (Wales) Act - https://wcva.cymru/influencing/legislation/the-social-services-and-wellbeing-wales-act/
2.1.3	Signpost to Existing Services: Examine what other organisations offer in the sector and consider how your services can complement them. Explore opportunities for agreed signposting and sharing of information to enhance support.	Please See: - Public Health Wales, Charity and Support Organisations Directory for vulnerable or minority groups and those with additional social needs - https://phw.nhs.wales/topics/latest-information-on-novel-coronavirus-covid-19/how-are-you-doing/further-support-and-helping-others/further-support-accordion/charity-and-support-organisations-directory-for-vulnerable-or-minority-groups-and-those-with-additional-social-needs/ - All Wales Forum, List of Support with Cost of Living Crisis - https://www.allwalesforum.org.uk/list-of-support-with-cost-of-living-crisis/ - Welsh Refugee Coalition - https://wrc.wales/5992-2/ - Welsh Refugee Council, Wales Sanctuary Service - https://wrc.wales/wales-sanctuary-service/ - Welsh Refugee Council, Wider support - https://wrc.wales/what-we-do/

		- Asylum Justice, free specialist immigration advice and representation - https://www.asylumjustice.org.uk/
2.1.4	Selecting Support Venue: Choose an appropriate venue for delivering support sessions. Avoid using people's bedrooms, ensuring privacy, safety, and confidentiality. Address identified risks to reduce incidents, focusing on supporting individuals in managing behaviours that may adversely affect themselves or others.	Please see: - Charity Commission Guidance on Land and Property - https://www.gov.uk/government/collections/managing-charity-money-assets-and-property#land-and-property - The Social Services and Well-being (Wales) Act - https://wcva.cymru/influencing/legislation/the-social-services-and-wellbeing-wales-act/
2.2	**Co-Designed Support Plans:** This empowers people using the service, promotes cultural sensitivity, and leads to more engaged and flexible support.	
2.2.1	Best Practice Review: Conduct a comprehensive review of support plans from other	Please see: - Welsh Refugee Coalition - https://wrc.wales/5992-2/

	organisations in the refugee sector. Analyse examples and models to understand what works effectively.	
2.2.2	Design Support Plans: Design support plans based on evidence from your review. Ensure that your plans are adaptable and responsive to individual needs. Be sure to consult and codesign with people using your services.	Please see: - WCVA, Health and Social Care: policy, practice and delivery - https://wcva.cymru/influencing/health-and-social-care/ - Social Care Wales, Code of Professional Practice for Social Care Workers - https://socialcare.wales/cms-assets/documents/Code-of-Professional-Practice-for-Social-Care-web-version.pdf - The Social Services and Well-being (Wales) Act - https://wcva.cymru/influencing/legislation/the-social-services-and-wellbeing-wales-act/
2.2.3	Outcome Definition: Determine the specific outcomes required for evidence collection. Avoid duplicating efforts with similar organisations.	Please see: - WCVA, Impact Evaluation - https://wcva.cymru/impact-evaluation/ - WCVA, Health and Social Care: policy, practice and delivery - https://wcva.cymru/influencing/health-and-social-care/
2.2.4	Embed Co-Production: Establish and embed a culture of co-production in your support planning and design processes.	Please see: - Coproduction Network for Wales, knowledge base - https://info.copronet.wales/ - WCVA, Coproduction Essentials - https://wcva.cymru/training-events/co-production-essentials/

2.3	Goal-Oriented Support:	
	This ensures that support is effective and aligns with the aspirations and needs of the individuals it serves.	
2.3.1	Develop a set of KPIs for monitoring organisational performance on support. An example of such a KPIs could be -The number of Asylum Seeking Women seen per quarter. -Quarterly satisfaction levels of people using our service Ensure that the process is in place to capture the relevant information so reports can be made on these KPIs	Please see: - WCVA, Impact Evaluation - https://wcva.cymru/impact-evaluation/ - The Social Services and Well-being (Wales) Act - https://wcva.cymru/influencing/legislation/the-social-services-and-wellbeing-wales-act/
2.3.2	Ensure that people using your service understand the process of capturing outcomes. Develop a clear agreement between beneficiaries and the organisation.	Please see: - WCVA, Planning your engagement Strategy - https://wcva.cymru/training-events/planning-your-engagement-strategy/ - The Social Services and Well-being (Wales) Act - https://wcva.cymru/influencing/legislation/the-social-services-and-wellbeing-wales-act/

2.3.3	Database for Outcome Tracking: Set up a database to store information that can be reported on. Continually review and adapt the database to ensure it remains fit for purpose.	Please see: - WCVA, Get more out of your data: Tools for data analysis - https://wcva.cymru/training-events/get-more-out-of-your-data-tools-for-data-analysis/ - WCVA, An introduction to data protection for the voluntary sector - https://wcva.cymru/training-events/an-introduction-to-data-protection-for-the-voluntary-sector/
2.3.4	Regular Outcome Review: Embed regular outcome review processes in staff supervision and reporting. Tailor staff training to meet the actual outcomes and needs identified.	Please see: - WCVA, Impact Evaluation - https://wcva.cymru/impact-evaluation/
2.4	**Psychologically Informed Environment (PIE):** PIE is important because it provides a framework for creating supportive, trauma-informed environments that improve the well-being and quality of life for individuals with complex barriers, such as refugees and asylum seekers.	
2.4.1	Embed PIE theory into your methods of operation.	Please see:

		- Ace Hub Cymru, Trauma Framework - https://traumaframeworkcymru.com/wp-content/uploads/2022/07/Trauma-Informed-Wales-Framework.pdf - PIE link, Guidance and Networking for PIE - http://pielink.net/
2.4.2	Undertake a self-assessment of Psychologically Informed Environment (PIE) work within your organisation.	Please see: - Ace Hub Cymru, Trauma Framework - https://traumaframeworkcymru.com/wp-content/uploads/2022/07/Trauma-Informed-Wales-Framework.pdf - PIE link, Guidance and Networking for PIE - http://pielink.net/
2.4.3	Focus on staff training and development to implement a PIE approach effectively.	Please see: - Ace Hub Cymru, Trauma Framework - https://traumaframeworkcymru.com/wp-content/uploads/2022/07/Trauma-Informed-Wales-Framework.pdf - PIE link, Guidance and Networking for PIE - http://pielink.net/
2.5	Case Work Lead: Will play a central role in ensuring that individuals receive the assistance they need, navigating complex immigration systems, and advocating for their rights and well-being.	
2.5.1	Identify individuals or teams responsible for case work leadership.	Please see: - Refugee Action's Frontline Immigration project, FIAP is a project from Refugee Action's Good Practice and Partnerships service - https://www.refugee-action.org.uk/project/frontline-immigration-advice-project/

		- Free Movement, Free OISC Level 1 Training - https://freemovement.org.uk/course/oisc-level-1-accreditation-training/ - Immigration Advice Service, OISC Training - https://iasservices.org.uk/events/oisc-training-courses-level-1/
2.5.2	Understand the legal remits for casework and ensure compliance with OISC regulations. E.g. Casework needs to be split into legal and non legal case work. It is important to ensure signposting to existing services and not duplicating.	Please see: - Welsh Refugee Council, Wales Sanctuary Service - https://wrc.wales/wales-sanctuary-service/ - Asylum Justice, free specialist immigration advice and representation - https://www.asylumjustice.org.uk/ - Refugee Action's Frontline Immigration project, FIAP is a project from Refugee Action's Good Practice and Partnerships service - https://www.refugee-action.org.uk/project/frontline-immigration-advice-project/ - Free Movement, Free OISC Level 1 Training - https://freemovement.org.uk/course/oisc-level-1-accreditation-training/ - Immigration Advice Service, OISC Training - https://iasservices.org.uk/events/oisc-training-courses-level-1/
2.5.3	Clearly define roles to avoid overlap and ensure efficient service delivery.	Please see: - Free Movement, Free OISC Level 1 Training - https://freemovement.org.uk/course/oisc-level-1-accreditation-training/ - Immigration Advice Service, OISC Training - https://iasservices.org.uk/events/oisc-training-courses-level-1/

2.6	Co-production:	
	In order to create sustainable solutions, it is integral to include beneficiaries and other stakeholders in design and decision making.	
2.6.1	Collaborate with the Co-production network to gain specific advice and input	Please see: - Coproduction Network for Wales, knowledge base - https://info.copronet.wales/
2.6.2	Explore options for co-production strategies that best fit your organisation's goals.	Please see: - Coproduction Network for Wales, knowledge base - https://info.copronet.wales/
2.7	Safeguarding:	
	Keep your staff and service beneficiaries safe with a robust approach to safeguarding. A proactive approach to safeguarding promotes a safe and accessible service.	
2.7.1	Ensure your robust safeguarding policy is in place that meets the needs of your work and embeds procedure for monitoring and reporting safeguarding concerns	Please see: - NACCOM Housing Toolkit - https://naccom.org.uk/wp-content/uploads/2019/10/NACCOM-HousingToolkit_FINAL.pdf - WCVA guidance on safeguarding - https://wcva.cymru/safeguarding/ - NCVO Policy and procedure templates - https://www.ncvo.org.uk/help-and-guidance/safeguarding/steps-safer-organisation/policies-and-procedures/

2.7.2	An ongoing program to raise awareness with staff and volunteers resgarding the policy and procedure for safeguarding	Please see: - NACCOM Housing Toolkit - https://naccom.org.uk/wp-content/uploads/2019/10/NACCOM-HousingToolkit_FINAL.pdf - WCVA guidance on safeguarding - https://wcva.cymru/safeguarding/ - NCVO Policy and procedure templates - https://www.ncvo.org.uk/help-and-guidance/safeguarding/steps-safer-organisation/policies-and-procedures/
2.7.3	Appoint a safeguarding lead, a senior member of staff to lead on all matters related to safeguarding.	Please see: - NACCOM Housing Toolkit - https://naccom.org.uk/wp-content/uploads/2019/10/NACCOM-HousingToolkit_FINAL.pdf - WCVA guidance on safeguarding - https://wcva.cymru/safeguarding/ - NCVO Policy and procedure templates - https://www.ncvo.org.uk/help-and-guidance/safeguarding/steps-safer-organisation/policies-and-procedures/
2.7.4	Act on safeguarding risks raised by the procedure in order to keep safe staff and service beneficiaries whilst delivering services. In some cases service delivery may need to be altered to keep everyone safe.	Please see: - NACCOM Housing Toolkit - https://naccom.org.uk/wp-content/uploads/2019/10/NACCOM-HousingToolkit_FINAL.pdf - WCVA guidance on safeguarding - https://wcva.cymru/safeguarding/ - NCVO Policy and procedure templates - https://www.ncvo.org.uk/help-and-guidance/safeguarding/steps-safer-organisation/policies-and-procedures/

3	Partnerships
3.1	**Referral Pathways:** Essential to streamline the process of accessing support, create a more holistic approach to assistance, and facilitate collaboration among service providers.
3.1.1	Create clear and efficient referral pathways to streamline the process of admitting new residents.	Please see: - NACCOM Housing Toolkit - https://naccom.org.uk/wp-content/uploads/2019/10/NACCOM-HousingToolkit_FINAL.pdf
3.1.2	Define who can refer individuals to your organisation and establish the necessary contacts.	Please see: - NACCOM Housing Toolkit - https://naccom.org.uk/wp-content/uploads/2019/10/NACCOM-HousingToolkit_FINAL.pdf
3.1.3	Map service providers to enhance the support offered to residents. Linked to 1.6.3	Please see: - Advice from Welsh Refugee Council - https://wrc.wales/

3.1.4	Build relationships with other organisations that can enrich the support experience, ensuring residents are aware of available resources.	Please see: - NCVO Guidance on joint working - https://www.ncvo.org.uk/help-and-guidance/running-a-charity/collaboration/joint-working-agreements/explained/
3.1.5	Explore data-sharing arrangements to facilitate the exchange of information among partners.	Please see: - WCVA Training, Get More Out Of Your Data - https://wcva.cymru/training-events/get-more-out-of-your-data-tools-for-data-analysis/
3.1.6	Consider the risk of exclusions in your policy and be transparent in determining who will support those with high needs.	
3.2	**Partnership Agreements:** These agreements are essential for improving the support and services available to refugees and asylum seekers while maximising resources and expertise.	
3.2.1	Establish formal partnership agreements with organisations,	Please see: - NCVO Guidance on joint working - https://www.ncvo.org.uk/help-and-guidance/running-a-charity/collaboration/joint-working-agreements/explained/

	outlining roles and responsibilities.	
3.2.2	Ensure that service level agreements are in place with partners where appropriate.	Please see: - NCVO Guidance on joint working - https://www.ncvo.org.uk/help-and-guidance/running-a-charity/collaboration/joint-working-agreements/explained/
3.3	**Signposting:** **By working together, avoiding duplication and connecting individuals to the right resources, the migrant support sector can provide more effective, efficient, and comprehensive support.**	
3.3.1	WRC Analysis: Use information from Welsh Refugee Council (WRC) analysis to agree on remits between organisations.	Please see: - Advice from Welsh Refugee Council - https://wrc.wales/
3.3.2	Sector-Wide Network Events: Engage in sector-wide network events to identify useful opportunities for involvement in wider sector conversations.	Please see: - Advice from Welsh Refugee Council - https://wrc.wales/

3.4	Service Level Agreements: Develop comprehensive service level agreements that specify the support offered and expectations from partner organisations.	
3.4.1	In the Service Level Agreement or Joint Working Agreement - Clearly define the nature of support, the number of hours, and the level of intensity, whether it's reactive or structured.	Please see: - Charity Commission Guidance, Working with Other Charities - https://www.gov.uk/guidance/work-with-other-charities
3.4.2	Identify local organisations in your area and clarify expectations for partnerships that support your work.	Please see: - Charity Commission Guidance, Working with Other Charities - https://www.gov.uk/guidance/work-with-other-charities