

An Evaluation of Refugee Action's Digital Design for Good Practice Programme

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Final report



Hyphen Poetry THINK SOCIAL TECH

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Executive summary

Refugee Action's Digital Design for Good Practice programme (DDP) set out to use digital and design to increase the effectiveness of services and organisations in the migrant, asylum and refugee sector. For Refugee Action, this involved adopting a specific way of working (called [Human and Community Centred Design](#)) to help understand and respond to specific problems and sector challenges. This was underpinned by key [principles](#) of being user-led; Innovative; connective; collaborative; inclusive; and building sector-wide best practice. Projects focused on research to understand community, stakeholder, user or sector needs (discovery), followed by a co-design process with stakeholders and Experts by Experience. Digital tools and design techniques were used to facilitate collaboration online, produce practical online resources and to share learning. Refugee Action also shared this approach through direct training courses.

The DDP programme ran from April 2020 to September 2023, with funding from the [National Lottery Community Fund's Digital Fund](#). This enabled Refugee Action to set up a new microsite and recruit for a new service design role (with line management) within the Good Practice and Partnerships team (GPP). They worked closely with [SIDE Labs](#), a digital and design consultancy, to embed digital and design skills in the team. Additional top-up funding and flexibility enabled Refugee Action to adapt the programme in response to the Covid-19 pandemic.

Nikita Shah ([Hyphen Poetry](#)) and Nissa Ramsay ([Think Social Tech](#)) were commissioned by Refugee Action to undertake an evaluation of the programme and review its impact, learning and sustainability.

Programme overview and engagement

- [Coronavirus Response Handbook](#) (March – June 2020) An openly editable Google Doc, curated by the GPP team to coordinate resources and advice about adapting services. This was the first digital, open, collaborative and curated initiative in the sector during this time, with contributions from 40 organisations. It was accessed by over 3400 users.
- Design sprints (April – September 2020) on [Destitution Payments](#), [Digital inclusion](#), [Service Coordination](#), [Returning to Face to Face Services](#), [Prioritising Clients and Services](#) and [Experts by Experience](#). 50 stakeholders took part in over 100 hours of research sessions and co-design sessions.

- [Explore](#) (January to April 2022), an eight-week programme supporting 12 organisations to undertake user research and develop new ways of using digital tools or techniques to improve their website or adapt their services.
- [Experts by Experience \(EBE\)](#) (August 2020 - ongoing) focused on meaningful involvement of people with lived experience when designing and delivering services, doing research and steering the direction of projects and organisations. This began as a [design sprint](#), leading to the creation of an EBE Action group (and a joint [webinar with NACCOM](#), The No Accommodation Network). They are currently co-designing an EBE website and have co-produced [EBE guidance](#) on diversifying trustee boards, recruiting Trustees and running EBE groups. An [EBE Groups pilot](#) course (March - June 2021) supported 17 organisations to establish and run an Expert by Experience group.
- [Asylum Guides](#) (March 2022 - ongoing) co-created multi-lingual videos and visuals about the UK asylum process, appeals process and support system in 19 languages, and created instructions for others to do the same.
- The Wellbeing Discovery Project (September 2022 - ongoing) with SIDE Labs focused on ["How might we improve the wellbeing of people working in the migration, refugee and asylum sector?"](#). 37 organisations took part. A Wellbeing Working Group has been set up to take the work forward and oversee the development of a new site ([BeWell](#)) and toolkit to support organisations with staff wellbeing.
- The [Good Practice microsite](#) hosts information about projects, learning and good practice. These are further shared in a Good Practice Monthly Newsletter (557 subscribed). Further pages have been developed for [Afghan Response](#), [Ukraine Response](#), [Streamlined Asylum Processing](#), [Frontline Immigration Advice Project \(FIAP\)](#) and the [Immigration Advisor Manual](#). Visitor numbers increase monthly, with 37,779 users as of April 2023, with 66,894 sessions. The [Streamlined Asylum Process](#) is one of the most popular pages (1714 visits between April and August 2023).
- A community of practice on Slack has over 635 members, with 170 engaging regularly. During the Covid-19 pandemic, there were an average of 60 posts per week asking for advice and sharing practices.
- 80 online events between July 2020 and August 2023, with 2664 attendees.

Value and impact of the DDP programme

Overall, the DDP delivered 22 projects. 174 organisations took part (this excludes online meetups, users, subscribers and community). This includes 139 delivery organisations from across the UK, including medium and small organisations. They are broadly representative of the [sector](#).

Improving digital and design skills. Stakeholders gained greater awareness of how they could use digital tools (such as Miro) to support effective online collaboration. This was crucial during the Covid-19 pandemic, when many were having online meetings for the first time.

Supporting organisations to adapt their services in response to the Covid-19 pandemic and beyond. The national lockdowns shifted organisations online for the first time, creating greater demand for support to adapt services. DDP activities encouraged organisations to tweak service delivery. [Explore](#) and the [EBE Groups Pilot](#) helped to significantly develop services for some organisations.

Sharing and growing good practice. The DDP programme created a huge wealth of resources that are widely circulated, valued and implemented. The microsite provides a valuable space to curate guidance, particularly in crisis situations.

Connecting the sector. Coming together to share and learn helped participants to take a step back and reflect on their day-to-day work. This is important given they are often in 'survival' mode (see the [Wellbeing Discovery Report](#)). They felt more connected, could see challenges are shared and gained ideas of how to move forward.

Exploring and responding to emerging themes across the sector. The DDP programme created an invaluable space to bring organisations together around two emergent and important themes for the sector: Wellbeing and the meaningful involvement of Experts by Experience. Design Sprints, sharing and co-creating a response created capacity for stakeholders to engage with these.

Overall, Refugee Action has surpassed its original goal of supporting 150 organisations to adapt their services. Stakeholder engagement and feedback has been positive, with many reflecting ways in which they have learnt and integrated tools, resources and skills into their own work.

Key learnings

- Stakeholders are more likely to engage with thematic areas of interest, rather than programmes focused on terms such as ‘design-sprints’, ‘human-centred design’, and ‘digital’, which are described as jargon.
- Digital and design training programmes like Explore are incredibly valuable to participants, particularly those looking to move forward on their [digital journey](#). However, they are time and resource intensive and other factors, such as capacity and the cost of living crisis is hindering progress.
- Stakeholders lack capacity to engage in organisational development due to workload and headspace. Providing financial compensation is helpful to resource time and/or show appreciation for people’s involvement.
- Refugee Action has the opportunity to be a network weaver and connect different organisations to each other. It has a unique high-level view of emerging needs and can help organisations prioritise.
- There is value in further clarifying what digital and design means for the department and for the wider organisation, practically and strategically.

Recommendations for Refugee Action

1. Commit to recruiting and resourcing an internal service design function, to provide further digital support.
2. Focus on initiating projects but with an ‘exit’ strategy, as well as balancing the need to work at pace with wellbeing.
3. Mobilise digital and design skills to support capacity in the sector. First, to look strategically at emerging issues and digital trends. Second, to provide coordinated responses and guidance in times of crisis.
4. Lead by example, involving stakeholders in design sprints and other digital and design approaches, rather than providing direct skills training.
5. Continue to develop internal data collection and action on insights, with a close relationship between service design and Insights to Action.
6. Continue to develop and share good practice, with an ongoing focus on co-design, co-production and EBE courses.

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1. Introduction

Refugee Action's Digital Design for Good Practice programme (DDP) aimed to increase the effectiveness of services and organisations through digital and design. This set out to benefit 150 organisations and 80,000 service users. This was funded by the [National Lottery Community Fund's Digital Fund](#) providing Refugee Action £405,294 over 3.5 years of which £34,783 went to other organisations for engagement. This enabled Refugee Action to create a new service design role, set up and build a new sector-facing microsite and fund line management for the service designer within the Good Practice and Partnerships team. The team also worked closely with [SIDE Labs](#), a digital and design consultancy and received additional [in-kind support](#) attached to the funding. In addition to the initial funding the GPP team received £205,000 of funding for a Covid-19 response project between April 2020 and July 2021 of which £80,000 went to other organisations for engagement. The flexibility of the funding enabled Refugee Action to pivot and adapt its programme. This ensured agility in responding to the Covid-19 pandemic and ongoing changes within the refugee and asylum sector. The DDP has also been developed in response to ongoing learning, and the needs of the sector, organisations and individual participants.

The programme launched in April 2020 with the first 15 months focused on supporting the migration sector to respond to the pandemic. The final 21 months focused on the key themes that emerged during the first 15 months. This included exploring how to support wellbeing in the sector, meaningfully involving Experts by Experience, and improving access to justice for asylum seekers (through Asylum Guides and the Frontline Immigration Advice Project). The programme used design and digital as a way to:

- Support organisations to adapt their services in response to the Covid-19 pandemic and beyond
- Increase the quality of services offered by Refugee Action and the Good Practice and Partnerships team
- Connect the sector
- Share and grow sector good practice
- Improve design and digital skills
- Explore and respond to emergent themes across the sector

About this evaluation: key questions

Nikita Shah ([Hyphen Poetry](#)) and Nissa Ramsay ([Think Social Tech](#)) were commissioned by Refugee Action to undertake an evaluation of the programme. The evaluation focused on the three key areas; learning, impact and sustainability, and set out to answer the following questions:

1. Learning: What can the core GPP team learn from the digital and design methodology throughout the programme?
2. Impact: What impact has the Digital Design for Good Practice programme had on the migrant, asylum and refugee sector, and what recommendations can be made to further impact?
3. Sustainability: Capturing key lessons learned, recommendations, stories of change (impact) and ideas for the future in a report to be shared with stakeholders in the sector.

The evaluation also set out to document the work delivered, as well as how it developed in response to the Covid-19 pandemic. Furthermore, the evaluation considered the impact and value of the work more broadly for Refugee Action in order to produce recommendations for future-facing work of the organisation.

Methodology

The evaluation used a mixed methods approach and drew on a wide range of data gathered. This included:

- An inception meeting with the Good Practice and Partnerships Deputy Manager and Manager to refine the scope of the project. This established the scope of the evaluation and defined specific research questions.
- Ongoing and regular discussions with the Good Practice and Partnerships Deputy Manager and Manager to learn more about the programme and future strategic plans for the team and programme.
- A quantitative and qualitative desk review of programme documentation. This included a range of materials, such as funder reports, handover notes, website blog posts, monitoring data, feedback form responses, internal learning reports and retrospective session notes for projects.
- Semi-structured qualitative interviews with nine Sector Stakeholders (including three Experts by Experience), all of whom were offered a £50 voucher as a contribution for their time. Participants were invited from a sample, created to represent stakeholders from across the UK, including

small, medium and large organisations. This also captured participants involved in a range of different projects. Whilst the sample is positively skewed, it allowed us to understand the nature of the value and impact for stakeholders.

- Semi-structured qualitative interviews with four Refugee Action staff in the Expert by Experience and Partnerships team, including key delivery staff in the Good Practice and Partnerships team.
- Semi-structured qualitative interviews with three representatives from Delivery Partners (SIDE Labs and CAST).
- Data collected was cleaned and coded using Quirkos, allowing the data to be analysed thematically and triangulated.
- Initial findings from the data analysis process were shared back to the Good Practice and Partnerships Deputy Manager and Manager to sense-check and to discuss preliminary areas for recommendations and sustainability of the work.

During the data collection phase, in total, 16 interviews were conducted. The evaluation team sought to conduct 20 interviews in total, however, due to stakeholder availability, capacity and due to the summer period this was not possible. To supplement these interviews, the evaluation team requested further data from Refugee Action and conducted additional desk research.

This report

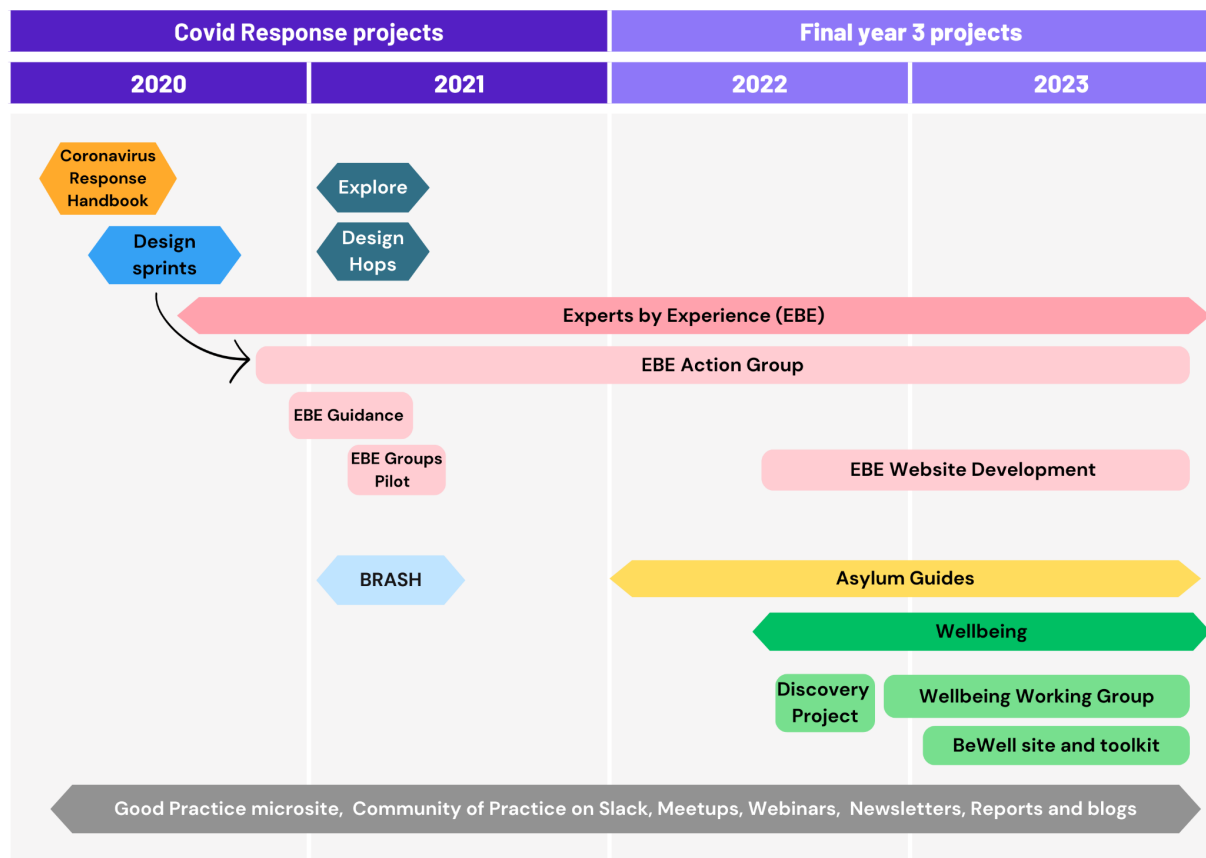
This report is the final output of the evaluation and presents our findings and covers the following sections:

- Section 1 introduces the evaluation questions, methodology and limitations
- Section 2 provides an overview of the programme and projects delivered
- Section 3 comments on programme engagement
- Section 4 discusses the learning, impact and sustainability
- Section 5 looks forward, considering the current context and sustainability of the programme providing recommendations for Refugee Action.

2. Programme overview

The Digital Design for Good Practice programme (DDP) was launched in April 2020 and was funded by the National Lottery Community Fund Digital Fund. The programme aimed to increase the effectiveness of services and organisations through digital and design. Over the last three and a half years this has delivered 22 projects. The first 15 months focused on supporting the migration sector to respond to the pandemic. The final 21 months focused on responding to learning and themes emerging from the first 15 months. Figure 1 visualises the timeline whilst the list below provides a detailed overview of the collaborative projects and pieces of work delivered, with hyperlinks to where the openly shared resources can be accessed. The remainder of this section provides further details about several of the key projects delivered.

Figure 1: DDP delivery timeline for key activities



An overview of projects delivered

- [Coronavirus Response Handbook](#) (March – June 2020)
- Design Sprints (April – September 2020)
 - [Destitution Payments](#)
 - [Digital Inclusion](#)
 - [Returning to face to face service delivery](#)
 - [Service Coordination](#)
 - [Meaningful Engagement with Experts by Experience](#)
- [Explore](#) (January – April 2021)
- Design Hop (January – March 2021)
- [Bradford Refugees and Asylum Seekers Hub](#) (BRASH) (January to June 2021)
- Experts by Experience (EBE) (August 2020 – ongoing)
 - EBE Action Group (August 2020 – March 2021) producing [Guidance](#) (December 2020 – March 2021)
 - [EBE Groups pilot, cohort 1 and cohort 2](#) (March – June 2021)
 - EBE Website development (August 2022 – ongoing)
- [Asylum Guides co-creation project](#) (March 2022 – ongoing)
- Wellbeing (September 2022 – ongoing)
 - [Wellbeing Discovery Project](#) (September – December 2022)
 - Wellbeing Working Group, [BeWell site](#) and toolkit (January 2023 – ongoing)
- Microsite, GPP Programme development support, Community of Practice on Slack, newsletter and blog posts (throughout)
- Specific website development pieces:
 - [Afghan Response page](#)
 - [Ukraine Response page](#)
 - [Streamlined Asylum Processing page](#)
 - [Frontline Immigration Advice Project \(FIAP\) organisational support development](#)
 - [Immigration Advisor Manual](#)

Project delivery principles

For Refugee Action, adopting digital and design was first and foremost about a way of working when delivering projects, underpinned by the following [principles](#):

- **User-led.** We are informed by the voices and the needs of refugees, asylum seekers and migrants. We listen to the changing needs of organisations and we adapt our offer accordingly.
- **Innovative.** We support experimentation and innovation to enhance services and practice. We facilitate the development of digital and design skills so that the sector can adapt to the changing environment.
- **Connective.** We connect communities in the sector to enhance skills, services and practice. We facilitate learning and best practice with the organisations we work with.
- **Collaborative.** We believe that organisations should work collaboratively to change the systems they work within to achieve better outcomes. We look for opportunities to scale and share learning and knowledge as widely as possible.
- **Inclusive.** We are aware of power dynamics and seek to minimise these where possible in our work. We promote anti-racist practices and promote learning and development to drive structural change and shift power to refugees and asylum seekers.
- **Sector-wide best practice.** We regularly reflect on learning and progress. We prioritise access to justice and early action service development across the sector.

2.1 Coronavirus Response Handbook

At the beginning of March 2020, the Good Practice and Partnerships team interviewed 44 stakeholders across the UK about their initial response to the Coronavirus Pandemic. A [blog post](#) shared the key findings publicly. The interview findings and the [blog post](#) about these led to the team creating and launching the [Coronavirus Asylum Handbook](#) on the 19th of March before the national lockdown was announced on the 23rd of March 2020. The handbook curated useful resources and materials about how organisations were adapting their services, helping coordinate advice and support. Anyone could edit the document (an open Google doc) and the Good Practice Team took shifts as 'librarians' making updates and ensuring that new content was appropriate and added to the right places. The democratic nature of the Handbook meant that both smaller and larger organisations were able to contribute.

In June 2020, the team closed the handbook for updates, but it remained accessible for reference and as an archive. At this stage, many organisations had addressed the most pressing service adaptation needs that the Handbook covered. It was no longer tenable to keep the content up to date with constantly changing circumstances, policies and entitlements around asylum and immigration. In total, 45 organisations contributed to the handbook which has had over 3400 users. One Sector stakeholder shared:

"I just wanted to say how timely and helpful the Coronavirus Asylum handbook is. It is a huge achievement to get something so comprehensive out so quickly especially while you must have been in the throes of adapting to home working and navigating remote working yourselves."

"The information is easy to navigate, accessible, up-to-date and relevant and what a great idea to make it editable as events unfold and updates are circulated. I have referenced the handbook a lot and used it a great deal when speaking to our clients on the phone. It's been brilliant to have a well written resource sitting on my desktop that I can quickly scan and grab links from whilst writing emails or taking and making calls. Many thanks!"

2.2 Design Sprints

Over the course of six months, from April to September 2020, SIDE Labs and Refugee Action undertook design sprints and created guidance around five key areas of work. These followed a digital way of working known as ‘agile development’ and involved phases of discovery (research and user interviews), definition (synthesising user needs and refining the problem to solve) and development of solutions (such as a guide). Each sprint set out to quickly understand problems and user, stakeholder and sector needs, in order to create ‘user-centred’ solutions to meet those needs, whilst helping solve the key problem. Themes include:

1. **[Destitution Payments](#)**. In the first sprint (April 2020), Refugee Action partnered with The No Accommodation Network (NACCOM) to design a tool and guidance that would help organisations decide on the right method for making destitution payments, based on user needs.
2. **[Digital inclusion](#)**. The second sprint (May 2020) developed templates that organisations could use with their beneficiaries to understand their tech and internet access needs. Refugee Action created guidance about the specifications of different tech and devices, strategies for sourcing and funding tech and data costs, as well as how to top up people’s internet data remotely. The team collaborated with and shared work from [Leeds Asylum Seekers’ Support Network](#), [GreenNet](#) and [Bristol Refugee Rights](#) and hosted a training session on [Cyber Security and GDPR](#) to share good practice.
3. **[Service Coordination](#)**, a Single Point of Access. The third sprint (June 2020) focused on Service Directories and how organisations can improve their ‘digital welcome’ for new arrivals e.g. dispersals to an area. The team produced a guide to creating a directory, as well as compiling a master directory of existing regional and local directories. This was launched at a webinar attended by over 40 organisations. This informed the later development of the [Bradford Refugee Asylum Services Hub](#).
4. **[Returning to Face to Face Services](#)** and **[Prioritising Clients and Services](#)** focused on how organisations could plan for in person or remote delivery during the pandemic.

5. **[Experts by Experience](#)**. This ran for seven weeks (August – September 2020) and focused on working collaboratively with Experts by Experience. The team began by exploring how they could involve Experts by Experience more meaningfully and pivoted to a model of co-production. Over 100 organisations attended a [webinar with NACCOM](#) that launched the approach and a plan for sustained engagement. This included setting up a new Action Group, involving Experts by Experience in the design and delivery of resources (see [4.4 Experts by Experience](#)) and a community of practice (see [2.7 Microsite, community of practice and publishing learning](#)).

In total, 50 organisations engaged in multiple sprints and took part in over 100 hours of research. They were reimbursed with vouchers/ expenses for their time to engage with the research and development. The learning has been shared openly and this has helped create practical resources and guidance. The design sprint on Experts by Experience was further developed in the final year of the programme and has helped shape this strategic area of work for Refugee Action.

2.3 Explore

Explore was an eight-week digital exploration programme running from January to April 2012. This supported 12 organisations in two cohorts to improve their website or adapt their services, detailed on this [webpage](#). This included: Right to Remain, Asylum Welcome, Therapy 4 Healing, Bristol Refugee Rights, Kent Refugee Action Network, Welcome Churches, Fairbeats, AVID, PRAXIS, New Routes to Integration, Maryhill Integration Network and Sheffield Hallam University Refugee Rights Hub.

Throughout the programme, SIDE Labs and Refugee Action took participants through a user-centred digital design process. They learnt about how to understand the needs and behaviours of their clients, and how digital design can best support them.

The programme took place during the Covid-19 pandemic and one of the national lockdowns. It was delivered via twice-weekly Zoom calls and ongoing moderated conversations on Slack. Activity worksheets and a presentation template enabled charities to frame their plan and document their process throughout. The curriculum and worksheets are published and openly available on the [Good Practice and Partnerships website](#). The website also features detailed case studies of how organisations have progressed in their work.

Organisations needed to apply to take part. Rejected applicants were signposted to a modified version of the programme delivered by [CAST, called a Design Hop](#). This followed a modified similar curriculum over the course of six weeks, from October to November 2022. This consisted of three Zoom sessions, with self-led study, optional coaching and activities in between the sessions.

All of the organisations involved in the programme documented what they learnt about their clients in feedback provided to Refugee Action at the time.

Participants valued the opportunity to step back and reflect on their day-to-day work, whilst learning and gaining inspiration from others. There are clear examples of improvements to websites, services and efficiency savings that benefit these organisations more widely. For example, the Refugee Rights Hub based at Sheffield Hallam University, improved its referral process to save valuable time for caseworkers (see the story of change below, this is also detailed in this [blog post](#)). The Kent Refugee Action Network (KRAN) undertook interviews

with users and learnt how hard it is for users to find their website and the information they need, particularly when their first language is not English. They gained the confidence to set up a new website and made this more accessible (less wordy, plain English and clear content) and user-friendly. Their learning is detailed further in this [blog post](#). Explore was also just starting as the pandemic hit and participants found it incredibly helpful to connect with each other at that time specifically.

“Explore was just as COVID hit. So it was just really quite useful and supportive to be able to have these, like weekly meetings, like where we actually had a space to work together. It actually felt like a real point of connection during my week, that I didn't have at other times. Learning together was very, very useful.”

– **Sector stakeholder**

Story of Change: Helena Kennedy Centre Refugee Rights Hub

The [Helena Kennedy Centre Refugee Rights Hub](#) makes family reunification applications on behalf of refugees in Yorkshire. During their involvement in the Explore programme, they created a new process for collecting electronic signatures on key documents from beneficiaries to help with their Refugee Family Reunion applications. Although this sounds simple it involved revisiting their referral process, moving the initial call to explain the Authority to Act and Consent forms from the case worker to their admin team. This helped facilitate a warmer welcome to the hub, as service users were contacted more regularly whilst awaiting their first appointment with a caseworker. [Read more here.](#)

“It was an opportunity to take a bit of time out to think about something properly and think it through and be guided through a process. I find that we're finding a lot of days we're kind of ping-ponging from one thing to the next. And so to actually be able to say I'm on this project and I'm busy for these two hours on these days was really super helpful.”

2.4 Experts by Experience (EBE)

Following the Experts by Experience design sprint (see [section 2.2](#)) on how organisations can best involve people with lived experience, the team committed to taking this work forward in the final year of the DDP programme. This [blog](#) post explains how the design sprint confirmed a growing interest in creating opportunities and involving Experts by Experience in meaningful ways to create change. This means Experts by Experience are involved in designing and delivering services, doing research and raising awareness, in campaigning and advocating, steering the direction of organisations and holding them to account. The subsequent work focused on supporting organisations and Experts by Experience to learn and share to improve this involvement. Projects included:

EBE Action Group and guidance

In August 2020, Refugee Action set up an Experts by Experience Action Group. Refugee Action invited people who had been involved in the [webinar with NACCOM](#) and in the Expert Panel to join the EBE Action Group. From December 2020 to March 2021, the EBE Action Group co-produced [guidance and resources](#) for the sector, focusing on diversifying trustee boards and recruiting Experts by Experience Trustees, as well as running EBE groups.

EBE website

In August 2022, Refugee Action identified a need to use digital and design to help shift power and support the internal Experts by Experience team. It became clear that they needed a website for the Refugee Action EBE team and EBE network, similar to the Good Practice microsite. This would improve the online presence of the work, grow the Experts by Experience network and provide a space to share relevant good practice. It is currently being co-produced with seven Experts by Experience who are creating the content, with training and support from Refugee Action. SIDE Labs and [Jamabuck](#) (a digital and design agency) are supporting the website development. The site will communicate: what the EBE network is, what the EBE network does, the story, who is involved and how to get involved.

EBE Groups pilot

Refugee Action set up an [Experts by Experience \(EBE\) Groups Pilot](#), to test a model of providing support to organisations looking to set up and run an Expert by Experience group. The design sprint identified that there is often a lack of confidence, collective knowledge or documented good practice (such as guidance) on how to best run and facilitate a working group for people with lived

experience of the asylum process. The pilot aimed to bridge that gap and test a model of improving confidence, knowledge and understanding of how to best do this. Organisations with ambitions to set up and run EBE groups were invited to take part. Over nine weeks, 17 organisations took part in two cohorts (nine in the first cohort and eight in the second). They were provided with:

- Four-week facilitation skills training with [ProperJob Theatre Company](#)
- Three group sessions to share good practice and learning
- Weekly individual reflection and completion through a dedicated [workbook](#)
- The organisations each completed a six-month plan, as well as providing feedback.
- Ongoing peer support via the Slack community workspace

Story of Change: Doctors of the World

[Doctors of the World](#) support individuals who have been excluded from access to healthcare and provide medical care, strengthen healthcare systems and address systemic underlying barriers to healthcare. They took part in the Experts by Experience Groups Pilot. They were trying to improve their way of working with their advisory service user panel, National Health Advisors. However, it was challenging to create capacity due to a busy workload, a lack of time and an urgency to respond to immediate needs and opportunities for service users. The participant joined the programme to carve out time to focus on creating this group.

They shared that they learned more about how to establish a new and meaningful co-production project and gained new facilitation skills. Additionally, Refugee Action provided a small grant to resource their time to focus on writing new guidance documents and Terms of Reference. They felt that the grant helped and was “a really interesting experience for me to have some capacity, some thoughts and some interesting ideas”.

As part of this process, the participant developed an expense and reward policy to ensure that people with lived experience who are engaged in any form of work are compensated for their time and that their expenses are covered. This policy was also widely shared across other charities.

The participant also joined and interacted with the [Refugee Action Good Practice Slack Community](#). Through this, they broadened their network, connected with other organisations and encouraged organisations within the sector to join. For the participant, being part of the Slack community meant providing more opportunities for people with lived experience in the sector to connect, gain exposure and gain support for their ongoing work.

The participant has since left Doctors of the World and moved on to a new role. They are now looking to implement and develop new ways of involving Expert by Experience in their work. They have also maintained their relationship with Refugee Action as they look to establish an integrated working group on facilitating collaboration and communication between lived experience groups and projects across the sector.

“It’s been an amazing experience for me, I would say, a very positive experience because that’s what I was looking for. I was interested in what the sector is doing and good practice and [Refugee Action] provided the platform for that.”

2.5 Asylum Guides co-creation project

The [Asylum Guides](#) programme ran from April 2022 – March 2023 for organisations working with people seeking asylum. It offers toolkits and resources that enable people who volunteer as ‘Asylum Guides’ to meet with and help people seeking asylum, to understand the asylum process. In April 2022 Refugee Action and SIDE Labs led a project with partners in the Navigating Asylum Partnership to develop the Asylum Guides. They interviewed people delivering support and discovered the biggest barrier they faced was translation and interpretation. They found that organisations are experiencing higher volumes of people needing support who speak different languages and that translation costs are expensive. Some organisations do not have enough Volunteer Guides to meet demand for support generally, or who speak a specific language. To help address this, the team decided to co-create videos on an easy-to-use video-making platform called Loom about the asylum process and asylum support in the UK in different languages. This means that asylum, migrant and refugee organisations across the country could access information easily, no matter what language they speak, from a trusted source.

In January 2023 Refugee Action announced a [call for volunteers](#) to translate the videos. There were seven organisations involved in creating the asylum guides, with a mixture of staff, volunteers and Experts by Experience taking part. The [multilingual videos](#) produced are now available in seven languages: Arabic, Farsi, Spanish, Portuguese, Turkish, Pashto and English. The information is written and translated into the 19 different languages that partners and their volunteers speak. The project has been written about in this [blog post](#).

Additional project results included:

- Translating three visual process diagrams (an overview of the UK asylum process; the appeals process; and an overview of the UK asylum support system) into 19 languages.
- Developing user-friendly instructions and support to enable others to create additional multilingual videos about the UK asylum process and continue to expand the library of languages available to people seeking asylum.

Within the scope of this evaluation, we have gathered some insights about the value of working in partnership to create the Asylum Guides. Some partners are reported to be frequently using the videos, especially when working with communities where they don't have an interpreter or an Asylum Guide in the relevant language. Whilst we have limited quantitative evidence of their use and impact, we have gathered anecdotal evidence of their value by stakeholders.

“The Asylum Videos are so useful for our clients and we have been using them in our sessions. This helps to support people to understand more about what is going on in the Asylum Process in their own language, is advice which has been checked by experts, and also saves us time and expense as an org so we can focus on service delivery. Not being involved as a paid partner – it's great for a programme to have a wider impact through sharing learning and resources.”

- Sector stakeholder

2.6 Wellbeing

From September to December 2022 Refugee Action and SIDE Labs led a co-discovery project focused on answering the question: How might we improve the well-being of people working in the migration, refugee and asylum sectors?

This project was in response to growing concern about staff and volunteer wellbeing across the migration, refugee and asylum sector since the beginning of the pandemic. The [Insight Hub Survey survey](#) in June 2022 revealed that 76% of refugee and asylum organisations were “surviving” when it came to staff wellbeing. The top three wellbeing issues reported were overwork, financial worries, and stress and anxiety.

The project began with online research to find out what exists to support staff wellbeing in the sector and in other sectors, as well as collating existing frameworks and articles. This was followed by one-to-one interviews with 24 people including caseworkers, mental health support workers, managers and CEOs of charities in the sector, as well as with the wellbeing experts and strategic member organisations guiding the project.

In total, 37 organisations were involved. Participants discussed early findings and informed the next steps in two collaborative workshops. The project was guided by two wellbeing experts: Latifa Ackay (Act Build Change) and Cam Lesforis (The Black Wellbeing Collective). Three membership organisations informed the strategic direction of the project (NACCOM, Migration Exchange and the Justice Together Initiative).

The [Wellbeing Discovery Report](#) is available online. This recommended strategic work areas that Refugee Action is taking forward:

- Build a support platform to support staff wellbeing in the sector.
- Network and influence sector-wide sustainable practices that improve wellbeing.
- Co-develop a strategic framework for how to approach wellbeing in the sector.

So far, the report has been downloaded over 50 times and the blog has been read over 100 times. [BeWell](#) was created in February 2023 to support staff wellbeing in the migration sector. Work is in progress to create a toolkit to support

organisations with wellbeing. Once the toolkit is available on the site (by the end of 2023) the intention is to launch and publicise these resources.

A Wellbeing Working Group was also established in March 2023 and has been meeting monthly. This is made up of eight members, including representatives from AVID, Manchester City of Sanctuary, BOAZ, JTI, Freedom from Torture and Global Dialogue, as well as an independent wellbeing practitioner. They are responsible for the oversight of the website and toolkit development, sharing and disseminating learning, as well as articulating the development of the next phase of the work.

“I think the emphasis on lived experience and wellbeing was really significant. What we're discovering is that there are so many resources out there for organisations on wellbeing and all the HR stuff, but that the lived experience piece feels quite unique. That's been really helpful as we've been looking at our own wellbeing work [in my organisation]. And as we look to move ahead with the ongoing Wellbeing Working Group, I think it's something that we are really keen to kind of pick up on and sort of work out how can we get other organisations engaged, where maybe they're not so maybe not so interested, maybe don't prioritise wellbeing in the same way.”

- Sector stakeholder

2.7 Microsite, community of practice and publishing learning

A fundamental principle of the programme has been to document and publish learning online, as well as to create and hold spaces for the sector to collaborate and share learning. Growing, establishing and sustaining a community of practice has been a consistent and central element. This has included:

- **Microsite.** The [Refugee Action Good Practice microsite](#) was developed in April 2020. This is connected to the core Refugee Action site and branding, whilst providing an online space to regularly provide updates. It was built in collaboration with SIDE Labs, using Webflow. This is a 'no code' solution which means the Good Practice Team can administer it independently and quickly. This approach proved particularly helpful when sharing Covid-19 guidance and resources. The microsite hosts information about the DDP activities, outputs and learning. The DDP has also supported the development of web pages to host other activities from across the GPP team, such as the [Frontline Immigration Advice Project](#).
- **Online community of practice using Slack.** This messaging platform supports people to have conversations, collaborate and share resources more effectively. People can contribute and respond to messages when they have time and capacity. A Slack workspace is made up of channels covering different topics, where members can communicate and find the information they need. This includes dedicated channels for specific groups of people to work together (such as the Wellbeing Working Group), as well as channels for themes of work, including experts by experience, adapting services and making websites more accessible. There is a 'general' channel for introductions and open topics of conversation. Where there is sufficient interest and discussion, new channels are set up. Participants can join or leave any channels on the group to contribute to topics that are relevant to them. The Slack team has 635 members, with 170 being actively involved (regularly posting or replying to posts). During the Covid-19 pandemic, this had an average of 60 posts per week asking for advice and sharing practices.
- **Online Meetups.** These are held via the '[Good Practice Get Togethers](#)' group on the Meetup platform. Anyone working in refugee and asylum support organisations can join the group and sign up for relevant online events. The

intention is to support members to connect, share and learn together. Meetup events cover a range of topics, from Involving Experts by Experience to learning about current issues and trends across the sector. The group has 1340 members (by August 2023).

- **Good Practice Monthly Newsletter.** This shares resources, training opportunities, relevant research, events and more. It has over 557 subscribers.
- **Webinars.** The team regularly shares learning and brings people together around each area of work. A total of 80 events have been held between July 2020 and August 2023 with 2664 attendees (some people attended multiple events).
- **Publishing learning.** The team regularly published [blog posts](#) documenting progress and learning, as well as [reports](#) to share findings from research and design sprints. These are circulated widely to mailing lists and on Slack.

“During Covid-19 and post-Covid-19, all the stuff around Good Practice in different areas of work, whether it was information on destitution payments and coming back into face-to-face work has been so helpful to signpost to. When organisations come to ask us questions we can say go and look on this website, it's all there and they can find what they need straightaway”

- Sector stakeholder

3. Programme engagement

3.1 Overview of engagement across the programme

The DDP programme delivered 22 projects, engaging a huge number of people and organisations in the following ways:

- Over 40 organisations contributed to the Coronavirus Response Handbook which has had over 3400 users (exceeding the original target of 2500 users)
- 50 organisations engaged in multiple design sprints, which included 100 hours of research sessions.
- 12 organisations took part in 'Explore', an eight-week digital exploration programme to improve their website or adapt their services.
- 17 organisations took part in the [Experts by Experience \(EBE\) Groups Pilot](#)
- 37 organisations took part in the Wellbeing Discovery Project
- The microsite has had 37,779 users as of April 2023, with 66,894 sessions.
- The Slack team has over 635 members, with 170 engaging regularly. During the Covid-19 pandemic, this had an average of 60 posts per week asking for advice and sharing practices.
- Various training sessions/Meet Ups were held across the three years of the programme including, but not limited to, 'EBE and Power to Change' (95 attendees), 'Mental Health' (38 attendees), 'Intersectionality' (29 attendees), and 'Intro to Slack' (27 attendees across two sessions). 557 people have signed up to the Good Practice Newsletter.
- 2664 people have attended the 80 online events delivered by the DDP programme via the ['Good Practice Get Togethers'](#) group.
- The number of visitors to the Good Practice microsite has been increasing consistently throughout the DDP programme. For example, in March 2021, there were 6356 users and 11,811 sessions on the site. Comparatively, in March 2022 there were 18,390 users across 32,785 sessions. Cumulatively, the site has received 37,779 visitors across 66,894 sessions. This has well exceeded the original target of 2500 people accessing the site.

Overall 174 organisations engaged with the Digital Design for Good Practice programme (this excludes online meetups, users, subscribers and community). Of these, 139 were delivery organisations, working directly to support migrants,

refugees and asylum seekers. The remainder included 13 strategic partners, four wellbeing experts, six funders, eight solicitors, two local authorities and two delivery partners.

Of the 139 delivery organisations, 79 (57%) were deeply involved in a programme that required regular and intensive engagement. This includes Explore, a Design Sprint, Design Hop and Experts by Experience projects. On average, each organisation was involved in two or more activities in-depth.

The programme originally set out to support 150 organisations to adapt their services, with funding from the National Lottery Community fund. When we look at the level and variety of engagement, it is clear that this target has been exceeded. This funding has also enabled Refugee Action to deliver on its [2019-2022 strategy](#), which set out to enable 165 organisations to develop their service delivery offer, either by increased legal advice capacity or by adopting 'early action' approaches to service delivery. There is demand for the activities delivered, as reflected by the delivery teams.

3.2 Characteristics of stakeholder engagement

When looking at the characteristics of the 139 delivery organisations involved directly in DDP activities (excludes online engagement, such as newsletter subscribers, meetup and slack members) we can see that they are broadly representative of the sector. Figure 2 highlights that the organisations engaged are spread out widely across the UK. The regions with the strongest representation of organisations are London (26) and Yorkshire and the Humber (25). There is also good representation in the North West (13), West Midlands (10), Scotland (8), South West of England (8) and South East of England (8). There are only a few organisations based in the East Midlands (5), East of England (3), North East (3), Wales (3) and Northern Ireland (1).

Figure 2: Geographic location of delivery organisations involved. This chart is accessible and interactive online via [Datawrapper](#) (published anonymously).

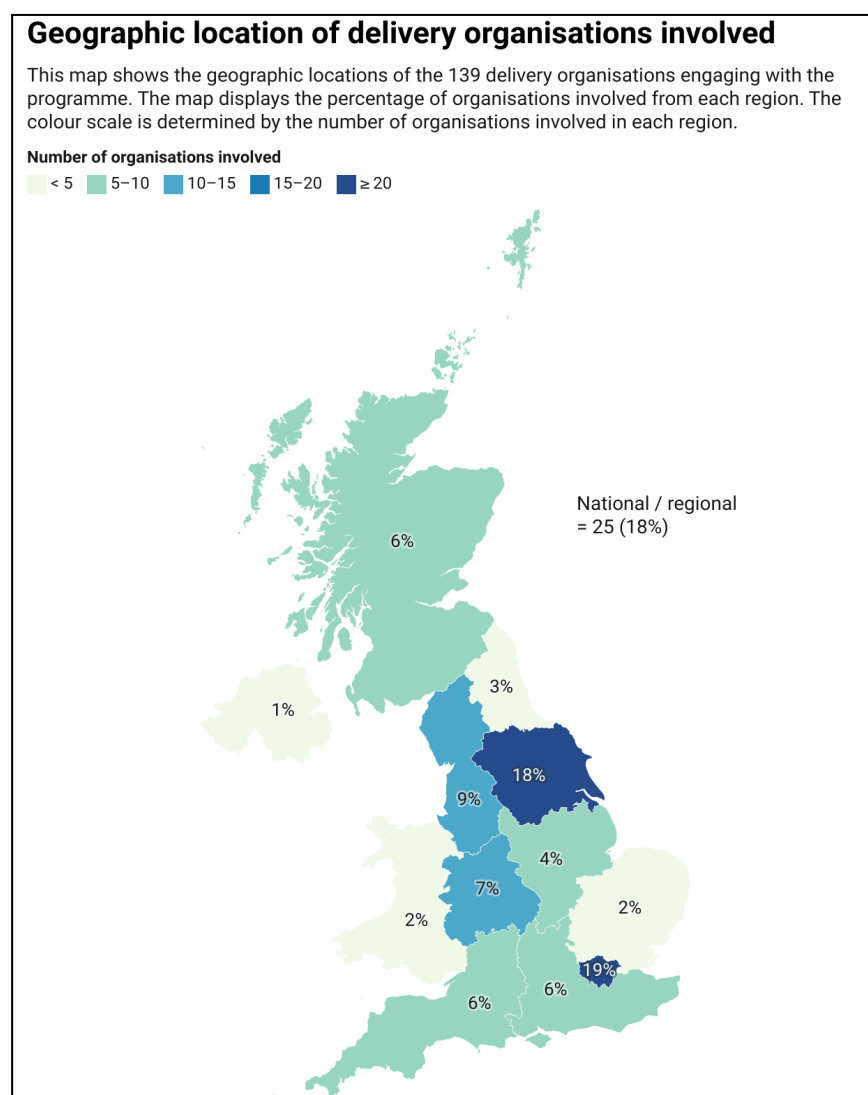


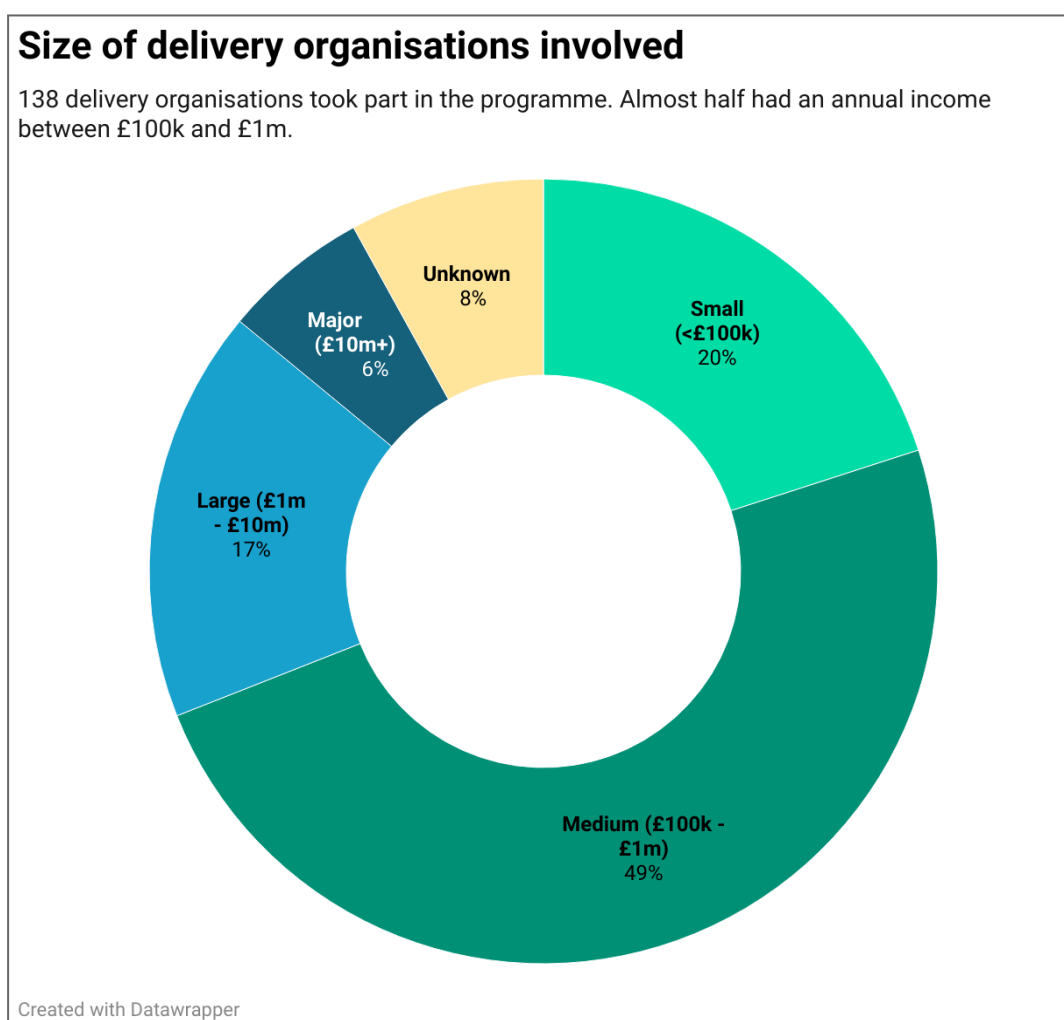
Figure 3 highlights how this mirrors the distribution of registered charities that specifically focus on UK refugee and migration issues, detailed by Migration Exchange in their [Insights into the UK refugee and migration sector](#) report. This similarly reports fewer organisations based in these regions. A key difference is a greater proportion of organisations based in Yorkshire and the Humber. This could be due to existing networks established by the team in advance of the programme, as well as support from the [Leeds Migration Partnership](#).

Figure 3: Regional distribution of organisations participating in DDP, compared to sector data from [Migration Exchange](#). This chart is accessible and interactive online via [Datawrapper](#) (published anonymously).

Regional distribution of organisations		
The table compares data from the Migration Exchange Report, which details regional locations of organisations that specifically focus on UK refugee and migration issues, compared to the locations of organisations engaged in the programme.		
Region	▼ Sector data	Programme engagement
London	39%	19%
National / regional	29%	18%
South East England	11%	6%
North West England	9%	9%
South West England and Gibraltar	8%	6%
East Midlands	6%	4%
Wales	6%	2%
West Midlands	5%	7%
Yorkshire and the Humber	5%	18%
East of England	4%	2%
North East England	3%	3%
Northern Ireland	3%	1%
Scotland	3%	6%

Figure 4 highlights how the programme attracted both small and large organisations alike. When looking at delivery organisations involved, the majority are medium-sized, with 49% of delivery organisations having an income between £100,000 and £1,000,000. 28 organisations or 20% of those involved are small, with an income of less than £100,000. 23% are large or major, with an income greater than £1m. This is very similar to the [Migration Exchange](#) Insights which reported that a third of the NGOs surveyed (33%) had an annual income below £100,000 (small) and 56% in 2022 had an income between £100k and £1m (medium). This shows that the programme has engaged a representative sample of the sector in terms of organisation size.

Figure 4: Size of delivery organisations involved. This is accessible and interactive [online via Datawrapper here](#) (published anonymously).



3.3 Covid-19 pandemic and the impact on engagement

The DDP programme launched just as the Covid-19 pandemic took hold. Whilst this of course created many challenges, the overall impact was overwhelmingly positive in terms of the successful delivery of the DDP programme.

First and foremost, the National Lottery Community Fund granted additional flexibility within the grant to respond to emerging needs in the sector. Refugee Action (like many others across the charity sector) initially set about talking to sector stakeholders about how they were responding to the pandemic and the challenges they faced when adapting their services. The increased flexibility of funding and the quick confirmation from the National Lottery Community Fund led to the curation of the [Coronavirus Response Handbook](#). Additional top-up funding of around £205,000 was also released to help with the Covid-19 response. This meant the GPP team had additional time and direct delivery support from SIDE Labs, which helped embed digital ways of working. This led to improvement in the quality and quantity of resources created in Design Sprints, the Microsite, and the Handbook, as well as increasing the number of organisations who benefitted from the support.

“The additional income gave us an enormous opportunity to build and support many more organisations than we thought we could, the opportunity to be flexible, meant that it could be quite agile and transformational because we could decide what we wanted to do. At the time, with COVID-19, things were moving so fast, we couldn't really wait. It was like, right, we'll do this, then we'll do this, then we'll do this, then we'll do this. And that was really exciting and liberating.”

- Refugee Action staff

The national lockdowns amidst the Covid-19 pandemic shifted organisations online overnight, creating a huge demand for support, guidance and information about how to adapt services, directly in line with the intentions of the DDP programme and Good Practice and Partnerships team. Prior to Covid-19, the GPP team had identified a risk that organisations lacked the appetite to engage, and reported limited responses when invited to take part in a design session.

The [Coronavirus Response Handbook](#) was the first digital open, collaborative and curated initiative in the sector during this time which enabled delivery organisations to find relevant information and examples they needed to understand how they could adapt their services amidst rapidly changing circumstances. This, in turn, established a reputation for Refugee Action for being a leader in digital ways of working.

“During COVID and beyond to now, there were all kinds of surveys and the sharing of information and practice. And I think that was through COVID especially, that was just a constant source of just advice and guidance and sort of muddling through the madness of COVID together. Then coming out of it, obviously, all the stuff around the kind of adapting services and returning to the face-to-face stuff and how to do that really well was so helpful.”

- Sector Stakeholder

In summary, the additional income and flexibility from the funding, coupled with increased demand from sector stakeholders enabled the team to deliver the DDP aims at a greater scale and speed. Furthermore, they were able to demonstrate the value of this way of working in the sector. This built awareness of the DDP programme and encouraged further engagement and repeat participation amongst stakeholders. However, this level of interest and momentum was difficult to maintain. Wellbeing and burnout soon affected capacity across the sector. As the pandemic passed many organisations returned to their original methods of service delivery, as well as connecting face to face within local and regional networks. After the additional funding and support subsided, the GPP team pivoted to test deeper methods of supporting organisations to adapt their ways of working, focusing on pertinent topics of wellbeing and Experts by Experience.

“There was so much more manpower going into the programme, and appetite. Everyone was so excited then because of the sense that ‘we can't do anything else. We're all stuck at home, what a brilliant opportunity to be able to kind of connect people with each other and get support to adapt services and talk to other CEOs and leaders and workers that have never met across the country and are also responding to the same challenges’. So it was quite a unique time.”

- Refugee Action staff

4. Learning, impact and sustainability

4.1 Improving digital and design skills

The DDP programme directly supported over 139 delivery organisations, of which 79 were involved intensively in projects which provided training or took them through a digital design process. Stakeholders involved in these types of projects (particularly through Explore and the EBE Groups Training) reported how they were more aware of how they could use digital tools to support effective online collaboration. This was crucial for participants in the context of the Covid-19 pandemic, during which most were adopting video calling and having online meetings for the first time. Whilst tools such as Zoom became commonplace and online workshops became the norm, stakeholders reported struggling to use these effectively. Stakeholders valued learning about digital tools that were new to them and better techniques to collaborate online.

“When they do these activities and workshops they always use very useful technological platforms, like Miro boards, or different kinds of Google documents that are actually very professional. It actually gives me ideas about how I can use more technology in my work. So for example, I was very interested in using online polling, like Menitmeter which they used during facilitation sessions. So I actually kind of tested out how we can use Mentimeter as an engaging method at a Zoom meeting and I encourage other people to use that method in their work. as well. So that’s kind of like the technology on the side, they actually do that a lot. And that’s also giving me ideas about how I can be more innovative in my work.”

– Sector stakeholder and Expert by Experience

The Experts by Experience Groups Pilot (cohorts 1 and 2) specifically offered training in facilitation techniques whilst using online collaborative tools (primarily [Miro](#), an online whiteboard). This [blog](#) explains how participants learned how to implement tools and practical techniques to ensure everyone’s voice is heard in meetings and help them move towards a model of co-production. Other DDP projects did not explicitly provide training in using digital tools or set out to increase skills in effective online collaboration. However, all stakeholders

described how they developed an understanding of these skills through their involvement, by seeing them in action.

“Even just really practical things about how they facilitated stuff online, how they did Zoom meetings, how they made sure everyone was heard and involved, that was really useful for my own learning. We’d never used Zoom or even done any kind of video calling before Covid-19. So it was all completely new. I mean realistically, it’s not like we use loads of Miro boards and stuff like that now, which again I came across through most of the Refugee Action work. I think some of it is just like the practical skills of how to include people ... Even whether to go around the group and how to manage that. They were really good at that and I just found that really helpful to learn from.”

- Sector stakeholder

Stakeholders praised the quality of meetings and noted the way that digital tools were used to facilitate discussion and contribution. Furthermore, stakeholders noted how they took ideas from the way in which sessions were delivered and facilitated throughout the DDP. They subsequently tested these to ensure their own online sessions were inclusive and collaborative.

“I think the modelling that refugee action does is really helpful, the tools they use in meetings, how they’re facilitating meetups, I think they’re really modelling good practice, which is great.”

- Sector stakeholder

It is worth noting, however, that digital tools and ways of working have created some barriers to participation, particularly at the start of the programme. Feedback given to Refugee Action and highlighted in this evaluation show how some struggled to use digital tools, such as Miro, particularly at the start of the pandemic. In response, the DDP delivery team provided an introduction to these tools prior to sessions. Miro still poses accessibility challenges to those with limited wifi or mobile data and can be difficult to use for those who are new to it. Whilst this is often used by digital agencies, including SIDE Labs, simpler tools could help with accessibility. Google Jamboard was cited as one example, although this is now closing as a product.

4.2 Supporting organisations to adapt their services in response to the Covid-19 pandemic and beyond

The DDP programme was committed to supporting organisations to adapt their services through digital and design methods, both in response to the Covid-19 pandemic and in response to user needs more generally. The evaluation did uncover some tangible examples of organisations adapting whole services through their involvement in Explore, as detailed in [section 2.3 above](#). Perhaps more importantly, stakeholders were adopting digital ways of working to ensure their services were responsive to their clients' needs. For this reason, there are many more examples of stakeholders tweaking day-to-day service delivery.

"I think what I've learned from the programme is that every day is a learning day. So, we know that we are delivering the information, but we do learn from feedback from our clients. So I think we have changed our slides two to three times because of what we have learned from our clients. For example, they missed a concept or they have learned the information in the wrong way. So we needed to change our slides and we needed to change our way of providing this information."

- Sector stakeholder

The Coronavirus Response Handbook and Design Sprints produced a range of tangible guides, examples and good practice for others to adopt (see [section 4.3](#)). This in turn helped organisations to adapt their delivery and ways of working.

"Very impressed by them and how their values continue right through, even to the way that their Google Docs are arranged and formatted. That sounds like such a small thing, but it is a beautiful thing to show people how it can and should be done. I've learned so many lessons from them."

- Sector stakeholder

The DDP programme also supported organisations to better understand user research practices as a key digital design skill. Intensive training in user research methods was provided to 29 organisations involved in Explore and the EBE Groups

Pilot. Participants explained how they developed practical knowledge and skills to undertake user research to design a service.

“What we did during the program is to understand currently what's happening and where things need to be improved. So we did user research for two weeks then analysed those results, and then you presented that and what you want to do going forward. Quite often people who came to the program had what they wanted in their mind, I had the same thing, but then after I started doing the user research, things shifted and I realised that there are different things to do and much more concerning.”

- Sector stakeholder

The programmes supported organisations to work at pace to undertake research and identify solutions. This was refreshing and a positive challenge to traditional ways of working for participants. However, this pace created challenges for some stakeholders when working with Experts by Experience and clients.

“We had like a two-week turnaround for the user research and I think this is quite problematic. Because people are working at service provider organisations and lots of the conversations about our kind of service delivery were about long waiting lists, how we weren't able to contact lots of people. Then we need to contact people to do user testing. I think it puts NGOs in an awkward situation to ask service users to do website testing, which will ultimately help people but is clearly not a priority for the users. I think I definitely fed this back at the time. But, I took a very long time recruiting people for user testing. I just felt it was a tech sprint, which didn't really match with how refugee organisations work.”

- Sector Stakeholder

The DDP team similarly learned they needed to take more time in their Design Sprint around the EBE work, to ensure the involvement of experts was meaningful. They responded by extending the timeframe and changing the scope of the original work. This too highlights the value of taking time to both undertake and reflect on user research findings.

4.3 Sharing and growing good practice

The DDP programme created a huge wealth of resources that are widely circulated, used and implemented. Participants valued being able to access and find relevant handouts, toolkits and guides. Many continued to refer back to them and use them in their work long after the project ended. They also appreciated being able to share them with their team and colleagues in other organisations.

“I think it was mostly used during our sessions, but I don't think there was a specific session on how to use Google Documents and stuff, but they were sharing resources anyway...All the information from all workshops, minutes of meetings, and templates are available. That's amazing. I can always go and download them and I don't need to keep them on my computer or something. How to create a new Experts by Experience group, those templates are available, which is great. So that was a benefit.

- Sector stakeholder

Various stakeholders also explained how they turn to the Refugee Action Good Practice site and keep up with the blogs because it helps them learn and reflect. Two stakeholders also explained that the good practice highlighted helps them to think about their strategy and implement new approaches. As such, the DDP programme looks to be raising awareness of new sector priorities, as well as helping organisations understand and engage with them.

“It's interesting because every organisation will have really different needs and priorities. So I like the fact that I can look at what's available on the Good Practice website and be like, Oh, great, this is what we need to do.”

- Sector stakeholder

The EBE [webinar](#) and training have been particularly well attended and received, demonstrating how this will continue to create an impact across the sector. Whilst organisations were not necessarily adapting their strategy to integrate service design explicitly, they clearly intended to adopt these types of practices.

“We've not engaged with the Experts by Experience work because it's an area that we are a bit lacking in, but it is one that's a priority for us this year. So we'll be able to draw on some of those resources and things coming.”

- Sector stakeholder

The microsite has provided the DDP programme with a valuable space to respond to a rapidly changing landscape, particularly in times of crisis. One of the most popular pages (1714 visits between April and August 2023) is the [Streamlined Asylum Process](#), collaboratively written by the [Frontline Immigration Advice Project](#) and hosted on the microsite. The infrastructure, combined with digital and collaborative ways of working has enabled the team to curate and share best practice for the [Ukraine Response](#) and [Afghan response](#). These pages have also proved popular, indicating the value of continuing to work in this way to coordinate responses and share this type of guidance.

4.4 Connecting the sector

A crucial component of the DDP programme was holding space for organisations to come together to share and learn. It is important to note that this did not look to result in any new or formal collaboration as a result. Instead, it supported participants to feel more connected and potentially, to adapt their services. As a result, they gained new ideas or perspectives on problems they were having or approaches they were using to deliver services. Learning collectively from user research, one another and the DDP insights enabled participants to take a step back from and reflect on their day-to-day work. Many participants felt that this helped them realise their challenges are shared by others. This is important given that these organisations are largely in 'survival' mode, with staff facing high levels of stress and burnout, highlighted by the [Wellbeing Discovery Report](#).

"There's something about seeing how other people are delivering services that are just really inspiring and helpful and make me reflect on how we do it, and how we could do better."

- Sector stakeholder

The programme has shown strong engagement from across the sector which has both built on and grown Refugee Action's reputation, particularly in terms of digital and design expertise. Refugee Action is seen as offering a unique support model, adding value to other digital support in the sector. Refugee Action has also facilitated connections between organisations within the sector. This has been fundamental to their ownership and adoption of good practice.

"I think there's plenty of organisations doing digital learning, but I think Refugee Action does understand, because it does lots of work bringing lots of organisations together, how that interplays with refugee organisations, of all different sizes are all different types. So I think I got a really valuable role doing that...Refugee Action is a big charity, but they do know what it's like, for small charities all over the UK. They have a habit of sharing and publishing stuff wherever possible. It's the kind of behaviour that's really valuable. That's quite common in the digital world, but less so maybe in the refugee world."

- Sector stakeholder

4.5 Embedding service design skills in Refugee Action

The National Lottery Community Fund Digital Fund Strand 1 explicitly “wanted to support organisations that were fundamentally rethinking the core way that they operated – not just upgrading ‘business as usual’.” (the rationale is explained in this [blog post](#) about the funding). It is clear that this funding and the DDP programme has been incredibly valuable to Refugee Action for this reason. Working closely with SIDE Labs as a digital partner, particularly amidst the Covid-19 pandemic enabled the team to start this process and introduce service design internally and to the sector. The projects they worked on have in turn, proven the value of adopting a design-led approach, particularly in the use of design sprints. Internally, staff reflected how the Wellbeing Discovery Project and Experts by Experience work have, for them, demonstrated the value of adopting design sprints as a way of working and developing programmes.

“I’ve seen how digital and design have helped bring people together from different stakeholders, making sure that different and contrasting voices were heard. This has facilitated something that we really want to embed, which is co-production. Digital has been the enabler to do that...that has almost opened up my eyes about what it is possible if you embrace digital and design going forward.”

– Refugee Action Staff

The additional service design capacity within the Digital Design for Good Practice Programme has also enhanced other programmes and services delivered by the Good Practice and Partnerships team. A key area of crossover is the [Data Insights Hub](#) which started in April 2020 (now called Insight to Action) and continues to be a source of insights for refugee, asylum and migration-focused organisations in the UK. This started amidst the National Lockdown in response to the Covid-19 pandemic and surveyed the sector every three weeks to track the situation. There have since been surveys on wellbeing, which informed the Wellbeing Discovery Project. Since October 2021, surveys have been created every six weeks in response to emerging issues in the sector. Questions are designed with stakeholders, the insights are published in a [Bulletin](#) and a ‘Hub call’ is set up to discuss them. This both sustains and grows the same community of practice as the digital design and good practice team via Slack, newsletters and meetups.

Collating and acting on data is central to the team going forward, with a new commitment to shifting power further and making the data open.

However, it is important to note that the team found it particularly helpful to employ an internal service designer who subsequently left the organisation. Whilst the team has maintained its commitment and skills, they have lost the capacity and momentum to embed these in projects and across the team.

“Our internal service designer was invaluable for our skills development internally, as well as externally. They brought a really different way of seeing things that was really helpful. I’d love to bring them back. Even simple things like the internal design kit with templates for meetings and so on have helped us work better as a team.”

- Refugee Action staff

It is also important to note that the GPP team reports that the funding has enabled them to embed their commitment in anti-racist working practices and shifting power, through digital and design skills, as the following quote highlights:

“What I’m probably most proud of in this programme is the way that we’ve built this co-production network and brought that together with human-centred design, and how we have supported a huge number of organisations to think about their approach to EBE work, and fused design thinking into that.”

- Refugee Action staff

4.6 Exploring and responding to emergent themes across the sector

Wellbeing across the migration sector

The Wellbeing of staff and volunteers from refugee and migrant organisations was highlighted as an emergent theme throughout the course of the programme. The sector was grappling with changes and huge challenges to the legal and political asylum and refugee landscape. The impact of Covid-19 was taking a toll on individuals and organisations both personally and in terms of delivery to service users. Furthermore, the Black Lives Matter movement was highlighting disparities in the way in which racism is experienced. As the theme became more apparent, Refugee Action noticed this as a gap to fill and held a design sprint on the topic.

The work on Wellbeing is still at an early stage and the BeWell site and toolkit is still in development. As such, it will take time to see the impact of the DDP programme in this area. However, it is clear that the Wellbeing Discovery Project was invaluable in understanding this issue across the sector (see [section 2.6](#)).

Those involved internally at Refugee Action and sector stakeholders reflected that the process of understanding this issue has put a firm foundation in place to inspire action. The research process engaged 37 organisations, as well as collaborating with sector experts and similar initiatives developing in the sector. NACCOM's story of change below highlights how this is helping catalyse further commitment to resourcing and acting to improve sector wellbeing. As a result, those involved felt a sense of ownership of the findings and recommendations documented in the Wellbeing Discovery Report.

"I'm really proud of the wellbeing design sprint because from that came a report that was launched to the sector and it was not only from our perspective but it was truly collaborative and co-produced. That has really helped buy-in from different stakeholders in the sector on a topic that is very important, especially now. I can see the effects of this as they work through recommendations, the development of the toolkits, and how receptive the sector is. It has been quoted in many other reports and the spillover effect almost has that element and that's quite interesting to see about the impact."

- Refugee Action Staff

Story of Change: NACCOM, The No Accommodation Network

[NACCOM](#) is a membership organisation of over 135 frontline organisations and charities across the UK. Members provide accommodation initiatives and support people in the asylum and immigration system who are facing destitution. NACCOM campaigns collectively for a fairer, more humane immigration system that doesn't leave people destitute. They share learning, innovation, and resources across the membership to increase the level of accommodation provision and support the network is able to provide.

Following the pandemic, NACCOM, like Refugee Action (see the [Insight Hub](#) bulletin), could see wellbeing becoming a 'chronic need' for support amongst members. In October 2021, [NACCOM had a BBC Radio charity appeal](#) which raised funds for the network. NACCOM discussed how the funds should be spent with the network and decided half should be spent on wellbeing (approximately £21,000). NACCOM reached out to Refugee Action because they too were developing wellbeing support through [Act Build Change](#). Together, they created a cohort model of wellbeing support alongside training workshops delivered by [The Collective Scotland](#).

NACCOM subsequently took part in the [Wellbeing Discovery Project](#). They believed that participating would give smaller local groups in their network access to different networks and resources that NACCOM could not deliver on their own. NACCOM also saw an alignment between their values, reach and approach to wellbeing. This was particularly important whilst attitudes towards asylum seekers are becoming more hostile. They enjoyed learning from the process and working in an iterative and collaborative way. NACCOM are applying this ethos when working with their own members, staff and community researchers. A member of the team has been tasked to lead and continue the work.

"We're working with member organisations at the moment on collective impact. We're focusing on the importance of having the same ethos, but not necessarily needing to be tied to doing everything together or everything the same way. I definitely feel like I gained some tricks of the trade and a bit of confidence by seeing the GPP team do that really well".

Meaningfully involving people with lived experience of forced migration

A core focus of the DDP programme has been the Experts by Experience work (see [section 2.4](#) or the [Good Practice website](#)), particularly in the final phase of the programme. In this phase, the team tested the value of introducing service design expertise thematically. The story of change below highlights how this is enabling organisations to adapt their services through the meaningful involvement of Experts by Experience (more than user research).

Stakeholders who participated in the programme shared positive experiences and feedback on the programme. They also highly praised and commended the GPP team. As such, the DDP programme and GPP team have supported and grown the positive reputation of Refugee Action as an organisation.

“There are some really interesting blogs and case studies about how they implement human-centred design and opinion pieces about anti-racism and co-production that I was very interested in...because being anti-racist doesn't mean that you actually enrol your service users in an activity...you may need some technical skills, expertise and genuine interest in that connection, and I know that Refugee Action is aiming to shift powers to refugees. It is a great champion of anti-racism in the charity sector and within the immigration system. So it was a useful perspective and there were some good insights.”

- Sector Stakeholder

The approach adopted has given Refugee Action credibility in sector discourse and practice, because it demonstrates, documents and shares their commitment to shifting power. Similarly, EBE Network Website Development Action Group members share the opinion that their involvement is meaningful and needed to ensure Refugee Action's work (and the work of the EBE Network and website) is accessible, inclusive and led by those with lived experience.

“We can't wear someone else's shoes, especially if the website is made by people whose first language is English, their understanding will be different to people with a certain level of English, so it makes it more accessible for people with that level of English to make it.”

- Expert by Experience

Story of Change: Association of Visitors to Immigration Detainees (AVID)

[AVID](#) provides support for people in detention through its network of voluntary organisations. AVID participated in the Experts by Experience Groups Pilot in cohort 1, whilst looking to create an advocacy advisory group with people with lived experiences of immigration detention. Prior to joining the programme, an attempt had been made to form a group. However, AVID identified some key challenges it needed to overcome. The programme gave AVID a platform, time and space to think about how to properly set up a group.

One AVID staff member with lived experience shared that the whole programme also gave them authoritative tools to communicate findings with key stakeholders, including their senior leaders and management. Over six weeks, the participant learned about the use of research in developing a strategy. They undertook interviews to understand more about potential barriers and support needs for those with lived experiences of detention to engage in this type of group. AVID was also able to connect and collaborate with other organisations within Refugee Action's network. They learnt about other groups and approaches.

Following the programme, the participant gained confidence in the language and concepts around shifting power to people with lived experience and how to convey this to other team/staff members. They also felt the programme also gave them more legitimacy to speak on these topics. This, alongside the Black Lives Matter movement, helped shape the way Trustees, members of the board and other staff members thought about narratives and public discourse on refugees.

Overall, the participant shared that "a lot has changed within the team and the trustees since the start of the programme" and that findings from the programme are still being taken forward and referenced which has "definitely had a huge impact".

5. Looking ahead

5.1 Context and landscape in the refugee sector

Since the launch of the programme in April 2020, the political and legal landscape for refugees and asylum seekers in the UK has continued to shift and face increased hostility. In July 2021, the [Nationality and Borders Bill](#) reached Parliament for its first reading, subsequently, the Bill came into effect and was passed as an Act of Law in April 2022. Most recently, the [Illegal Immigration Act](#) was passed in July 2023. The passing of these Acts has promoted more hostile narratives, attitudes and measures against asylum seekers and refugees. For migrant and refugee organisations, this poses ongoing challenges and great uncertainty, as the following quote highlights:

"How do we reach out to people who are directly affected by this new bill? And it's going to be difficult because we won't be seeing them. They won't be coming to London to our charity drop-in sessions. They will actually be detained in Canada or be deported somewhere. So how can we reach out to Canada, or to numerous people who come out of the boat? Can we actually get their views on what they are going through? How do we actually look at the impact of that? ...It's a bit of a tricky and legally difficult area to do that...But it would be amazing and interesting to see what else we can do to see the impact of this and bring that lift, voice lift experience voice, especially in current campaigning."

- Sector stakeholder

With the resurgence of The Black Lives Matter movement in 2020 after the murder of George Floyd, many sectors including the development, humanitarian and charity sector were moved to reflect on anti-racism practices in their organisations and to reflect on how racism is experienced and institutionalised. Paired with the hostile environment and the tightening of legislation against asylum seekers and refugees – the need to apply anti-racist practices to public discourse and narratives of asylum seekers and refugees was highlighted.

The landscape has also been affected by the Covid-19 pandemic. This has negatively impacted refugees and asylum seekers alongside smaller charities and organisations' ability to provide support at scale (as discussed in this [Refugee Action blog post](#)). Additionally, the pandemic led to a large influx of emergency response funding. These types of funds have now largely finished, yet demand remains and the cost of living crisis is affecting the financial security of many organisations.

There has also been a tightening of funding opportunities from the government. Overall, the funding environment for the refugee and asylum seeker sector is a difficult one. In turn, organisational development and new areas such as digital skills and design will be lower priority. This is highlighted by the [Charity Digital Skills Report 2023](#). The top three challenges to moving forward with digital, for nearly half of those supporting asylum seekers, refugees and migrants are:

- We're busy firefighting so we do not prioritise digital (49%).
- Finding the funds to invest in devices, software and infrastructure (48%)
- We need to upskill staff or volunteers (49%)

Throughout our evaluation, we have heard firsthand from various organisations about how the uncertainty of the current landscape has impacted their service users and the organisations themselves. It has been challenging for organisations to respond in real-time to the changing landscape whilst also ensuring the running of day-to-day activities and support for refugees and asylum seekers.

"At the end of the day, it's such a hostile environment, it's the cost of living crisis, it is post Covid, it's all just a nightmare. And I feel as though that's definitely impacting my organisation's ability to, I think, get the most out of some of this [involvement in DDP projects]. And I'm pretty confident other organisations will be in the same place."

- Sector stakeholder

As such, it can be difficult to make the time and resource space to learn and develop digital and design skills. However, these skills are vital for organisations to continue adapting their services in unknown contexts, for example, to work with those in detention facilities with limited access in person. This has been highlighted by Refugee Action staff and sector stakeholders as the following quote highlights:

“So reflecting on the current challenges of the sector right now. Are there any opportunities to collaborate with or co-design a service or just a solution with any other organisations or even with Refugee Action within the sector? We would love to do that. If there’s any chance we would love to do that. But I’m not aware of this. Because of the act that just passed yesterday, people will be sent to other countries. It is scary for us and for our clients. So it will be really good and comforting for us to sit with partners and see what we can do as actors in this field.”

- Sector stakeholder

The [2023 Charity Digital Skills Report](#) found that for 67 organisations with a core purpose of supporting asylum seekers, refugees and migrants:

- 80% say digital is a greater priority this year
- Half (52%) are delivering digital services
- 39% say the cost of living crisis is their biggest challenge and 68% say this is affecting their digital capacity. A third (36%) are spending less on digital tools, whilst half (56%) are exploring how digital can help work more effectively.
- 52% are poor at keeping up to date with digital trends
- 49% are poor at undertaking user research

Based on this data, the Insight Hub findings and this evaluation, Refugee Action still looks to have a valuable role to play in supporting the sector through digital and design. Providing support around Experts by Experience (providing training, sharing learning from the EBE Action Group and running further EBE projects) is likely to be of continuing relevance to this.

“The courses that are almost always oversubscribed are developing facilitation skills, and setting up EBE projects and EBE work. So there’s still an appetite for that.”

- Refugee Action staff

5.2 Key learnings

- Overall, Refugee Action has surpassed its original goal of supporting 150 organisations to adapt their services. Stakeholder engagement and feedback has been positive, with many reflecting ways in which they have learnt and integrated tools, resources and skills into their own work and their organisations. This in turn has enabled Refugee Action to deliver on its [2019-2022 strategy](#) and provided support to other Refugee Action programmes, including the [Frontline Immigration Advice Project](#) (FIAP) and [Early Action program](#). Both of these programmes were able to benefit from the DDP digital infrastructure and development, as well as the GPP Microsite. This featured information about and promoted the FIAP courses and these were one of the most popular pages of the site. Being open about its journey has been helpful and inspiring to other organisations and this transparency should continue.
- Digital and design training programmes like Explore are incredibly valuable to participants. They took part because of Refugee Action's reputation (around digital) and knowledge of what works for organisations like them. However, these programmes are time and resource-intensive. The impact also looks to be limited to the participants' involvement and user research undertaken. Further progress is often hindered by issues with capacity and responding to crises. If this were to be repeated it is likely to be of most value to organisations which have a motivated person to lead on digital and senior level buy-in to move forwards on their [digital journey](#). The Covid-19 pandemic artificially pushed many organisations to this point. It is clear now however, that the cost of living is affecting capacity and progress with digital. Stakeholders are unlikely to turn to other sources (such as the [CAST Design Hop](#)) without significant support and encouragement.
- The DDP programme has taken various steps to carefully introduce new service design approaches and technical terminology to stakeholders. However, the use of language (and indeed way of working) was felt by some, to still be slightly removed from the language used by service delivery organisations. Terms such as 'design-sprints', 'human-centred design', and 'digital' are often described as jargon and can still feel obscure to some (even for those heavily involved in adopting these ways of working). This takes time and should continue to be a priority. Engagement through thematic areas will help this.

- The GPP team currently hold a wealth of knowledge about digital skills, ways of working and design including good practice on co-production, centering lived experiences and more. More work can be done to concretise and clarify what digital means for the department and for the wider organisation and to develop a more strategic offer. There is an opportunity to upskill or involve more staff in these areas and integrate digital more into everyday ways of working.

“Making sure that digital is inclusive, and not exclusionary, and making sure that everyone comes on board and to be patient with each other, because we're not all at the same level.”

– Refugee Action staff

- Stakeholders have varying levels of capacity to engage in digital and design. For many, there is a lack of time and resources to participate in this work. For others, there is a sense that perhaps digital was not for them or their organisation due to their specific area of focus, needs or priorities.

Three key learnings for Refugee Action are:

- Firstly, that not all organisations need or want to be upskilled to become experts in specific technical areas. Rather, developing a basic understanding of digital and design is enough. Having access to Refugee Action’s skillset on a consultancy basis could be useful.
- Secondly, resourcing time (financial compensation) to participate can be helpful to incentivise or show appreciation for people’s involvement.
- Finally, for some stakeholders, participating in the programme, whilst interesting, enjoyable and helpful, at times, was frustrating due to their own lack of capacity. This was primarily due to their workload, a stretched staff team and focus on delivery and crisis response. For some, this may have been due to a lack of knowledge or interest in either the themes addressed or digital ways of working. This meant they were not fully able to participate or their engagement wavered. Refugee Action may seek to better explain and highlight the time commitment and continue testing ways to make participation accessible for those with limited capacity.

- Refugee Action has the opportunity to be a network weaver and connect different organisations to each other. Further, Refugee Action has the ability to take a high-level view of the refugee and asylum sector, whilst providing key services that can help organisations grow and overcome challenges linked to digital. This means that smaller organisations or larger organisations can better utilise their time and resources by leaning on Refugee Action. It is important for Refugee Action to consider at what stage organisations need to develop key skills in-house and which skills Refugee Action can continuously hold.

5.3 Recommendations for Refugee Action

1. **Commit to recruiting and resourcing an internal service design function, with further digital support.** Refugee Action has taken a significant step forward with digital through the DDP programme, by realising the value of service design and digital ways of working in addition to other digital and IT functions (such as social media and communications, or website development). Going forward, Refugee Action would benefit from positioning service design as a core role and strategic function. The strength of this function is bringing a diverse range of stakeholders together to collectively identify and solve problems, ensuring any solutions meet internal and external user needs. This will support colleagues and teams looking to follow a discovery process or adopt a design sprint approach. It can also inform the development of new programmes or internal projects (such as Insight to Action work).

It will however prove difficult to make the most of this role if they are unable to draw on digital expertise, similar to the nature of support provided by SIDE Labs in the DDP programme. Crucially, this external expertise helped the team synthesise insights from a range of partners and co-created digital content that was well-designed, concise, engaging and actionable. It is also noteworthy that guidance on the [Afghan Response, Ukraine Response page](#) and [Streamlined Asylum Processing page](#) has proved to be the most popular content on the GPP site. This was unplanned but responsive to needs and crises. This was only possible because of the additional digital support and capacity within the GPP team.

Therefore, Refugee Action should explore how to embed a service design role or function with digital expertise for support. It is notoriously difficult to recruit digital and service design roles in the charity sector, where salaries are not competitive with commercial settings. Alternative options could involve commissioning senior digital design expertise with a retainer or recruiting a mid-level role with external consultancy for additional practical capacity when needed. Initiatives designed to support digital, design and data may also help (e.g. the Data Collective, Catalyst and CAST. If a role is funded, contracts and work should extend beyond the funding period and directly funded activities in order to make the most of and retain the role.

2. **Focus on initiating projects, but with an 'exit' strategy, as well as balancing the need to work at pace with wellbeing.** The Covid Response period was an invaluable source of support for the sector. The ethos of working in an agile way and collaborating with stakeholders continued to be fundamental to the success of the DDP programme. Refugee Action should continue to build on this, in light of two key issues.

Firstly, working at this pace for an extended time period has been challenging to the wellbeing of the DDP team and digital partners involved, as well as for some stakeholders. This has at points, risked undermining key values of inclusion and accessibility. The team has worked hard to put measures in place to support stakeholders, including lead times, flexibility around engagement and expenses to support and thank people for their time. Good decisions have also been made to extend projects, including the EBE Network Website Development Action Group.

Secondly, whilst the team has successfully instigated a huge array of projects, this means that many are still ongoing. The team no longer has resources for the same levels of external digital support or the capacity to work at this pace. Furthermore, the team needs capacity available in order to respond to emerging crises and to instigate new design sprints. Without these valuable pieces of work, such as wellbeing, would not be prioritised.

Refugee Action can and should work at pace when it's needed for a specific crisis or project. However, this should be time bound and balanced with projects that need a slower and more careful pace. The wellbeing of all involved needs to continue to be a priority (as highlighted by the Wellbeing Discovery Report). Further attention is needed to prioritise. The team also needs to continue making brave decisions about what to stop, start and continue with their capacity. In future, an exit strategy, where the team plans to step back could help here. For example, those which prove successful, or there is an ongoing demand or response could be further integrated into other teams or organisations to support. The GPP team adds unique value to the sector by identifying and initiating projects that need coordinated attention. In future, a proactive approach to ending projects will also ensure the team has the capacity to respond to crises and see the bigger picture (such as the need for wellbeing support).

3. **Mobilise digital and design skills to support capacity in the sector. First, to look strategically at emerging issues and digital trends. Second, to provide coordinated responses and guidance in times of crisis.**

Stakeholders rarely have a chance to step back and reflect or learn from one another. They value the work of Refugee Action to support them to do this and to do some of the leg work to identify what matters and why. The Wellbeing Discovery project is a key example of this. To best support the sector, Refugee Action needs a team looking at and responding to areas which need attention. Furthermore, the team should have the capacity to support Refugee Action and stakeholders to respond to crises, as shown by the value of the work around the Coronavirus Response. Adapting services in the context of the Illegal Immigration Act looks to be a crucial need for guidance at the moment and digital and design approaches can help Refugee Action support the sector to adapt services in response.

4. **Lead by example, involving stakeholders in design sprints and other digital and design approaches, rather than providing direct skills training.**

Digital and design skills are fairly new to stakeholders. The Explore programme and Design Hop were valuable for those involved directly and inspired new ways of thinking about service development. However, only those directly involved tended to develop their skills. Whilst they became strong advocates for the new approach, a lack of capacity and funding prevented them from implementing or sharing this further. Offering further training courses (such as Explore) is unlikely to create a wider impact for organisations or the sector and where it does, this will only be for a select few organisations with the internal buy-in, need, skills and capacity to do so. Refugee Action could develop resources to help trainees/participants share their knowledge more widely. A design sprint focusing on this topic could define what might help in this context (this should include looking at ideas from other sectors). However, with the capacity available internally and low digital skills and capacity in the sector, Refugee Action should prioritise using digital and design in practice and thematically, to create solutions that benefit the sector and enable stakeholders to 'learn by doing'. To this end, it would also add value to collaborate with other organisations supporting voluntary sector organisations with digital and design support, or those offering skills and volunteers to the sector.

5. **Continue to develop internal data collection and action on insights, with a close relationship between service design and Insights to Action.** The GPP team should examine how to improve monitoring and data collection about engagement with online resources and involvement in Refugee Action programmes (including their contributions to the Insight Hub surveys). Understanding demand and interaction can help inform future strategies and plans. Insights from user research, and design sprints can help inform surveys and vice versa. Finally, the [GPP website](#) (or a feedback form on the site) could be developed to gather feedback from those using resources. Further development and use of analytics could help understand reach or engagement on the site. Further monitoring and evaluation support or resources (internal or external) are needed to review this.
6. **Continue to develop and share good practice, with an ongoing focus on co-design, co-production and EBE courses.** A key strength of the DDP programme has been the open, methodical approach to documenting learning. This has built Refugee Actions' reputation and the microsite is seen as a 'go to' resource for insights and learning. Refugee Action has positively influenced sector discourse and practice around co-production approaches that promote inclusivity and accessibility. There is clearly still demand across the sector for the EBE courses, which in turn are supporting other organisations to undertake user research. The GPP should continue supporting these courses. More broadly, Refugee Action and the GPP team should continue to purposefully curate a bank of best practice, sharing learning and guidance about what works and what doesn't. In line with this, Refugee Action should continue to test, seek feedback and share learning on the best ways to use digital tools (such as online whiteboards) in co-design work, to ensure they are accessible, inclusive and support effective collaboration as digital skills and tool use shifts in the sector.