ENVISIONING A FUTURE OF REFUGEE SUPPORT AND RESTORING FAMILY LINK SERVICES

Dream Book
“We know that refugees desperately want to rebuild their lives here in the UK and leave behind the horrors they have experienced.

“The refugees we support tell us they want to find work, make friends, reconnect with family, study and play their role in a new society. But they face many challenges.”

Alex Fraser

Director of Refugee Support and Restoring Family Links at the British Red Cross
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Context Setting

Defining the context and key drivers for Refugee Support & Restoring Family Links Services
What are we trying to solve?

Situation:
The British Red Cross supports vulnerable refugees and asylum seekers and provides refugee services in 58 towns and cities across the country, offering care and support when people arrive in the UK after a political or humanitarian crisis and helping people who are forced to flee their homes. The British Red Cross helps them find safe and legal routes to new countries.

The BRC dreams of harnessing the power of digital to help refugees quickly and efficiently get the relevant support that they need by improving the effectiveness of case work processes. The BRC aim to derive greater insights from their available data to enable future decision making that will facilitate the greatest benefit for the Asylum Seekers and Refugees that they serve.

Primary overarching questions:
- How might we help Refugees to get the relevant support that they need within a timely manner?
- How might we improve the effectiveness of case work processes & derive greater insights?

Sub questions:
- How might we help participants navigate the asylum process and solve practical needs in their language?
- How might we help participants get to know their area and access the services that they need?
- How might we help participants integrate into a community?
- How might we help participants get the skills they need to get a job?
THE SIZE OF THE CHALLENGE

Seeking Asylum

88,848 people seeking asylum in the UK as at June 2018.

74% of those cases are older than 12 months

Support

~ 50% of the asylum seekers received Government financial &/or subsistence support in 2018.

Scattered across the UK – the majority are in the Midlands and Northern regions.

Results

32.5% of the 2018 Asylum Seekers were granted asylum or other forms of leave to remain.

67% were refused

Appeals of Refusals:

38% allowed and

57% dismissed

5% withdrawn

Detention

At Dec 2018: 1,784 (net) people were held in detention

30% drop since 2017

After detention, 44% were returned to another country (down 3%)

British Red Cross supports Asylum Seekers with destitution and community support, providing items such as food, cash, phone and travel cards. They also help asylum seekers and refugees with community connections, integration support, language translation (where possible) and access to information and case workers.

Key Drivers

The British Red Cross Refugee Support and Restoring Family Links services seek to:

- Reduce destitution and exploitation
- Restore family links and facilitate reunion
- Challenge stigma and build inclusion
- Ensure protection and empower people to make positive decisions to regain control of their lives

Digital innovation has the potential to maximise The BRC’s Refugee and Support services by:

- Improving the emotional wellbeing of participants
- Increasing the speed and ease at which information is delivered
- Increasing the magnitude of information services delivered
- Enhancing the accuracy of information and real time updates

The service is currently constrained by convoluted paper based government processes, language barriers, soiled and sporadic information with regards to available services for participants and limited resources, if only to name a few.
THE DREAM

How might we help Refugees to get the relevant support that they need within a timely manner and how might we improve the effectiveness of casework processes and derive greater insights?
Process

The journey to solve the challenge, envision the future and implement a transformative digital solution
THE PROCESS

1. Dream
Run a design thinking-led workshop to envision innovative scenarios with the highest impact

2. Design
Align process, technology, and organizational change management plans into a common, time-phases road map

3. Deliver
Implement process reengineering, technology solutions and organizational readiness
The Dream Journey

Pre-workshop
Problem framing workshop; identify key focus areas, narrow scope

Day 1 AM
Welcome and intros
Introduction: dream, design, deliver framework; methodology approach

Day 1 AM
Inspiration
Art of the possible

Day 1 AM
Journey Friction Points
Identify pain points, opportunities for service intervention

Day 1 PM
Service Intervention Vision
Service Intervention Vision (incl. Round Robin)

Day 1 PM
Inspiration @ the wall
Inspiration / ‘art of possible’

Day 2 AM
NorthStar Vision
Visualise the NorthStar vision for your Use Case (incl. top 3 service interventions)

Day 2 PM
Next Steps
Identifying key stakeholders and actions to be taken over the next 30/60/90 days

PRE-WORKSHOP

DREAM WORKSHOP DAY 1

Day 1 AM
BRC’s vision & Refugee and Asylum Seeker dreams
Aligning on objectives of the day

Day 1 AM/PM
Flesh out ‘As-Is’ user journeys and playback alignment
Each group to present their journeys back to the wider group

Day 1 PM
Visualise the vote
Voting on Friction Point Prioritisation

Day 2 AM
Thick strokes ‘To-be’ user journey
In groups, ideate future service intervention ideas across the end-to-end user journey

DREAM WORKSHOP DAY 2

Day 2 AM
‘To-Be’ deep dive
Each group to create a concept poster for each of their top 3 service interventions

Day 2 PM
Dragons’ den
Present to the group & the Dragons your NorthStar vision, who will decide “the winner”

Day 2 PM
Reflection
Each group to create a concept poster for each of their top 3 service interventions

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What we did?

Attendees
A mix of British Red Cross representatives from offices around the UK, people with lived experiences and Subject Matter Experts from Nethope and Avanade attended the Dream book workshop sessions to provide diverse perspectives on the Refugee Support and Restoring Family Links services program.

Key proposed questions
- How might we help Asylum seekers understand their rights and access support?
- How might we enable Asylum Seekers & Refugees the ability to leverage the experience of their predecessors in order to accelerate community integration?
- How might we enable easy and safe access to tailored, accurate, up-to-date information about services and support for Asylum Seekers and Refugees?
- How might we empower Refugees to build pathways to employment?

Outcomes
- “Book of Dreams” to inspire the high level roadmap or next steps to move into design
Discover & Ideate

Key activities to explore the key challenges, frame the opportunities, inspire from leading innovations and generate ideas to envision the future
Uncovering opportunities

Using the pain point themes, a variety of ‘How Might We’ challenge statements were identified and selected by the teams to inspire envisioning.

How do I integrate into the Community?
- How might I register for a service without ID?
- How do I plan to participate when I have no security of where I am staying?
- How do I get access to organisations when I have no money?
- How do I access information when I don’t speak / read the language it is provided in?
- How do I access information without the internet?

How do I navigate the asylum process and my practical needs in my language?
- How might we develop an awareness of the asylum process and asylum support?
- How might we meet emotional needs?
- How might we improve access to legal aid?
- How might we ensure users understand the home office correspondence and overcome language barriers?
- How can we ensure that Asylum Seekers can secure vital documents?

How do I get the skills I need to get a job?
- How might we ensure a connection between 100% of Refugees and support to work programmes?
- How might we minimise the practical barriers to work?
- How might we empower Refugees to create and build pathways to employment?
- How might we enable to communication to employers?

How do I get to know my area and the services I need?
- How might we improve access to info for Asylum Seekers and make the process more transparent?
- How might we collate existing info for service providers and Asylum Seekers?
- How might we create a more humane and dignified process?
We then voted on opportunities to further ideate

The team then voted for the ‘How might we statement’ that would offer the most impact to the mission - working to generate ideas to solve the problem, then developing these into visionary concepts.

How might we help Asylum Seekers understand their rights and access support?

How might we enable Asylum Seekers & Refugees the ability to leverage the experience of their predecessors in order to accelerate community integration?

How might we empower Refugees to build pathways to employment?

How might we enable easy and safe access to tailored, accurate, up-to-date information about services and support for Asylum Seekers and Refugees?
Inspiration Sessions

– Getting to know each other/getting started and setting

We started by understanding each other, the people connected to The British Red Cross’s mission support vulnerable Refugees and Asylum Seekers, providing refugee services in 58 towns and cities across the country, offering care and support when people arrive in the UK after a political or humanitarian crisis.
The team were exposed to a variety of ‘inspiration’ sessions throughout the two days to help enhance the teams thinking solutions.

These sessions included presentations from leaders in innovation, thought provoking videos and an inspiration wall of ideas, showcasing the achievements of famous Refugees and new and innovative ways in which organisations are currently using digital technology both inside and outside of the Refugee services world.
Envision the Future

Includes defining high-level personas created during the workshop. These will require more research for accurate details.
Final Concepts

Concept 1
Ask Marianne
Siri for Refugees and Asylum Seekers
Concept origin:
How might we help Asylum Seekers understand their rights and access support?

Concept 2
Refuguide
Trip Advisor for Asylum seekers and Refugees
Concept origin:
How might we enable Asylum Seekers & Refugees the ability to leverage the experience of their predecessors in order to accelerate community integration?

Concept 3
Food for Thought
Just eat or Deliveroo for food prepared by the refugees
Concept origin:
How might we empower Refugees to build pathways to employment?

Concept 4
Unite
An app or website which provides info and feedback on a range if activities and services
Concept origin:
How might we enable easy and safe access to tailored, accurate, up-to-date information about services and support for Asylum Seekers and Refugees?
Hi, my name is Shohred and I am from Iran. When I was in Iran, I was a journalist and I loved my job. I can’t speak English very well, even though I arrived in 2017. I do have a smart phone though.

About
Age: late 30’s / early 40’s
Gender: Female
Nationality: Iranian
Religion: Muslim

Challenges
• Language barrier
• Lives in an area where there is little, to no Halal food
• Confused by the asylum process
• Doesn’t understand what support is available

Goals
• To have a house
• Work as a volunteer
• Continue my career
• Asylum support

Mindset
• Frustrated
• Fearful
• Passive

“I received a letter from the Home Office, and I don’t understand it. I’m confused and I’m scared about the future...can someone help me?”
Concept:
Ask Marianne

High Level Concept
It’s like ‘Siri’ for Refugees and Asylum Seekers

Due diligence
• Lack of awareness of the asylum system
• Asylum seekers don’t know how to access support and services which meet their needs
• Difficulty navigating the system in own language

Solution
• An App which provides users with the ability to interact with an interface, such as a chatbot, in their own language - in order to understand their rights.
• Provides support when accessing key services and prompts on next steps
Concept:
Ask Marianne

Key Metrics
- Appointment wait time
- Reduction in asylum seeker homelessness
- Reduction in transportation costs
- Feelings of empowerment and self-control

Value Proposition
- More agency
- Feel safer, more secure
- Reduce costs
- More control over own time
- Improve emotional wellbeing
Jean-Paul

My name is Jean-Paul, and I am from the DRC. I have no formal education, but I am healthy and capable of many tasks. I am well respected in my community and I was once a child soldier. I have been in the UK for 4 years and I can have conversations with people in both French and English.

About

Age: late 20’s
Gender: Male
Nationality: Democratic Republic of the Congo

Challenges

• No formal education
• Unsure of what work is available
• No connections to employers
• Sometimes suffers from mental health challenges
• Has been detained in the UK twice

Goals

• To find employment
• To take care of my family

Mindset

• Willing to work
• I want to work to relieve the pressure on my family

“I would like to be able to do some work in the UK in order to provide for my family and to give me purpose”
Concept: Refuguide

High Level Concept
It's like 'Trip Advisor' for Asylum seekers and Refugees

Due diligence
New arrivals have are not orientated very well. They have little to no direction with regards to where to find information and services, and what they need to do to integrate themselves into the community

Solution
Refuguide is a TripAdvisor type app for new Refugees and Asylum seekers. The app welcomes people to the area and provides information on the different services available to them. The users can access reviews in their own language to see how beneficial the service was to other users.
Refuguide

Key Metrics

- Reduction in feelings of frustration
- Reduced dependency on charities
- Improved wellbeing
- Number of reviews
- Satisfaction scores / reviews of App and services

Value Proposition

- Reduces frustration around unsuitable services
- Provides control for users
- Helps integration into community
- Reduces loneliness
Ghada

Ghada has a degree in teaching and arrived in the UK two years ago. She is fluent in English and lives in Doncaster with her husband and two children aged 3 and 5.

Ghada is unemployed and would like to set up her own business, ideally a takeaway pop up or small restaurant. She lives in local authority housing and is a trusted British Red Cross volunteer. She often cooks her delicious food for others.

About

Age: late 30’s
Gender: Female
Religion: Muslim

Goals

- Food hygiene course
- To consider a career in catering
- To run a business with her husband

Challenges

- No money to set up a business
- No equipment/space to cook
- No marketing skills
- No food hygiene certificate
- No health and safety compliance

Mindset

- Energetic
- Dynamic
- Ready for a challenge
- Already have teaching skills

“I would like to show everyone in our new country that we can make a positive contribution and share our culture and food. I believe food brings people together”
Concept:
Food for Thought

High Level Concept
It’s like ‘Deliveroo’ for food prepared by Refugees

Problem
- 70% of Asylum seekers remain unemployed after 10 years.
- Growing stigma leading to exclusion
- Increasing feelings of loneliness and isolation

Solution
- A platform that can connect those that can cook with people that want delicious, ready cooked food.
- Specific BRC interventions help in setting up and brokering contracts
Concept:

Food for Thought

Key Metrics
- Number of unemployed refugees successfully re-entered into the workforce
- Reduced dependency on charities
- Improved wellbeing
- Number of orders / profits
- Customer Satisfaction scores

Value Proposition
- Empowerment of refugees
- Encouragement to use existing skills
- Language and integration opportunities
Alesha

Hi, my name is Alesha. I am 30 years old and I am from Syria. I have two children aged 9 and 11 and I have been living in the east of England since 2012. My English is quite good now and I was studying a fully funded university degree in Northern England.

About
Age: approx. 30
Gender: Female

Goals
• Continue education
• Gain employment
• Have access to society

Challenges
• Relocated from the north of England where she lived for 6 years
• Is not close to friends
• Has lost scholarship and community ties

Mindset
• Active
• Optimistic
• Realist

“Never give up, no matter what you face”
Concept: Unite

High Level Concept
An app or website which provides info and feedback on a range of activities and services, where previous users can comment and rate the level of helpfulness.

Problem
New arrivals feel isolated as they don’t know anything about the area and it is not easy to meet people, make connections and integrate with the community.

Solution
Signposted to BRC shop where a device is provided which is loaded with information regarding local activities and services. The device includes feedback from other users.
Concept: Unite

Value Proposition
- Translation into own language
- Free access to free services to reduce isolation
- Improve community integration

Metrics
- Number of active users
- Reduction in feelings of isolation
- % of active participation

Existing Initiatives
- BRC drop-in sessions
- Other YCS activities
- Community centres
Dragon’s Den

Each team then had eight minutes to pitch their ideas to five ‘Dragons Den’ panellists. After each pitch, the Dragons had the opportunity to ask questions about the concept. All workshop participants then voted for their favourite idea and a winner was announced!
Dream Concept

Ask Marianne -
a personalized and interactive chatbot for asylum seekers and refugees
How might we enhance Ask Marianne?

Create a central information portal for The British Red Cross Employees, Volunteers, Refugees and Asylum-Seekers, which allows users to interact via personalised chatbot services.

Concept

Ask Marianne

- An app which provides users with the ability to interact with a chatbot in their own language in order to understand their rights.
- Provides support when accessing key services and prompts next steps
- Keeps all documentation safe and secure
- Uses facial recognition to access
**SHOHRED’S HOME**

I always feel scared and confused when I receive letters from the Home Office because I don’t understand them.

**BRITISH RED CROSS DROP-IN CENTRE**

BRC case worker: ‘Hi Shohred, how are you?’

Shohred: ‘I’m well thank you, but a bit anxious. Every time I receive correspondence from the Home Office I feel scared and confused as my English it’s not very good’

**BRITISH RED CROSS DROP-IN CENTRE**

BRC case worker: ‘Let me show you a phone application that can help you to understand your rights and key services in your own language. Here is a leaflet in Farsi with all the details’

**SHOHRED’S HOME**

Marianne the Bot: ‘Hello, my name is Marianne. I will be helping you through every point of the asylum process. You can ask me any question with your application in your preferred language’

**SHOHRED’S HOME**

Shohred: ‘I don’t understand what this letter says’

Marianne the Bot: ‘Hi Shohred, I’m happy to help. Could you take a picture of the letter using the camera icon on screen’

**SHOHRED’S HOME**

Marianne the Bot: ‘Here’s the Farsi translation of the letter’
Shohred: ‘I can read it now but it is full of terms that I don’t understand’

Marianne the Bot: ‘Shohred, I have found 10 partner solicitors near you’

Shohred: ‘Yes please. That would be great’

Marianne the Bot: ‘Here is his full profile’

Shohred: ‘I really like that there is a video of him explaining his services. All the reviews look really positive. I would like to book an appointment with him please’

Amir’s receptionist: ‘Hi Shohred, when would you like to meet with Mr. Faqi? The earliest video chat consultation available is this afternoon at 2:00pm’

Shohred: ‘That would be perfect. Thank you’

Amir Faqi: ‘Hello Shohred, this is Amir Faqi from Legal Aid. How can I help you today?’

Marianne the Bot: ‘Hi Shohred, Mr Faqi has just sent back your documents to the App’s secure inbox. Call me if you have any question. I will be just one click away. Have a great day!’
Dream Concept: Ask Marianne

Observations

Enablers for success

• Buy-in from the organisation
• Investment for change
• Formed decisions

Next steps

• Implement Design methodology with dependencies in mind to explore the opportunities, to validate that the identified capabilities will be appropriate and valuable to the relevant user groups

 Dependencies on concept

• User - has a smartphone to handle chatbot capability
• Technology – Cross platform vs. Native vs. Responsive Web
• Chatbot limitation(s) – Language barrier regarding interpretation
• Connectivity – a good network connection will be needed to take full advantage of the app
Dream Forward

An Integrated Experience for Refugee and Restoring Family Link Services at British Red Cross
The future of Refugee Services

Arrival

Unite
Signposted from BRC shops using a provided device pre-loaded with information regarding local activities and services. The device includes feedback from other users.

Refuguide
App welcoming people to the area, providing information on the different services available to them. Reviews will be available in their own language.

Ask Marianne
Digital interactive platform with personal guide that explains their rights using terms in their native language. Support to access services and walk through the next steps.

Food for Thought
A platform to connect people that can cook with those that want delicious ready-cooked food. Specific BRC interventions help in setting up and brokering contracts.

Awareness

“Hello, my name is Shohred. I arrived to the UK in 2017 from Iran.”

“Two months ago I received a letter from the Home Office by post. I was really scared as I find their correspondence very hard to understand.”

Integration

“Hello, my name is Shohred. I arrived to the UK in 2017 from Iran.”

“I contacted a doctor that works with refugees and that is fluent in Farsi. I’ve been having remote consultations with her since last Autumn, I feel happy and healthy.”

Fitness

“I feel that I’ve been able to get more involved with my community.”

Wellbeing

“Through the App I was able to apply for a free membership at a ladies-only pool.”

“After leaving Iran I started suffering from panic attacks. Through the App I learned that I could talk with a GP about mental health.”

Status granted

“As soon as I met my case worker at the British Red Cross’ drop-in centre I felt supported.”

Independency

“I have now set up my own catering business through the BRC’s Food for Thought scheme. I couldn’t be happier in my new home country.”

Wayfinding

This welcomes people to the area and provides information on the different services available.

Language

Translates material into native language. Free access to free services. Remote help.

Integration

Information about local activities and services. Previous users can leave comments and reviews.

Guidance

This helps to navigate the Asylum-Seeking process using a personal guide.

Independency

Provides encouragement to use existing skills, creating language usage and integration opportunities.

Empowerment

Reduces dependency on charities, minimizing frustration around unsuitable services.

Entrepreneurship

A platform that can connect people that can cook with those that want delicious, ready meals.

Purpose

Work opportunities that enable self-sufficiency and give a sense of purpose.

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Capabilities to support British Red Cross Dream

In addition to the 4 Big Concepts created by the teams during the workshop, a number of capabilities were identified that will add significant value to the BRC Refugee Services strategy and roadmap:

**BRC Shop engagement**
Deliver more meaningful – and relevant – interactions, leveraging the BRC shop locations, infrastructure and volunteer passion.

**Relevant, timely info**
Up-to-date, relevant information:
- Used to support staff, volunteers, partners and Service Users (both about BRC and external info)
- Aggregation of multiple relevant information sources

**Self-service**
Enable self-service as part of a broader, integrated workflow:
- May include a cross-platform chatbot
- Need to consider multiple device types and maturity
- Consider employees, volunteers, and service users

**Case Management**
Linking service users with Case Managers:
- Secure, integrated workflow
- Mobile enabled (go where the need is)
- Ability to provide advice without needing to go to a BRC centre

**Support**
Ability for asylum seekers and refugees to engage and understand how to seek assistance across multiple topics:
- E.g. Remote support – the ability to support people remotely
- E.g. Translation support – Translating online and offline services
“Refugees are mothers, fathers, sisters, brothers, children, with the same hopes and ambitions as us
— except that a twist of fate has bound their lives to a global refugee crisis on an unprecedented scale.”

Khaled Hosseini
Appendix
Name: Gaila Husen

General description:
22 year old woman from Syria. She is a student, has a degree in teaching and arrived in the UK two years ago. She is fluent in English and lives in Sanderhill with her husband and two children (aged 3 & 5).
She is unemployed and would love to set up her own business, ideally a takeaway pop-up or small restaurant,
She lives in local authority housing.

Goals:
- Food & beverage service
- To consider career in catering
- To run business with my husband
- To provide delivery drivers

Challenges & obstacles:
- Ltd time to set up a business
- No equipment, space or stock products
- No marketing tools
- No skills/legitimacy certificates
- Need health & safety training

Mindset:
- Resilient, pragmatic, opportunistic, ready for change
- Already has cooking skills.
How might we enable asylum seekers and refugees to leverage the experience of their predecessors in order to enhance their community integration?