Chief Executive's Group - North Yorkshire and York

Thursday 8 February 2018

North Yorkshire Refugee Resettlement Programme

1 Purpose

1.1 To provide a progress report on the resettlement in North Yorkshire of Syrian Vulnerable Persons' (SVPs) and persons being resettled under the Vulnerable Children's Resettlement Scheme (VCRS).

2 Background

- 2.1 In September 2015, the Prime Minister announced that during the remainder of the current parliament the UK will accept up to 20,000 Syrian refugees who have fled to neighbouring countries as a result of the current crisis and who are particularly vulnerable.
- 2.2 In the Yorkshire and Humber region all 22 Local Authorities have committed to participating in the Syrian Resettlement Programme (SRP) with a regional total of Syrians proportionate to the region's overall share of UK population, approximately 1,500 individuals.
- 2.3 In April 2016, the government also announced that it would be resettling an additional 3,000 refugees over the lifetime of the Parliament under the Vulnerable Children's Resettlement Scheme (VCRS). The scheme is open to refugees regardless of their nationality but specifically children at risk and their families from the Middle East and North Africa region. The scheme does not include unaccompanied children.
- 2.4 In autumn 2016 North Yorkshire councils, with the exception of Scarborough Borough Council, agreed to take part in the Vulnerable Children's Resettlement Scheme. This involved resettling seven families across six North Yorkshire districts.
- 2.5 Migration Yorkshire is co-ordinating the regional response for the SVP and VCRS resettlement schemes, working with Government and Local Authorities to plan arrivals and managing the regional project. North Yorkshire County Council is providing the project management for the resettlement programme in North Yorkshire including co-ordinating the local planning arrangements.

3 Arrivals: North Yorkshire

3.1 By February 2018, all North Yorkshire districts will have resettled their agreed allocation of refugees. Since the first Syrian refugees arrived in North Yorkshire in July 2016, the county will have taken in 43 SVP families and 7 VCRS families – 238 refugees in total.

3.2 The vast majority have been large families and some of the related ('linked') families are living in the same property. 46 properties have been used across a mix of private rented, council and social housing.

Table 1: SVP: housing - North Yorkshire

	No. resettled (July 2016 to February 2018)		House size – no. of bedrooms							
		1	2	3	4	5	6			
SVP	209	0	3	30	5		1			

Table 2: VCRS: housing - North Yorkshire

	No. resettled (April 2017 to January 2018)	House size – no. of bedrooms						
		1	2	3	4	5	6	
North Yorkshire	29		3	4				

3.3 Just under 30% of the families have included family members with complex needs. The complexity of need has varied widely from people with some mobility issues to severely disabled adults and children including children with genetic disorders and life-limiting illnesses. Some family members have more than one category of need.

Table 3: SVP: categories of complex cases - North Yorkshire

	Number of complex cases ¹	% of complex cases	Categories of complex cases ²						
			1	2a	2b	2c	2d	3	
North Yorkshire	12	27.9%	31	6	5	3	6		

Table 4: VCRS: categories of complex cases - North Yorkshire

	Number of 'complex' cases	% of cases 'complex'	Categories of complex cases						
			1	2a	2b	2c	2d	3	
North Yorkshire	2	28.6%	5	1	2		2		

o Cat 1: Non-Complex Case: those with no special needs or requirements

- o Cat 2a: Mobility Issues: people who are wheelchair users or who have other disabilities including missing limbs or who have restricted movement
- o Cat 2b: Serious Medical: people who require surgery or on-going medical treatment for life threatening conditions (e.g. cancer, dialysis)
- o Cat 2c: Psychological: people suffering from mental illness or those where a need for immediate psychological support is specified in the Health Assessment Form
- o Cat 2d: Special Educational Needs: children with disabilities or learning difficulties / special job arrangements
- o Cat 3: Large Families: family groups made up of 7 or more people

¹ Please note: The categories of complex cases will not equal the number of complex cases, as a case may fall into more than one category. The number and percentage of complex cases relates to numbers of families not individuals. ² Key:

3.4 Of the families resettled, seven were identified by the UNHCR as urgent submission priority cases. All the families have been resettled under the UNHCR resettlement categories shown below.

Table 5: UNHCR resettlement categories by case (SVP and VCRS) - North Yorkshire

	Survivors of violence & torture	Legal and/or physical protection needs	Children and adolescents at risk	Lack of Foreseeable Alternative Durable Solutions	Women and girls at risk	Medical needs
Primary submission category	12	19	11		1	3
Secondary submission category	5	16		10		

- 3.5 Experience has shown that where the bulk of families were resettled early on within a district's resettlement, it provided a stronger network for the families from the start. It was also easier to manage resources than having arrivals stretched out across several flights. The local housing supply and suitability of an area to resettle the families ultimately determined the pace of resettlement however.
- 3.6 District level multi-agency operational groups are in place in all seven districts and will continue to meet at timely intervals throughout the first 12 months after the final refugee families arrived in the district. Additional multi-agency case conference meetings have been held for families with complex mobility needs.
- 3.7 A county-level Programme Board oversees the management of the resettlement overall including: programme rollout, communications, and developing and implementing a long-term strategy for the families during years 2-5 of their resettlement.

4 Progress update and issues

4.1 Housing

- 4.1.1 North Yorkshire District Councils identified and held back suitable property prior to the arrival day and in advance of the receipt of cases to accept from Migration Yorkshire. This was in order to ensure that Migration Yorkshire provided with a good fit of family sizes and suitability requirements to available properties.
- 4.1.2 A range of housing types were used including private rented, social housing and council housing. We were fortunate in being able to make use of vacant council houses with existing adaptions to allow us to resettle families with physically disabled children or adults. Private rented housing proved to be more difficult to source due to affordability issues and finding landlords who were willing to accept families on out of work benefits. Where private rented property was exclusively used it slowed down the speed of the resettlement in terms of numbers of families being able to be accepted from each flight for that district.

4.1.3 The County Council employed a furniture contractor to furnish the properties to the required Home Office level (essential items only).

4.2 Schools

- 4.2.1 In most cases children were able to secure a school place at their nearest school or an alternative school within their local catchment area. Delays of getting children in school arose where a child had a disability or a complex need, or in relation to secondary school aged-children particularly post-16 year olds.
- 4.2.2 English language provision provided by FE colleges for 16-18 year olds has ranged from 3hpwk (Scarborough TEC) to 16hpwk (York College and Harrogate College). York College is also providing vocational 'taster' sessions. Due to the very limited number of hours provided by Scarborough TEC, the County Council's Adult Learning and Skills Service put in place classes for the 16-18 year olds to make up the shortfall. A wider issue remains in Scarborough district however in relation to other post 16 year old non-English speaking children not being able to access sufficient hours of English language provision there.
- 4.2.3 The response from schools admitting the children has been positive and the County Council's Minority Ethnic Achievement (MEA) Service has reported that schools have created an inclusive and supportive environment for the children and their parents. Overall the children seem to have settled well into school and have made sound progress in their English language acquisition. Parents are taking an active interest in their child's education and have attended parents' evenings with support from the MEA Service. They continue to rely heavily upon the MEA service and the Refugee Council to act as the communication link with schools.

4.3 ESOL provision and adult education

- 4.3.1 8hpwk tailored, pre-entry ESOL³ provision for the SVP and VCRS adults is provided by the County Council's Adult Learning Service in each district. Alongside this employability and ICT sessions are being provided for those adults who have a better understanding of English. Volunteers are also providing informal English conversation sessions in some of the districts.
- 4.3.2 Upon arriving in the UK almost all of the refugees have no understanding of English and their learning progress has been slow particularly as some of the adults have poor literacy skills. Some adults have not been able to read or write in Arabic and have struggled with understanding English phonetic sounds. This is of particular concern as it slows down the rate at which they can absorb the English language

-

³ ESOL is used to describe English language learning and teaching to learners whose first language is not English. There are five different levels of ESOL, from beginner to intermediate. The first three levels are for learners without much prior knowledge of English, and are called Entry 1 (E1), Entry 2 (E2), and Entry 3 (E3). Level 1 and Level 2 ESOL are intermediate ESOL classes, and learners gain the same level of qualification as the General Certificate of Secondary Education or GCSE's. ESOL learners move up from level to level covering language skills in the areas of reading, writing, speaking and listening. http://www.leeds.gov.uk/LearningEnglishInLeeds/Pages/LevelsAndClasses.aspx

and ultimately lead independent lives. A minority of our SVP adults are, however, now accessing accredited ESOL classes.

- 4.3.3 Barriers to regular attendance at the ESOL classes include:
 - Health: One or both of the adults in families affected by health problems are
 often not able to attend the English language classes for the first few weeks
 or even first few months after arrival. Any delay in health assessments or
 referrals that need to be made compounds the problem. Ongoing health
 appointments for them or their children also mean that they miss classes and
 get behind in their learning.
 - Childcare responsibilities: A number of our families have pre-school aged children. This can cause a logistical problem for families who live some distance from the ESOL venue, by having to drop off their children at nurseries and get to the classes in time or leave the classes early to collect their children. Where this is a particular problem such as in Harrogate, families now have the choice of attending a morning or afternoon session. Alternatively the number of childcare hours has been extended. Utilising Home Office funding, a crèche facility has been set up in Ripon to overcome the shortage of nearby existing childcare places for babies and toddlers.
- 4.3.4 Only a small number of adults to date on average one to two adults in each district are near to being job ready (though of these some have now secured work experience leading to employment). Consequently for most adults the focus will need to be on continuing to provide them with access to English language provision, employability support and volunteering/ apprenticeship opportunities so that they can become more job ready.
- 4.4 Integration support: The Refugee Council
- 4.4.1 The Refugee Council provides the Integration Caseworker support for Year 1 of all the SVP and VCRS arrivals in North Yorkshire. This includes named caseworkers for each family, supporting individuals and families in all aspects of their new life in the UK and working towards independence.
- 4.4.2 The Refugee Council has made effective partnership links with the County Council, district councils and social housing providers, DWP/Job Centre Plus, health services, North Yorkshire Police, local voluntary groups, schools and banks.
- 4.4.3 On a day-to-day basis the Refugee Council has assisted with resolving issues relating to the families, and provided partners with advice and knowledge gained from resettlement elsewhere in the region and nationally. The support has proven to be invaluable especially in relation to those families with complex needs and in respect of the welfare benefit issues discussed below. Clearly the families rely quite heavily upon the Refugee Council to navigate services and advocate on their behalf. The caseworkers make home visits, host weekly drop-in sessions (organising briefings relating to the police, immigration, employment, welfare benefits, the NHS, parenting, further and higher education etc.), facilitated budgeting advice sessions and women's groups.

- 4.4.4 The idea of providing the integration support is to empower the families to do things for themselves or, if family members are not able to do so, to encourage them to ask for support so that they can learn to live independently as quickly as possible. As part of this approach, the Refugee Council has set up women's groups and men's groups where sufficient numbers allow.
- 4.4.5 The Refugee Council has also helped to arrange volunteering opportunities for some of the adults and has continued to work with local volunteers to provide befriending support etc. as detailed in section 4.8 of this report.
- 4.5 Welfare benefits:
- 4.5.1 There have been a number of welfare benefit issues that have impacted on the families, as set out below, which have proved to be a time consuming exercise for the Refugee Council to resolve. Issues can continue to crop up for even those families that have been in the UK for some months.

Universal credit:

- 4.5.2 Universal Credit (UC) has now been rolled out to all areas in North Yorkshire except Scarborough and Selby districts.
- 4.5.3 UC accounts need to be managed on line by the client. This is particularly difficult for people who have a poor understanding of English and consequently the families are finding it very challenging managing their online universal credit journals. The Refugee Council is providing assistance to the families to help them operate and check their journals and provide access to budgeting advice. The Harrogate DWP office has provided UC computer sessions for the families in Craven and Harrogate districts. ICT is also now being built into the employability sessions provided by the County Council's Adult Learning Service to help embed IT.

Benefit cap:

4.5.4 As with UK families, the families that we have resettled to date in North Yorkshire with more than three children have been impacted by the lowering of the benefits cap in November 2016. Of the families affected by the benefit cap, it has been those that are on JSA rather than on UC that have got into rent arrears; the reason being that because managed payments have been set up to the landlords on the UC System, rent is paid directly to landlords regardless of whether they have a benefit cap. Families awarded either Personal Independence Payments, Carer's Allowance or Disability Living Allowance are exempt from the benefit cap but the application process to receive these benefits has proved to be lengthy. If any family member starts working, they can claim working tax credits and this means that they are then exempt from the benefit cap.

Past Presence Test:

- 4.5.5 Following an upper tribunal court ruling in 2016, the past presence test⁴ is no longer applicable to claims for disability living allowance (DLA), personal independence payments (PIP), attendance allowance or carer's allowance for refugees or those with humanitarian protection status.
- 4.5.6 The change in policy is particularly important because the Home Office prioritises refugees with disabilities for resettlement and in North Yorkshire we have resettled a number of families with disabled children or adults. However the new approach has not been communicated clearly throughout the DWP at the regional level. This has been evidenced by some applications for PIP and Child Benefit being turned down initially by the DWP on the basis that the applicant did not meet the past presence test criteria. The Refugee Council has then needed to submit appeals before an award has eventually been made.
- 4.5.7 The relevant local DWP offices have helpfully escalated these and other issues up to the regional level.
- 4.6 Health and social care services:
- 4.6.1 The health issues relating to family members with medical conditions have proved to be more complex than anticipated in some instances and less complex in others.
- 4.6.2 The most complex cases have involved a range of partner agencies including social services, occupational therapists, GPs, NHS physiotherapists, paediatricians and community nursing teams. It has been a learning process for all about the processes and cultural needs of the families.
- 4.6.3 CCGs are reimbursed by the Home Office for mental health support costs. A number of the families have accessed counselling support services, with encouragement from the Refugee Council when the caseworkers have identified underlying issues. In some districts this has included access to the specialist Leeds-based mental health provider SOLACE. The war-related experiences that many of the families have faced including torture, violence, loss of relatives/friends and destruction of property could mean that further down the line more family members will require mental health support especially after the initial elation of living in the UK wears off.
- 4.6.4 Experiences locally and elsewhere in the region have shown that the behaviour of mentally disabled children can deteriorate post-arrival due to the unfamiliar surroundings that they find themselves in. It is therefore important to ensure that they can benefit from structure in their lives as soon as possible, including accessing education, and be supported by people who understand their behavioural needs.

_

⁴ The past presence test requires an individual to be in the UK two out of the last three years to be eligible to claim certain benefits, including DLA, PIP and attendant benefits such as carer's allowance

4.6.5 There have been several months delays in the families being able to access NHS registered dentists in Selby and Craven districts. Such delays are of course not confined to refugee families but some family members have advanced tooth decay and so need to be able to access treatment quickly. Referrals have been made to the community dental service for emergency treatment in the meantime.

4.7 <u>Interpreting services:</u>

4.7.1 All partner organisations need to ensure interpreting services are available so far as they relate to their own services. This message has not been filtering through to some parts of the health service including to hospitals. The Wheelchair Centre and medical equipment store also initially failed to provide interpreters. This led to either a delay in appointments or an over-reliance on the Refugee Council's interpreters or an expectation that social services would organise and pay for the interpreters. The Refugee Council's caseworker integration role is not to take the place of mainstream services' obligations for providing interpreters but to support the families to access mainstream services initially, including registering with a GP and dentist.

4.8 Volunteers /volunteering opportunities:

- 4.8.1 The success of the refugee resettlement in terms of the long term integration of the families goes beyond the resettlement agencies. There are a number of good examples of individuals and communities in North Yorkshire working together with the resettlement agencies to support refugee integration in North Yorkshire, helping the families to feel part of the community in which they live in:
 - Volunteers are providing conversational English, either through volunteerrun conversational groups or one-to-one English tutoring in the home.
 - Volunteers are more generally providing friendship including arranging social outings.
 - Local communities and charities have donated toys, clothing, gardening equipment, bikes etc.
 - Some of the refugee support groups have provided reciprocal hosting of refugee families elsewhere in the region, helping to build up a wider network of contacts for our refugee families and for those living outside North Yorkshire.
- 4.8.2 Typically the Refugee Council has recruited two to three volunteers in each district to work directly with clients including attending the drop-in sessions to provide conversational English, and the women's groups.
- 4.8.3 The Refugee Council, DWP and local volunteers have helped to arrange volunteering and work experience opportunities for some of the adults. Examples include volunteering at: a library, charity shops, a community centre, a handyman service with a social housing provider and a butcher's. This has led to employment opportunities in a few instances.

5 Years 2-5 support

- 5.1 A longer term framework to support the families beyond the initial 12 months of the programme is in place in North Yorkshire through utilising the Years 2-5 resettlement grant from the Home Office. This is so that the families can be enabled to integrate fully into their local communities in the county and not face a 'cliff edge' of support after their first 12 months in the UK. Nationally, this is a new element of resettlement support for all local authorities (including those with previous resettlement experience).
- Taken as a whole, the projects that have been rolled out for Years 2-5 of resettlement are designed to promote integration and independence of the families, leading to an exit strategy at the end of the five year period. The level of support provided to each individual will depend upon their individual requirements but the support will reduce each year for most. Further details are provided in **Appendix 1** but in summary the areas of support for Years 2-5 of a family's resettlement in North Yorkshire will be:
 - continuation of English language classes
 - employment advice and apprenticeship opportunities
 - continuation of support to schools
 - scaled down integration support ('Independent Living Advice')
 - supporting volunteering opportunities and community groups
 - specialist mental health support
 - scaled down housing support to assist with house moves
 - legal advice on applying for permanent leave to remain in the UK

6 Recommendation:

6.1 That the Chief Executive's Group - North Yorkshire and York notes the progress of the resettlement in North Yorkshire of Syrian Vulnerable Persons' (SVPs) and persons being resettled under the Vulnerable Children's Resettlement Scheme (VCRS).

Neil Irving Assistant Director – Policy and Partnerships

Author of report: Jonathan Spencer Project Manager - North Yorkshire Refugee Resettlement

22 January 2018

Background documents: none

Appendices:

Appendix 1: Years 2-5 support programme

Years 2-5 support programme

Additional English language classes:

In accordance with Home Office requirements, clients are being provided with at least eight hours per week of language training and conversation practice during Years 2-5 until they reach at least Entry Level 3⁵. The aspiration locally is for all the adults to achieve Level 1 by the end of the five years, though the reality for learners with poor literacy skills might be that they reach Entry Level 3 by then. The provision will also include continuing ICT and employability sessions, Maths and other learning opportunities focused around occupational skills.

Having reached Level 1 in English and maths skills, learners will be able to access other accredited courses.

• Employment advice and apprenticeship opportunities:

It is evident from the arrivals to date that the adults are keen to work and provide for their families and do not wish to depend upon unemployment benefits. However they face many barriers to securing employment, which go beyond language barriers.

To try and overcome some of these barriers, an employment advisor based in the County Council has recently started working with the refugee adults to help find sustainable employment. Part of the initial focus is around making clients more jobready. Funding has also been set aside for apprenticeships with local employers for suitable candidates.

In addition to the Employment Advisor employed by the County Council, World Jewish Relief is funding a worker to cover the Craven area (in addition to areas outside of North Yorkshire).

Continuation of support to schools:

Although the vast majority of the children that we have resettled to date started school very shortly after arrival, it is taking time for them to learn sufficient English to participate fully, adapt to UK educational culture, and catch up on the schooling they may have missed in their native countries or countries of first asylum. Faced

⁵ There are five different levels of ESOL, from beginner to intermediate. The first three levels are for learners without much prior knowledge of English, and are called Entry 1 (E1), Entry 2 (E2), and Entry 3 (E3). Level 1 and Level 2 ESOL are intermediate ESOL classes, and learners gain the same level of qualification as the General Certificate of Secondary Education or GCSE's. ESOL learners move up from level to level covering language skills in the areas of reading, writing, speaking and listening.

with the demands of quickly gaining educational qualifications, older children in particular might struggle to achieve their potential.

In Year 1, the County Council's Minority Ethnic Achievement Service provides support and advice to the educational settings in the maintained sector where the children have been placed. The service has appointed a specialist TA to work with the refugees in each district, utilising an element of the Home Office education grant. The Years 2-5 funding is being used to continue to employ the specialist TAs for a further two years. The post-holders are continuing to have responsibility for directly supporting the children and families as they continue to settle into schools, colleges and the community. An MEA Specialist Teacher is also providing support to schools in relation to providing training on teaching strategies and support to the children.

• Independent Living Advice: scaled down integration support:

It is apparent that many of the families, even those that have been here since July 2016, need integration and signposting support beyond the first anniversary of their arrival. Rather than continuing to rely upon dedicated caseworker support beyond 12 months there is a shift in emphasis in Years 2-5 from named caseworker support to a move towards focusing on independence. In order to support independence and distinguish it from the Year 1 caseworker support, the service is called 'Independent Living Advice' (ILA).

A number of areas of support have been identified as still being required after Year 1 and include (but not limited to):

- Understanding letters
- o Crisis intervention unforeseen circumstances
- Access to mainstream services
- Benefits issues/changes
- Accompanying family members to appointments
- Advice and signposting related to travel documents and family reunion
- o IT skills
- Ensuring those with complex medical needs are getting the necessary support

The levels of provision required (depending upon individual needs) will be:

- o Intensive support for high need/vulnerable clients:
- Shorter term crisis intervention;
- o General enquiries/advice; and
- Group workshops/briefings.

Community development and volunteer co-ordination

Some resettled refugees have begun to get involved in the local community by themselves already, but others are at risk of being isolated and less confident.

The Refugee Council has worked to build up volunteer support in each district. A number of volunteering opportunities have also been secured for some of the

refugee adults. The focus in Year 1 though has needed to be on immediate and basic integration needs. Once the refugees have been in the UK for one year, they are better able to commit to and take up volunteering opportunities and become involved in their communities more generally.

A community development worker has been employed, initially for the next two years, to help members of both the host and the refugee community become better informed and to link together. This includes:

- Engaging with local groups who are interacting with refugees to ensure there is consistency and accuracy of advice and support being offered and to foster joined up working with the Refugee Council.
- Starting and facilitating specialist support groups (women's group, men's groups, conversation classes, parenting groups, sports activities).
- Encouraging the refugees' participation in local cultural events and celebrations.
- Delivering group briefings on a variety of topics including: healthy eating, welfare benefit changes, getting into volunteering, anger management, UK culture.
- Assisting refugees who wish to organise themselves into officially recognised refugee community organisations.

A part-time Volunteer Coordinator has also been employed initially for the next two years to be responsible for volunteer recruitment, training and support. The intention will also be to create opportunities for refugees to volunteer in order to enhance their levels of English, gain UK work experience and build up their confidence.

An additional strand to this project is a local **Community Grants Fund**. Small grants are being awarded to help charities and local groups set up and run community activities – e.g. a conversation class, a local event or support group, buy resources and fund trips. The fund is administered and managed by the County Council.

• Specialist mental health needs

A number of the refugees that we are resettling in North Yorkshire have experienced multiple traumatic events. In Year 1 of a refugee's resettlement, Clinical Commissioning Groups (CCGs) can claim for primary and secondary health care. This includes mental health support. However refugees who have experienced trauma may present delayed mental health symptoms. Therefore it is likely that some clients will need access to specialist mental health support sometime after arrival in the UK. This may become clear during Years 2-3.

A proportion of the Years 2-5 Home Office funding has been ring-fenced to be used to meet the refugees' mental health needs during Years 2-3 of their resettlement. This relates to accessing specialist mental health services equipped for a client group that includes survivors of violence and torture. CCGs will be able to draw down the funding allocated to their area as and when required.

Housing Support

Housing support will not be at the same level as in Year 1 as each family will no longer have a dedicated caseworker. However some of the refugee families are likely to move house during Years 2-5. They have never done this before in the UK and so they may need some support in navigating the housing options available to them, in order to secure appropriate, affordable accommodation. This may involve additional work for district councils (especially those that are stock transfer landlords and using private rented property for the arrivals).

Upon request funding will be provided to North Yorkshire District Councils to pay for:

- A family's removal costs where there has been a change in family circumstances or where a family is forced to move for other reasons (e.g. because their tenancy has come to an end) leading to alternative property needing to be found in North Yorkshire.
- Funding to pay for repairs and refurbishment costs of the family's new property in North Yorkshire.

Legal Advice

Funding has been set aside to provide information and guidance to families regarding their options as they approach the end of their five years' limited leave in the UK. A specialist legal advice provider will be appointed to assist with Indefinite Leave to Remain (ILR) applications.

Contingency

Funding has been set aside to cover any short-fall in funding if SVP or VCRS refugees move out of the County or leave the resettlement programme. The contingency will also be used to fund social care and SEN costs not covered by the Home Office for exceptional cases but nonetheless require social care or SEN resources to be expended.

The county-level Programme Board will monitor the budgets and review how the funding is being spent. Accordingly it might be necessary to transfer funding between projects or even to disband certain projects.