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Charity registered in England and Wales number 1186618



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Executive summary

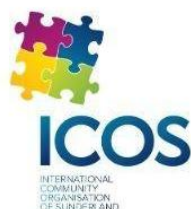
ICOS has delivered vital support to 848 migrants in the North East of England, primarily in Sunderland. Our tailored one-to-one advice and advocacy helped individuals, particularly refugees and survivors of trauma, navigate critical issues such as housing, benefits, immigration, and employment during highly vulnerable transition periods.

Our work spanned crisis intervention and prevention, providing pathways into education, employment (including STEM), and volunteering. We tackled barriers such as language, digital exclusion, childcare, and transport. We have also delivered intercultural activities and arts and crafts.

Beyond individual support, ICOS fostered community resilience through wellbeing and sports activities, women's groups, environmental action, and leadership training. Through projects like Back in Control 2, we empowered migrants to influence policy, build partnerships, and co-produce services. ICOS also expanded its immigration advice capacity and advanced plans for financial sustainability through social enterprise.

Together, these efforts have created lasting change, building stronger, safer, and more inclusive communities while amplifying migrant voices and strengthening local systems to better meet their needs.

We have provided one-to-one support to migrants on issues such as accessing benefits, applying for housing, and handling official correspondence (e.g., from schools, the NHS, or government bodies like council tax letters). This work connects migrants- particularly newly granted refugees- to essential services and entitlements. Many clients are at a critical transition point, with only 28 days to leave asylum accommodation and apply for mainstream



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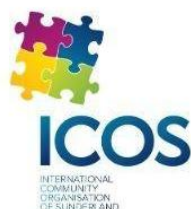
support. This period often coincides with their first opportunity to seek employment in the UK, creating immense pressure as they also cope with separation from loved ones and adapting to a new country. Several clients are survivors of state oppression, torture, or have experienced modern slavery, domestic abuse, workplace exploitation, or hate crime. We have also supported economic migrants, students, and families, many of whom face intersectional disadvantages, such as women from deprived areas facing both gender and racial discrimination.

Our advice and advocacy work spans both prevention (e.g., helping families to secure immigration status for their children) and crisis intervention (e.g., homelessness support). Alongside this, we offer comprehensive employability support, including job applications, CVs, cover letters, interview prep, verifying foreign qualifications, and enrolling in courses or training—particularly English language classes. We also help with practical barriers like transport and childcare. Many clients lack familiarity with the UK labor market, making this tailored support essential to avoid exclusion. Our staff also help clients meet Universal Credit requirements, preventing sanctions that could hinder their job search.

We support both unemployed clients and those seeking better opportunities. Notably, migrant women have accessed STEM-related training and employment. A rising challenge is overreliance on AI-generated job applications, which many clients struggle to assess due to language barriers or unfamiliarity with UK norms. We address this through guided, personalised support.

Beyond advice and advocacy, our work extends to community wellbeing and development:

- **Safe spaces for women**, especially Eastern European migrants, through the ICOS Women project and Mums Club.
- **Wellbeing and sports activities** through ICOS Sports, co-designed by participants, encouraging engagement and positive outcomes.
- **Support for survivors of modern slavery** via access to entitlements, counselling, and legal advice (in partnership with Impact North East CIC).
- **Environmental projects**, especially in Sunderland's Backhouse Park, including clean-ups, tree planting, and awareness sessions.
- **Volunteering opportunities** in administration, events, communication, and environmental work—helping migrants develop skills and gain experience.
- **Social and intercultural events** that foster community connection across diverse backgrounds.



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- **Policy influence through research**, often co-produced with migrants, and strategic advocacy.
- **Empowerment initiatives** that enable migrants to become council candidates, governors, board members, or community leaders, improving service responsiveness to migrant needs.

Impact:

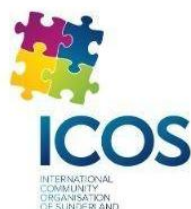
We have worked with a total of 848 people, and the majority of them have benefitted from individual support and the rest (about 2000) from less intensive forms of support, such as wellbeing activities. Many might not have registered at large events.



Wellbeing and Health

The programme reached the largest number of people in this category, providing a foundation of psychological and physical stability.

- **Mental Wellbeing:** 171 out of 331 people improved (51.66%)
- **Physical Health Recovery:** 135 out of 329 people improved (41.03%)



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- **Thinking Clearly:** 106 out of 330 people improved (32.12%)
- **Dealing with Problems Well:** 128 out of 330 people improved (38.79%)

Advocacy and Essential Stability

These outcomes represent the “safety net” work involving housing, money, and personal security.

- **Housing Situation:** 78 out of 177 people improved (44.07%)
- **Financial Situation:** 105 out of 279 people improved (37.63%)
- **Feeling Safe (Current Situation):** 62 out of 198 people improved (31.31%)

Empowerment and Confidence

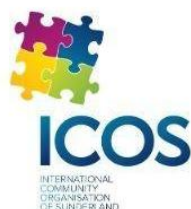
Focused on building self-efficacy and the ability to navigate social and professional environments.

- **General Confidence:** 55 out of 119 people improved (46.22%)
- **Creative Skills (Mum’s Club/Projects):** 34 out of 62 people improved (54.84%)
- **General Skills (Women’s Group):** 27 out of 75 people improved (36.00%)

Digital Inclusion

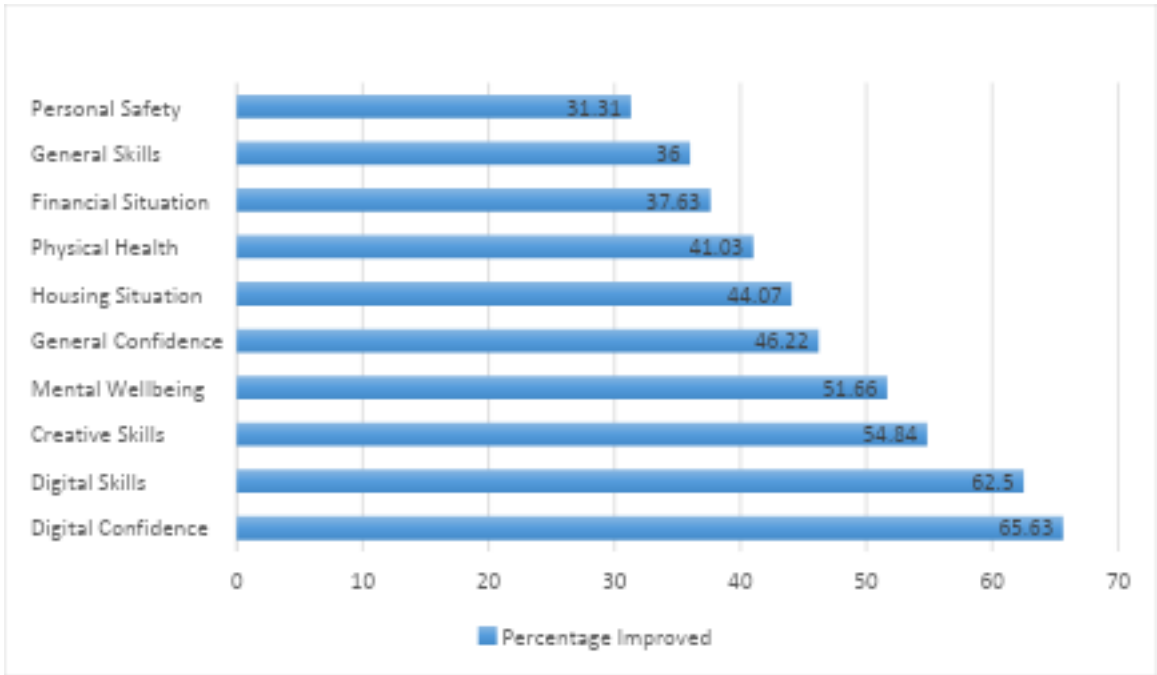
High-impact targeted support for essential modern life skills.

- **Digital Confidence:** 21 out of 32 people improved (65.63%)
- **Digital Skills:** 5 out of 8 people improved (62.50%)



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Additionally: we have provided an estimated 80 clients with material support, including sim cards, food vouchers, food bank referrals, clothing and toy items, or refunded travel costs.

We have delivered about 30 wellbeing activities, including a Coastal Walk, Tennis, Bowling, Seal Sands Walk, White Lea- Farm walk, Bowling, Souter Lighthouse, Sports, Santa Day, Snowboarding, Ceramics, Go Karting, Coastal Walk, Creating Bird Feeders, Kayaking, Water Sports, Rowing, Coastering and many more.



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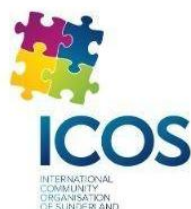


Environmental: We have delivered about 50 environmental activity days through the East Rangers project alone, engaging about 50 adults and many children.

Most clients have benefited in more than one way. We have achieved more, but this are the outcomes we can report on with some confidence- many of our projects start or end either at the beginning of the calendar year, or the beginning of the financial year in April, hence data from exit forms is usually gathered close to those dates.



Social Return on Investment:



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1. Executive Summary

In the current period, the programme supported **848 individuals** through a mix of intensive case management and community-based wellbeing activities. By addressing the root causes of instability—mental health, housing, and digital exclusion—the programme generated a total estimated social value of **£1,065,520**.

- **Total Investment:** £335,142.70
- **Net Social Value Generated:** £1,065,520
- **Social Return on Investment (SROI):** £3.18 for every £1 spent.

2. Key Performance Pillars

A. Wellbeing and Health (The Foundation)

This sector reached the largest volume of participants, focusing on psychological and physical stability.

- **Mental Health:** 171 people (51.7%) reported significant improvement.
- **Physical Recovery:** 135 people (41.0%) showed measurable progress.
- **Resilience:** 128 people (38.8%) improved their ability to deal with complex problems.
- **Activity Delivery:** 30+ wellbeing sessions including kayaking, snowboarding, and coastal walks provided vital social reintegration.

B. Advocacy and Essential Stability (The Safety Net)

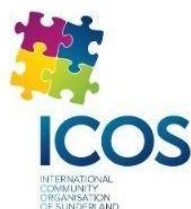
Targeted interventions in housing and finance prevented crisis and reduced reliance on state emergency services.

- **Housing:** 78 people (44.1%) stabilized their living situation.
- **Finance:** 105 people (37.6%) improved their financial management and security.
- **Immediate Relief:** 80 clients received material support (food vouchers, SIM cards, clothing).

C. Empowerment and Digital Inclusion (Human Capital)

Building the skills necessary for modern life and future employability.

- **Digital Skills:** 65.6% of participants in the digital program gained life-changing online confidence.
- **General Confidence:** 46.2% reported an increase in self-efficacy.



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- **Specialist Groups:** Successful engagement through "Mum's Club" and "Women's Group" enhanced creative and social skills.

D. Environmental Stewardship

The **East Rangers** project successfully bridged social support with environmental action.

- **Engagement:** 50 activity days involving 50+ adults and children.
- **Impact:** Promoted community ownership of local green spaces while improving physical health.

3. Financial Efficiency & Value

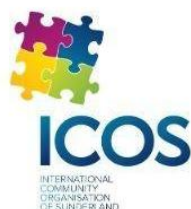
Metric	Achievement
Cost per Beneficiary	£395.22
Wellbeing Value	£862,900 (Est. based on WELLBY/NHS savings)
Stability Value	£349,000 (Est. based on Housing/Benefit savings)
Skills & Digital Value	£93,000 (Est. based on human capital growth)

4. Conclusion

Our work demonstrates a **3.18:1 Social Return on Investment**. This indicates that the work is not merely a "cost," but a highly efficient investment that reduces the long-term financial burden on local health and housing authorities. By providing support for less than **£400 per person**, the project has successfully moved hundreds of individuals from crisis toward self-sufficiency and community contribution.

Demographics:

Summary



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1- The client base is primarily a **Sunderland-based, working-age cohort (18–44)** with a near-even **Gender** split. It is highly multicultural, dominated by **Polish** and **Arabic** speakers. A significant portion (33%) are navigating the UK immigration system as **Refugees or Asylum Seekers**, indicating a high need for specialized support services.

2- Geographic Distribution (The Sunderland Cohort)
By consolidating satellite areas into the main city hub, we find that **6 out of 10** members are concentrated in the expanded Sunderland area.

- **Sunderland (Consolidated):** 514 members
- **Newcastle Upon Tyne:** 46 members
- **Gateshead:** 34 members
- **Co Durham:** 10 members

3- Gender and Age Profile
The group consists of young to middle-aged adults with balanced gender representation.

Category	Primary Findings
Gender	Female: 398 Male: 383
Age Range	members
Youth (18–24)	154 (is the largest known group).
Adults (25–44)	36
Seniors (55+)	9

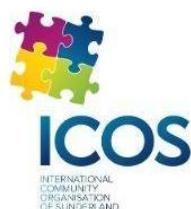
4. Cultural and Linguistic Identity
The community is characterized by a strong Eastern European and Middle Eastern/African presence.

Top 5 Languages Spoken:

1. Polish: 264
2. Arabic: 117
3. English: 115
4. Kurdish: 36
5. Farsi: 24

Top 5 Countries of Origin:

1. Poland: 226
2. Sudan: 60
3. United Kingdom: 43
4. Iran: 39
5. Nigeria: 38



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5. Immigration and Socio-Economic Status

A significant segment of the membership faces potential barriers to employment and housing due to their legal status.

- **Refugees and Asylum Seekers:** 278 members - 32.8%.
- **EU Settlement (Settled/Pre-settled):** 133 members - 15.7%
- **Employment:** Unemployed is the most common status - 32.9%, followed by those with No right to work – 14.6%.
- **Disability:** 5.2% of members (44 individuals) reported having a disability.

Our work is a vital asset to the Sunderland area. It moves participants from a state of crisis and isolation into a state of stability and empowerment. The high success rates in Wellbeing (51.7%) and Digital Literacy (65.6%) particularly demonstrate a programme that is not just “patching over” problems, but is providing the tools for long-term integration and self-sufficiency.

**Projects which did not fully fit into the scope (e.g., due to their length, or being delivered by more than 1 partners)
Back in Control 2 (August 2022 – November 2025)**

The project has provided vital and valuable support to BME people affected by Modern Day Slavery and Workplace Exploitation in Sunderland and the surrounding area. This has especially focused on several aspects of their lives:

- Benefits
- Housing
- Support with immigration issues
- Material support
- Removing barriers in a flexible way
- General support and life and the UK, civic duties
- Employability
- Supporting asylum seekers
- Involvement and inclusion

1- Impact and demographics:
Overall number of clients:
Agreed: 100

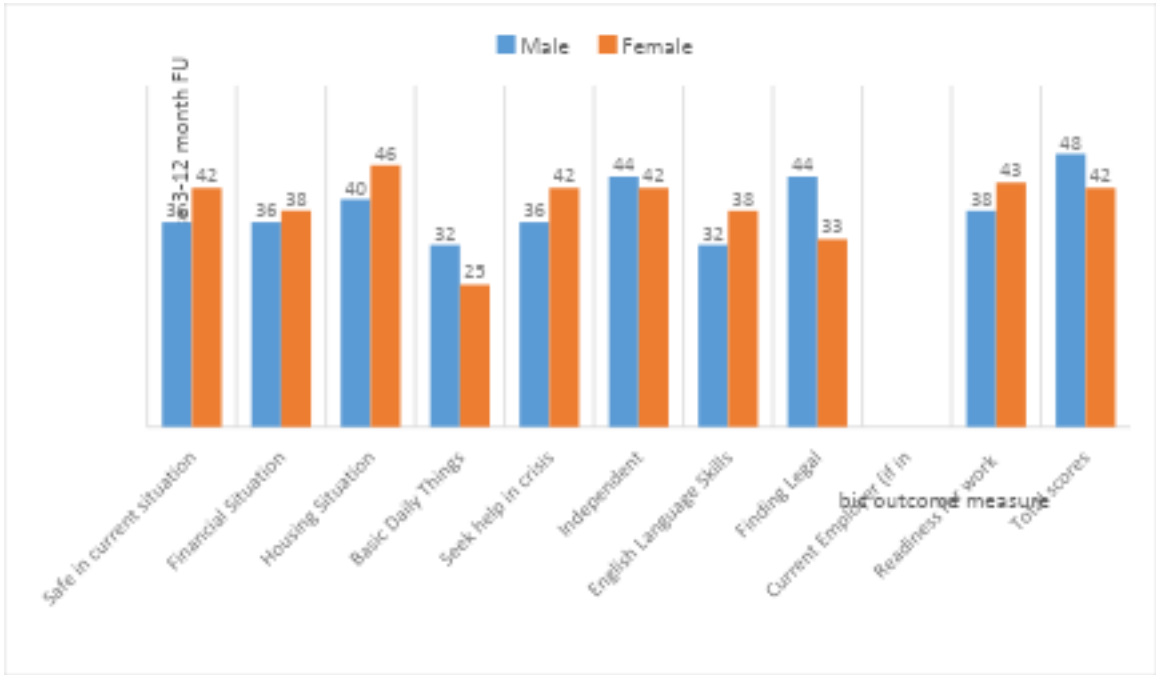


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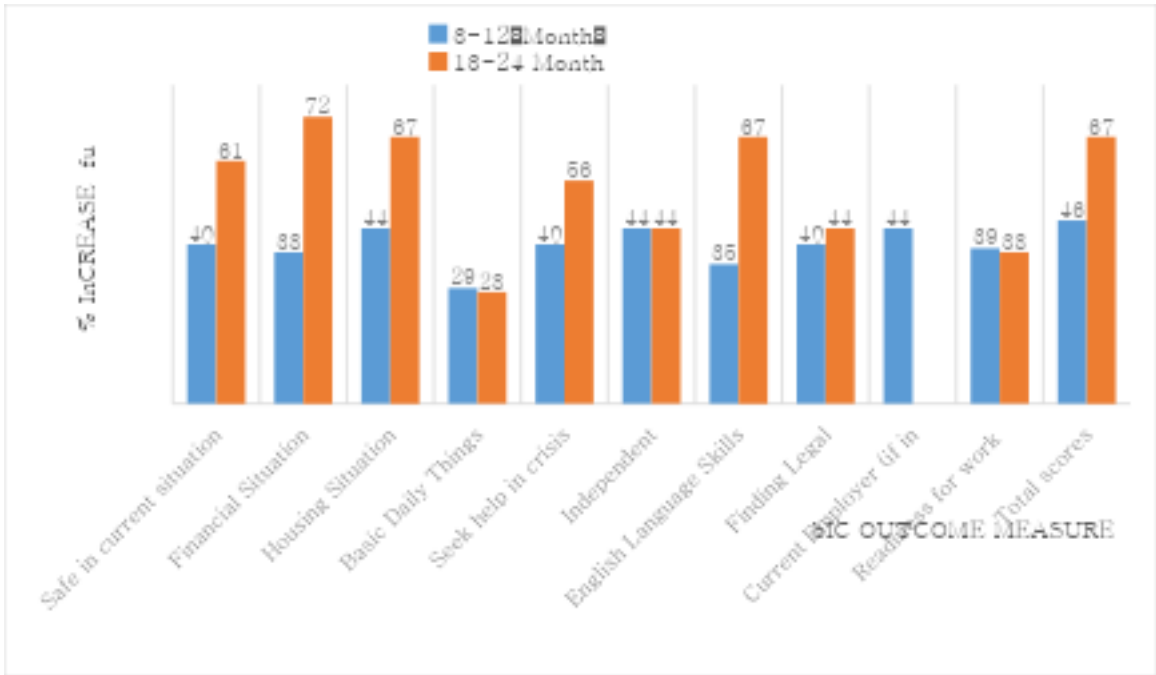
Achieved: 92

BiC Outcome Measure

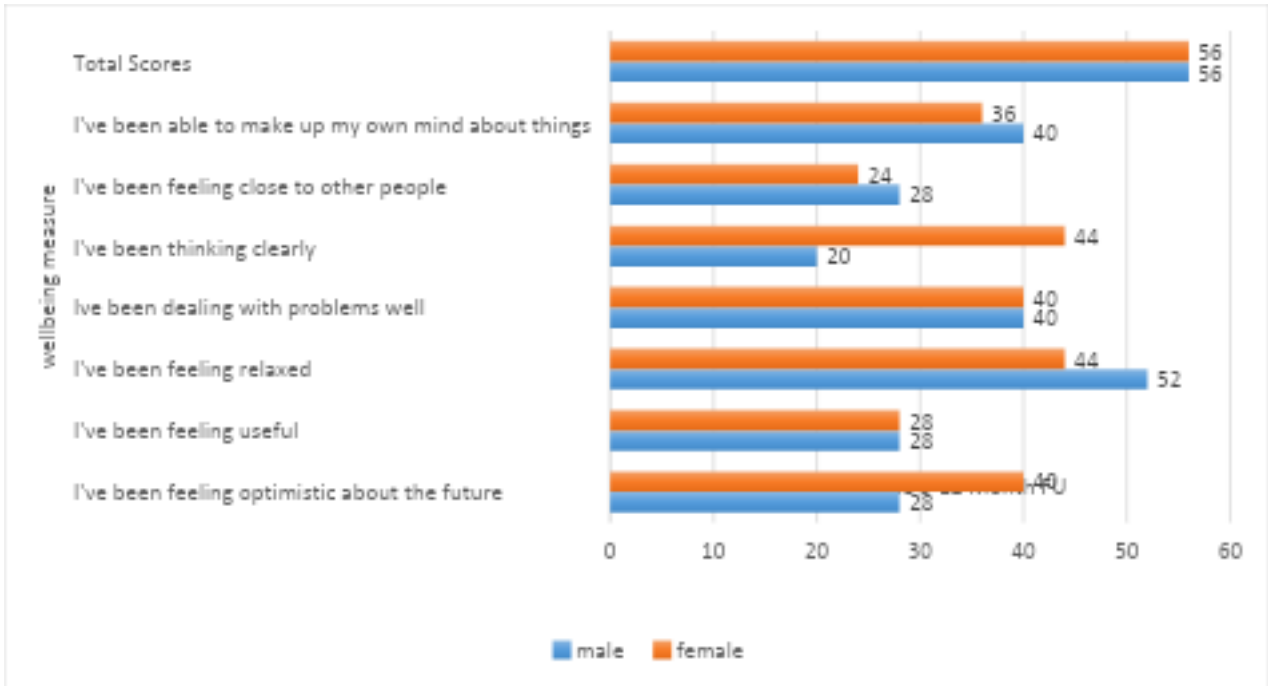




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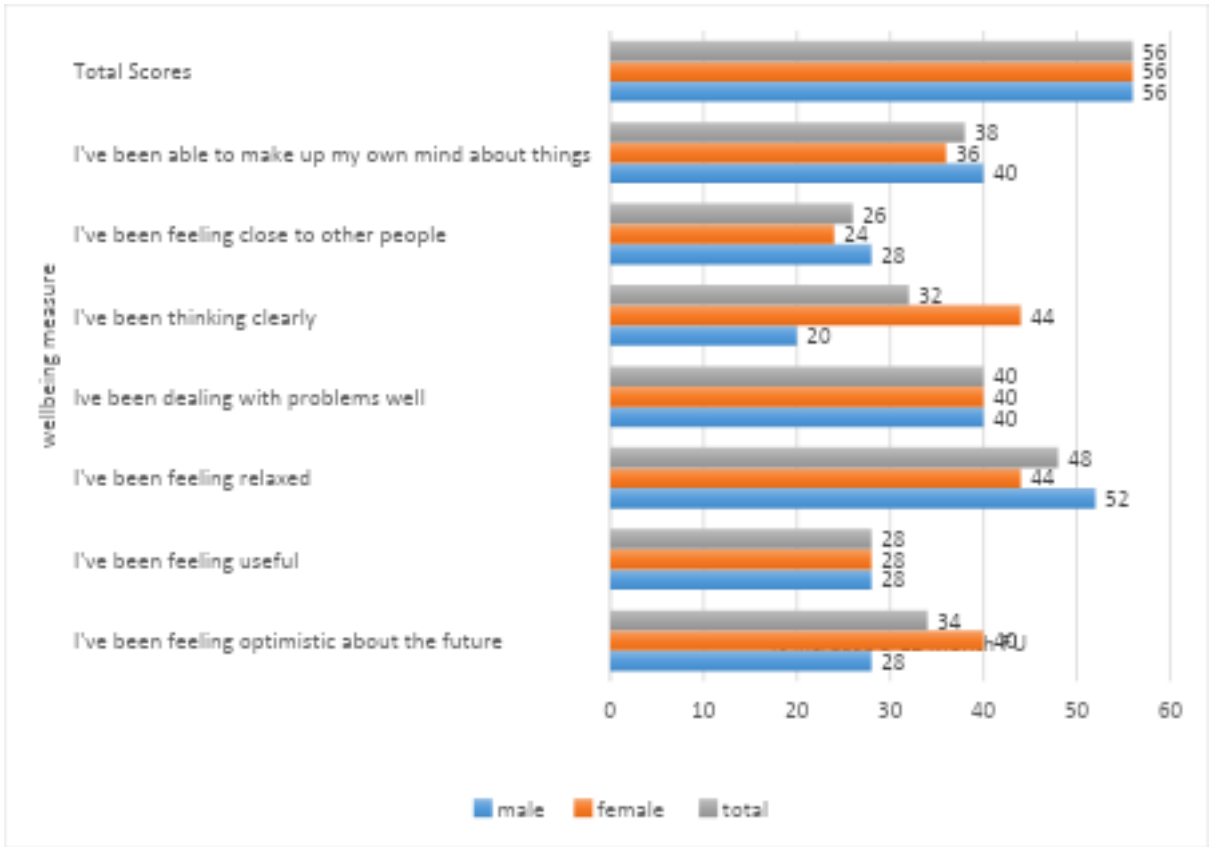
Wellbeing:

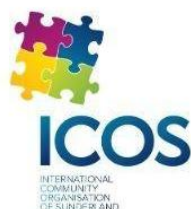




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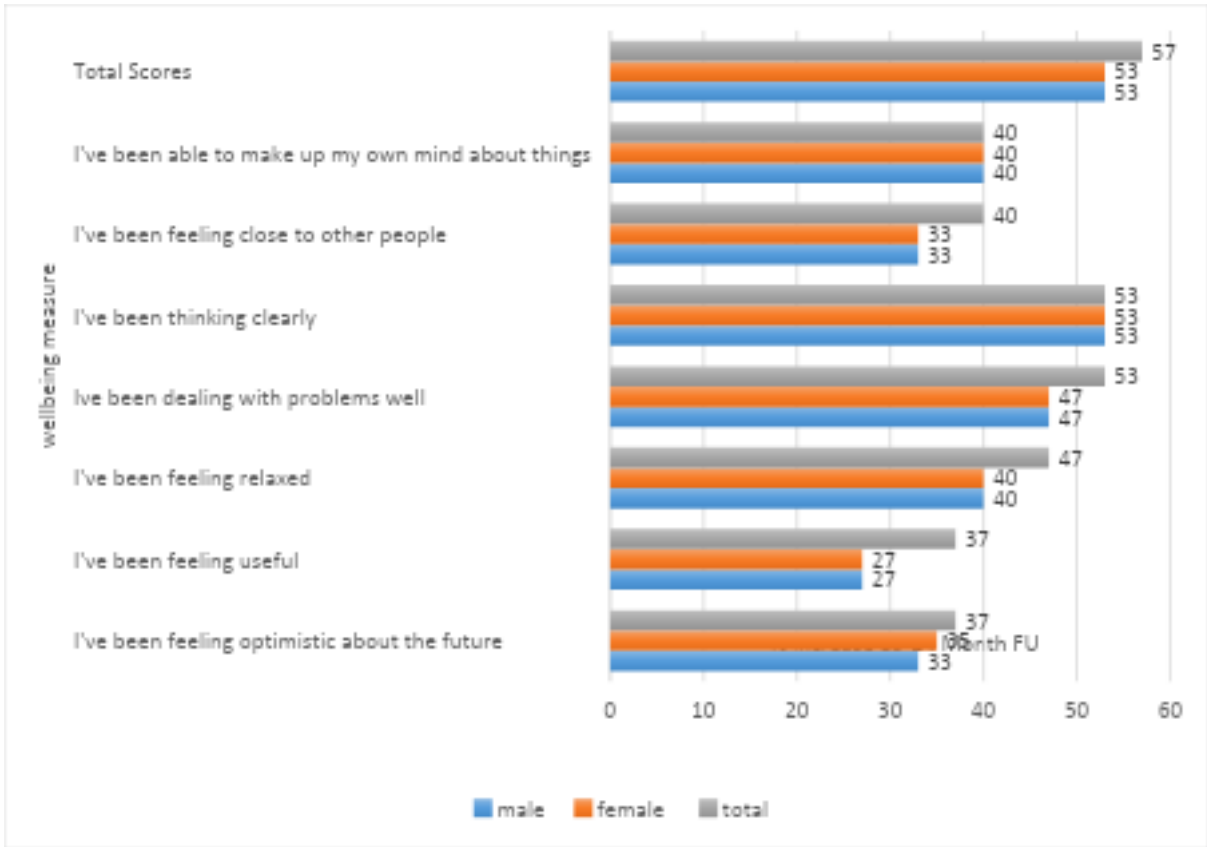
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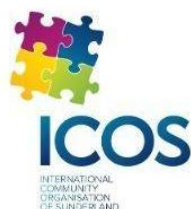
Discussion:

Evaluation from 2022–2025 demonstrates that BiC2 reaches a highly diverse and vulnerable group exposed to modern slavery and labour exploitation, helping people facing immigration uncertainties, language barriers, financial instability, and restricted employment prospects. Despite these challenges, sustained engagement with BiC2, particularly over periods longer than a year, results in measurable improvements in safety, housing, financial security, daily life skills, confidence, emotional regulation, and problem solving for survivors.

Key Challenges and Impact

Many BiC2 clients struggle with legal status, communication obstacles, limited finances, and very few job opportunities, making them susceptible to further exploitation.

Continuous support leads to survivors reporting increased safety, secure accommodation, better financial standing, and stronger capacity to navigate daily life and seek legal employment.



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Mechanisms and Barriers

Survivor and stakeholder interviews identify how exploitation operates: deceptive job offers, financial control, coercion, and legal uncertainty push individuals into crisis, homelessness, trauma, and isolation.

BiC2’s trauma-informed, person-centered approach is described as “essential,” providing support to meet urgent needs, secure documentation, develop new skills, and reconnect with community networks.

Stakeholders stress that restrictive immigration policies, unstable funding, language gaps, and fragmented services obstruct recovery and heighten re-exploitation risks.

Overall Effect and Future Needs

The evidence points to BiC2 delivering deep, lasting benefits, allowing survivors to move towards stable, independent lives through holistic, multi-agency support.

Long-term recovery remains dependent on ongoing funding, better service coordination, and broader changes to policy and systems.

BiC2’s approach illustrates how multi-faceted, holistic support empowers survivors to overcome exploitation and build safer, more secure futures, though systemic reforms are vital for sustained progress.

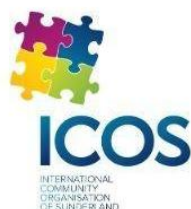
Example projects:

The Migrant Health in Sunderland (MHS) project, has successfully concluded its intensive delivery period from October 2025 to March 2026. This initiative was established to dismantle the profound barriers—including language, digital exclusion, and systemic opacity—that migrant communities face when accessing healthcare and essential advice.

A Holistic Model for Complex Needs

The project’s success was rooted in a unified, person-centred model that integrated high-intensity advocacy with a vibrant wellbeing programme. Supporting 74 individuals from 24 countries, the project served a cohort characterized by high complexity: 97% had limited English proficiency, and 70% had very substantive language barriers to navigate statutory services.

Substantive Individual Outcomes



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The depth of engagement resulted in a 93% positive case resolution rate (comprising 54 fully and 15 partially resolved cases). Beyond resolving immediate crises, the project achieved measurable improvements in long-term stability and wellbeing:

Improved Mental Wellbeing: 59% of participants recorded higher scores on the Warwick Edinburgh Mental Wellbeing Scale, with an average improvement of 1.48 points. Key gains were seen in clients' ability to think clearly, deal with problems well, and feel optimistic about the future.

Financial and Housing Stability: The project secured seven benefit awards (such as PIP), resolved high-stakes energy billing disputes, and assisted eight clients with positive grant outcomes. Housing situation scores also saw an average improvement of 0.61 points.

Access to Rights and Justice: Advocacy led to restored healthcare access after previous denials, successful challenges to police investigation closures through the Victims' Right to Review, and the progression of critical compensation claims.

Reduced Isolation and "Place Orientation": Wellbeing activities—including beach walks, rowing, and coastal trips—helped participants feel a sense of belonging in Sunderland. For many, this was a vital "first step" into community life, with several individuals progressing into formal volunteering roles.

This transformative work was only possible through the generous support of our funders, whose investment allowed us to provide the intensive, specialized care required by our participants. We also extend our sincere gratitude to Voluntary and Community Action Sunderland (VCAS), and specifically author Carl Chapman, for their rigorous external evaluation. Their independent analysis has provided a vital evidence base that will inform our ongoing efforts to reduce health inequalities and foster migrant inclusion across the region.

We would like to extend our gratitude to Voluntary Organisations Network North East (VONNE) for funding this important project.

More information about the project is available here:

<https://icos.org.uk/wp-content/uploads/2026/04/MHS-Evaluation-Report-Final.pdf>

Know Your Neighbourhood / Creative Lives 2025 – 2026

The project successfully created a welcoming, creative and supportive space for women and their children, particularly those from Eastern European backgrounds. Over six months we delivered **23 workshops** and **3 family events**, engaging **110 adults and 74 children**. Activities such as ceramics, crochet, painting, textile design, upcycled crafts and creative cooking helped participants build skills, confidence and meaningful social connections.

Feedback showed a strong positive impact: many participants met new people, felt more relaxed, reported improved wellbeing, and developed new creative abilities. Volunteers also played a key role, with **17 volunteers** supporting activities, planning sessions and helping shape community events.



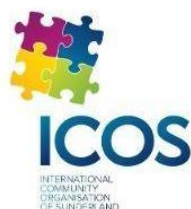
Partnerships with **St Michael's Community Centre**, local artists and community organisations strengthened local engagement, increased participation and created opportunities for ongoing collaboration. Several elements of the project will continue, including monthly creative sessions, use of materials purchased during the project, and the community relationships that were built. Overall, the project fostered creativity, reduced isolation, encouraged volunteering and strengthened community ties through shared cultural and artistic experiences.

More information: https://icos.org.uk/wp-content/uploads/2026/03/P_P_KYN_3_-Report.docx

The general advice project, funded by Awards for All at the National Lottery Community Fund aimed at supporting at least 100 clients, out of whom:

- 35% report improved wellbeing
- 27% report an improved financial situation,
- 22% report an improved housing situation
- 19% report feeling safer
- 58% report that their issues have been resolved

The project has overachieved:



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- It supported a total of 130 clients (almost 30% more than planned)
 - 34.57% reported improved wellbeing (which could be rounded to 35%)
 - 34.57% reported an improved financial situation
 - 30.38% reported an improved housing situation
 - 31.25% reported feeling safer
 - Crucially, 71.43% of people reported that their issue had been fully resolved
 - In addition, 17.86% of people reported that their issue had been partially resolved
- The vast majority reported more than one outcome/target being met.
- As a result, our clients rated our support very highly:
- 94.25% rated us as 8 or higher on a rising 1-10 Likert scale.
 - This includes 70%, who rated our support as 10 out of 10.

It provided a vital lifeline for migrant people, including those with the experience of the asylum system, domestic abuse or exploitation.

More information could be found here: <https://icos.org.uk/wp-content/uploads/2025/08/AFA-2024-2025-Report-July-August-2025.pdf>

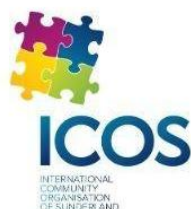
The following case studies illustrate the difference we have been able to make:

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<https://icos.org.uk/wp-content/uploads/2025/09/Case-Study-ILONA-BiC.pdf>
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<https://icos.org.uk/wp-content/uploads/2025/04/BiC-Case-Study-O.-.pdf>
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Strengths, achievements and opportunities:

We have a very motivated, focused, and skilled workforce. Our staff are also committed to our organization's mission, and often willing to go an extra mile for the clients they support, and for the sake of the projects they deliver. Our staff members are also interested in upskilling themselves, and in their continuous professional development.

We have also got an increasing number of volunteers supporting our delivery, including many dedicated regular volunteers. Many of them are current students or recent graduates, but some come from other walks of life, including unemployed or economically inactive people, as well as the over 50s. This increasing volunteer base has enabled us to increase



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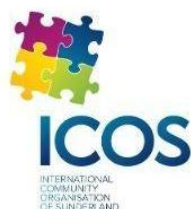
our capacity, notably in areas such as running events and some communications functions, such as social media and the newsletter. This is a vital resource to ICOS, and it helps us to deliver more services, and better services for the people. The main areas our volunteers have been involved in include wellbeing activities, environmental activities, women's activities, and sports, as well as office volunteering (e.g., administration and communication). ICOS has been able to develop new partnerships with several organisations from the VCSE sector, as well as the private companies. These partnerships are enabling us to tap into more potential and increase our capacity to deliver our projects, including through accessing extra funds, accessing corporate volunteers, and applying for funding together. Organisations we have recently started working closely with include Newcastle Building Society, Durham Wildlife Trust, or British Gas.

In 2025-2026, we have created, and are now implementing our 2025-2030 strategy, which includes plans to generate unrestricted income through creating a community café, enabling even more clients to shape our services through creating an organization-wide Project Steering Group, and recruiting trustees with the experience of the asylum system, amongst other development areas.

We have already made significant progress towards the objectives outlined in the strategy, including training our staff in Level 2 Information, Advice and Guidance, increasing our capacity to deliver immigration advice, and creating a designated funding pot to support client access costs such as travel for destitute migrants. We have also created an ICOS– Wide Project Steering Group, which has so far involved 6 people in shaping our work, including engagement and reaching out to potential clients, internal communications and our focus. We are also doing further work on increasing the depth and breadth of our services, including plans to become regulated to provide immigration advice at level 2.

Our business development plans, including plans to develop a coffee shop are also taking shape, while we recognise that they will take some time to develop due to issues such as planning permission or licensing, as well as identifying and accessing suitable funding. Additionally, ICOS has started working with St Michael's Community Centre to take over the coordination of the centre, which will bring new opportunities for the area, as well as ICOS, including making ICOS more financially sustainable.

ICOS has been able to amplify the voices of our clients and communities to influence processes affecting them. For example, we have been invited to participate in the North East ICB equity strategy. We have also been able to show the impact of different societal issues on our clients, such as hate crime, discrimination, access to healthcare and domestic abuse-



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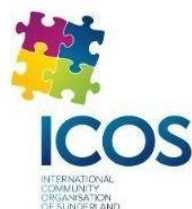
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notably migrant women (<https://www.itv.com/news/tyne-tees/2024-09-23/mum-called-prostitute-on-school-run-amid-eastern-european-discrimination> ,
<https://www.audible.co.uk/podcast/Domestic-abuse-and-Eastern-European-women/B0CMDTCT1L> ,
<https://sure.sunderland.ac.uk/id/eprint/17445/>). We are able to use this knowledge to ensure decision makers are aware of the importance and the depth of the issues our clients face. We also use them to plan our activities, and create an evidence base testifying to the need for our work. ICOS has also featured in the local media, as our contribution to the community has been noticed: https://www.sunderlandecho.com/news/people/ukrainian-migrants-who-found-safety-in-sunderland-meet-secretary-of-state-for-defence-5400503?fbclid=IwY2xjawOHxXNleHRuA2FlbQlxMQBzcnRjBmFwcF9pZBAyMjlwMzkxNzg4MjAwODkyCGNhbGxzaXRIAjMwAAEeA7GMRjCz2_7iEY8_Eq0aARLa8ekNg-RPyiyKdIFbe6sGILIO9Gu8PZT7YPY_aem_7Oh0kRRV73gfYsHvsENCcQ ,
<https://www.sunderlandecho.com/news/people/9-pictures-of-families-enjoying-the-new-facilities-at-backhouse-park-in-sunderland-5157909>.

The ICOS Women project is growing in size and impact, and the women benefit not just from one to one support and social meet ups, but also co-produce the project through the Project Steering Group, which has recently risen from 8 to 12, and decides the direction of the work. The group now also influences external bodies through research, including research projects focusing on the impact of poverty on Eastern European families.

Women have also been able to find a space within this group to develop their own projects and initiatives, including the Mum's Club (which was originally developed by a volunteer who had young children), which has now involved over 100 women in Sunderland, and has more recently expanded into Newcastle upon Tyne through a sister project - the Newcastle Mum's Club project- NEEMC (<https://icos.org.uk/wp-content/uploads/2026/04/The-Newcastle-Mums-Club-2025-2026-final-report-.pdf>).

Both – within the wider ICOS Women remit, as well as its Mums' subsection, creativity has flourished, which has been recognised externally:



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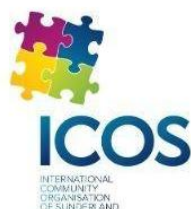
https://www.sunderlandecho.com/news/people/how-arts-partnerships-in-sunderland-are-helping-to-transform-communities-5599911?fbclid=IwY2xjawQFlcpleHRuA2FlbQlzMABicmlkETAzYW42TjhUOTJZbnN1N0tgc3J0YwZhcHBfaWQQMjlyMDM5MTc4ODlwMDg5MgABHkNKoKvAs-nzMr4K3z2n4cfdkSNh0rMw1VtsOb4tI7GCjpWHWYtXEN7VNI7V_aem_yN1GEB2devfTaj7hEjNyw

https://www.sunderlandecho.com/lifestyle/food-and-drink/we-gave-sunderland-the-chance-to-tuck-into-pierogi-mushroom-soup-and-more-at-polish-food-event-5193384?fbclid=IwY2xjawLsjMJleHRuA2FlbQlzMABicmlkETBCR1Budllrc0FpdzdxamJDAR7TC-QrmVmXsG-U81qrzNWOUFIBDqSP_-_GUQ3xprqmH7d98DgiiYT3d2CqYgA_aem_lyA14lDsIYY1xjDfTBqChA

Back in Control 2 project’s Project Steering Group has continued to contribute to effective delivery of the project through enabling co-production with the clients. The group currently involves 6 members, or all who have the experience of either modern day slavery, workplace exploitation, and in some cases- both. Through working with the PSG, we are implementing changes to the project in areas such as more effective wellbeing support, and or employability support.

Strengthening Partnerships:

Collaborated with TWIC, North East Law Centre, Migrant Help, Together for Children, Sunderland City Council, The Phoenix Way, and the North East Antiracism Coalition (formed after the 2024 racist riots).



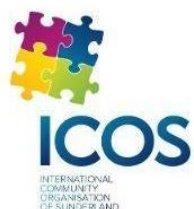
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The Shared Sunderland project has been instrumental in supporting migrant communities by providing advice, advocacy, leadership development, and policy influence. Despite challenges, it has built sustainable structures that continue beyond its funding period, creating a lasting impact on inclusion, local policy, and migrant empowerment in Sunderland.

Future plans:

- Following up on the strategic review of our work.
- Further advance plans for income generation in order to secure the core of our work in the light of the financial challenges described above. These plans include establishing a coffee shop to generate extra income, and being commissioned by local / regional commissioners.
- Utilizing greater financial resources to create spare capacity within the organization to meet current and future challenges, and ensure good outcomes for our clients, and the wider community, as well as good staff wellbeing and morale.
- Improving our external communications.
- Building on our recent success, including the popular and well performing projects, such as ICOS Women, ICOS Sport / Wellbeing and our environmental work, as well as research and influencing work.
- Becoming upgrading the regulatory level for immigration advice to level to in order to be able to deal with more complex cases.



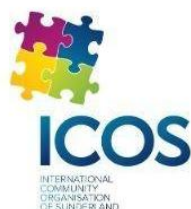
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Appendix 1: case studies:

- https://icos.org.uk/wp-content/uploads/2025/10/Case-Study-Links-for-Life-2025_Client-A.pdf
- https://icos.org.uk/wp-content/uploads/2025/10/Case-Study-Links-for-Life-2025_Client-B.pdf
- https://icos.org.uk/wp-content/uploads/2025/11/Case-Study-Links-for-Life-2025_Client-C.pdf
- <https://icos.org.uk/wp-content/uploads/2025/06/The-Access-Foundation-Case-study-1.pdf> (digital inclusion)
- <https://icos.org.uk/wp-content/uploads/2025/06/The-Access-Foundation-Case-study2.pdf> (digital inclusion)
- <https://icos.org.uk/wp-content/uploads/2025/09/Evan-Cornish-Case-Study-Client-M.pdf>
- https://icos.org.uk/wp-content/uploads/2025/11/Case-Study_01.pdf
- https://icos.org.uk/wp-content/uploads/2025/07/Case-Study_01_Wellbeing.pdf
- https://icos.org.uk/wp-content/uploads/2025/07/Case-Study_02_Wellbeing.pdf



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Videos:

https://www.youtube.com/watch?v=d_hIDtGvdXQ
<https://www.youtube.com/watch?v=6gVZJOwZz2E>
<https://www.youtube.com/watch?v=LUvkNI1YLPi>
<https://www.youtube.com/watch?v=3Zl6RM48HSM>

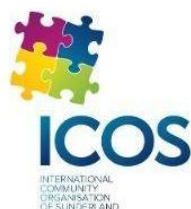
Appendix 2: quotes:

- "That I am more capable than I think."
- "I have gained loads of skills and experience."
- "I have learned organisational skills, met new people."
- "Any time I needed help, ICOS was there to help me."

Appendix 3: social media posts:

<https://www.facebook.com/photo/?fbid=1271868204982601&set=pcb.1271868434982578>
<https://www.facebook.com/photo/?fbid=1313877924114962&set=a.363399425829488>
<https://www.facebook.com/photo/?fbid=1311705357665552&set=a.363399425829488>
<https://www.facebook.com/photo/?fbid=1308637354639019&set=a.363399425829488>
<https://www.facebook.com/photo/?fbid=1305957404907014&set=a.363399415829489>
<https://www.facebook.com/photo/?fbid=1296912202478201&set=a.363399425829488>
<https://www.facebook.com/photo/?fbid=1282240017278753&set=a.363399425829488>
<https://www.facebook.com/photo/?fbid=1282908023878619&set=a.363399415829489>
<https://www.facebook.com/photo/?fbid=1283115690524519&set=a.363399425829488>
<https://www.facebook.com/photo/?fbid=1286783380157750&set=pcb.1286795163489905>
<https://www.facebook.com/photo/?fbid=1286782856824469&set=pcb.1286795163489905>
<https://www.facebook.com/photo/?fbid=1276684424500979&set=a.363399425829488>

<https://www.linkedin.com/feed/update/urn:li:activity:7396603754952904704/>
<https://www.linkedin.com/feed/update/urn:li:activity:7402648156682809344/>
<https://www.linkedin.com/feed/update/urn:li:activity:7398670620508717056/>



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We would like to thank our funders and sponsors, without whom we would not have been able to make a difference to our clients:

