



**Yorkshire & Humber
Regional Migration Partnership**
shaping migration in the region

Yorkshire and Humber Regional Migration Partnership

Delivering through change

Business Plan 2010-11

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1. FOREWORD

By Councillor Olivia Rowley, Chair of the Yorkshire & Humber Strategic Migration Group and Jeremy Oppenheim, Regional Director, UKBA

It has been a busy and exciting year for the Partnership. A new lead officer and new premises are the most visible changes that we have seen, but beneath the surface there has also been a quiet revolution in how the Partnership works.

We have seen changes which have strengthened our political decision making structures, changes to the way we communicate with the wider region, changes to the way we support and work with localities and changes to the way in which we link our operational and strategic responsibilities to one another. We have also seen a strengthening of the relationship between the Partnership and UKBA, recognising our mutual and complementary strengths.

So what does 2010 hold? Well there are clearly some challenges ahead. Pressures on public funding mean resources will be tight, and as a public body we have a responsibility to work with government to make sure that we work as efficiently as possible. Working to reduce costs whilst maintaining a high standard of delivery will not be easy. There will also be challenges around the reducing scale of the contract – with older legacy cases being cleared and very low numbers of asylum seekers coming into the region. And of course we will be thinking about the shape of the future delivery of asylum services as we move towards the procurement of new sets of contracts.

Within such a rapidly changing policy environment making accurate predictions is difficult. Add to that the fact that 2010 will see elections at both national and local level which could also have an impact on our work, and it becomes clear that the Partnership will need to be flexible and responsive to changing circumstances.

But alongside all that change, there is one certainty. Migration as a political and practical issue is here to stay and the Partnership will continue play a key role in helping make sure that Yorkshire and Humber understands the potential benefits and challenges that brings to the region.



Cllr Olivia Rowley
Chair – Strategic Migration Group



Jeremy Oppenheim
Regional Director, UKBA

2. AIMS OF THIS BUSINESS PLAN

Last year, the Partnership, with the agreement of UKBA and our other key partners, moved to a new single business plan. The reasons for this were to get the full benefit of the synergies between our strategic and operational work, to clearly communicate the work of the

Partnership as a whole – both internally to staff and externally to Partners and members and to help create a ‘one team’ ethos within the Partnership officer team. This has proved helpful and this year’s business plan continues to consider our work as a coherent whole.

The Business Plan aims to do four things:

- To provide a clear picture to our funders and partners of the outcomes that the partnership is achieving.
- To demonstrate to the wider region the value that the Partnership can bring to local activities.
- To set a clear strategic direction for the next 12 months
- To spell out what we will do in the next 12 months to position the Partnership for changes that we know will occur in 2011.

3. KEY THEMES FOR 2010-11

This year’s business plan is based around 5 themes:

- Providing **strategic leadership and coordination** for the region around migration issues – (‘the enabling role’)
- To work with partners to deliver **effective integration** – both of refugees, and also through our co-ordination and support of Migration Impacts Fund projects in the region.
- To **provide central contract management and co-ordination** to deliver the agreement between 10 local authorities in this region and Government for meeting the accommodation needs of asylum seekers.
- To ensure that the region has the **information, data and research** to make sure that the needs of all migrant groups are met in long term local and regional strategies.
- To **work through change**, managing the transition from current to future contracts, and putting a structure in place that allows us to do deliver efficiently and effectively.

We know that this year will be a year of change. A year which sees us reshaping the way we do business to respond to the changing priorities and business needs of Government, and the changing nature of the migration challenges that the region faces.

We will do this is dialogue and partnership with both UKBA, our members and other key regional and local agencies.

4. PARTNERSHIP WORKING

YHRMP is a local authority led partnership. Whilst local government continues to play a key role in all of our work, we also know that a range of other partners have a keen interest in issues around migration and play critical roles in delivery. We cannot achieve its aims in isolation, and we will work with the full range of organisations engaged with our client groups in order to deliver our aims most effectively. This will help ensure that there is a diversity of voices and experience guiding our work.

Partners come from a range of sectors and include Local Authorities, the voluntary sector, UK Border Agency, health and police. There is no fixed list, or set number of partners that we work with – although members of Strategic Migration Group include Police, Health, TUC, local authorities and the voluntary sector. Whether we are working with a group of Local Authorities to deliver accommodation, carrying out our strategic enabling role or working to enable effective integration, we bring a range of agencies to the table and help co-ordinate their delivery activity.

At the same time, last year's national review of how Regional Migration Partnerships work, did emphasize the need for political engagement and leadership to be at the heart of what we do. We have responded to this by strengthening our links to the Regional Leaders' Board and establishing a new Local Authority group for elected members to help co-ordinate our work.

The way in which our structures work are set out in **Annex A**.

5. MIGRATION IN OUR REGION

Yorkshire and Humber is the 5th largest of the nine English regions in terms of land area, and the 6th largest by population. It has huge variety, with population density for instance being 100 times higher in Hull than in Ryedale. It contains more big towns and cities than most English regions (with Leeds, Sheffield, Bradford, Hull and Huddersfield all in the biggest 24 nationally) but also has more land in National Parks than anywhere else.

Population is around 5.142 million. This figure has been broadly stable for the past decade if growing slightly, partly as a result of migration into the region. However, the stability of the population disguises change within it. The trend is to more older people and fewer children, and a higher proportion of people from black, Asian and minority ethnic ('BME') communities, especially of Pakistani descent. These communities are most concentrated in West Yorkshire, itself the most densely populated part of the region and at the crossroads of key north-south and east-west transport corridors. Household size is reducing with over half of households now two people or less; whilst rural communities are increasingly becoming home to a disproportionate number of older and more affluent people.

One of our key objectives last year was to improve our sources of information about migration trends and patterns across the Yorkshire and Humber region, and hold this in our new Regional Migrant Databank. Having done this, we are now in a much better position to be able to give a more precise picture of different migrant groups both across the region and at a local scale over time. This will help us anticipate the next migrant arrivals, as well as supporting our partner organisations to plan and deliver services better.

We know, for example that in our region in 2008 (the last full year for which we have data):

- Around 85 000 short term migrants visited the region, staying less than a year. Most of these were not here to work but for leisure and study.
- Around 40 000 – 50 000 new long-term migrants arrived, who will stay more than a year. Most of these received a national insurance number and registered with a GP. Around 12000 of these were registered workers from EU Accession countries.

- There were 27 000 international students studying in 7 local areas. Most students are here to study for courses lasting longer than one year. They tend to be concentrated in West Yorkshire (around half) and South Yorkshire. There are particularly high numbers studying in Sheffield (9000) and Leeds (7600).
- 8000 asylum seekers in 5000 households were accommodated at any one time in the region – they will be a mixture of short and long-term migrants depending on the outcome of their case. Asylum numbers continue to sharply decline and we are expecting further falls this year (down to around 5000 asylum seekers) due to declining numbers of new arrivals, quicker case processing and an increased number of resolved legacy cases. Asylum seekers are accommodated across 10 local authorities, the highest concentrations seen in the major urban areas of Leeds, Sheffield, Bradford, Kirklees and Rotherham.
- Net international immigration - the difference between long term migrants arriving and leaving – was around 24,000
- Whilst migration affects every locality, students, asylum seekers, refugees and migrant workers tend to be concentrated in particular areas, rather than evenly spread.
- In 2008 15% of all live births in the region were to non-UK born mothers. This is much higher in some urban areas – for instance in Bradford 36% of all births are to mothers who were born outside the UK.
- There remain some groups where our data and intelligence needs to be improved – for instance there is relatively poor data on groups such as unaccompanied children, family joiners, those working illegally and victims of trafficking.

However, the data only gets us so far. The greater challenges for policy making and delivery is around how the region begins to understand how you plan for change - and how you deliver to a diverse population which changes more rapidly than agencies can really keep track of.

Predicting the future is fraught with difficulty but there are some things we know with some confidence. We know that the future will be categorized by increased mobility, an enlarged European Union, a labour market which is more willing and able to cross boundaries to fill skills gaps and increased competition from developing economies for those highly skills migrants that the regional economy would benefit from – particularly given the ageing population profile that we see in most parts of our region.

Supporting Local Authorities and others in responding to and managing within the context of such change is a key long term aim of the Partnership.

6. 2010 -11 – OUR AIMS AND ANTICIPATED OUTCOMES

For 2010-11 we will work through 5 key strands:

- Providing **strategic leadership and coordination**
- Delivering **effective integration**
- Central management of the asylum accommodation contract

- To ensure that the region has the **information, data and research** to make sure that the needs of all migrant groups are met in long term local and regional strategies.
- To **work through change**, managing the transition from current to future contracts, and putting a structure in place that allows us to do deliver efficiently and effectively.

Detailed activity and milestones for these key strands are set out in the activity tables included as **Annex B**.

7. OUR FINANCES

Yorkshire & Humber Regional Migration Partnership is funded from three main sources:

- We receive a grant from the UK Border Agency to support our strategic leadership role and most of our research activities.
- We receive a central management fee to cover our work in delivering the accommodation contract (this is a commercial contract)
- Our refugee integration work is supported by a contract with Yorkshire Forward, and our work on Refugee Integration and Employment Service is funded by a contract with the Home Office.
- Our work on the Migration Impacts Fund is supported by Communities and Local Government

A more detailed financial breakdown of how we use our resource to deliver our enabling role has been submitted to UKBA with this Business Plan.

8. OUR STRUCTURES

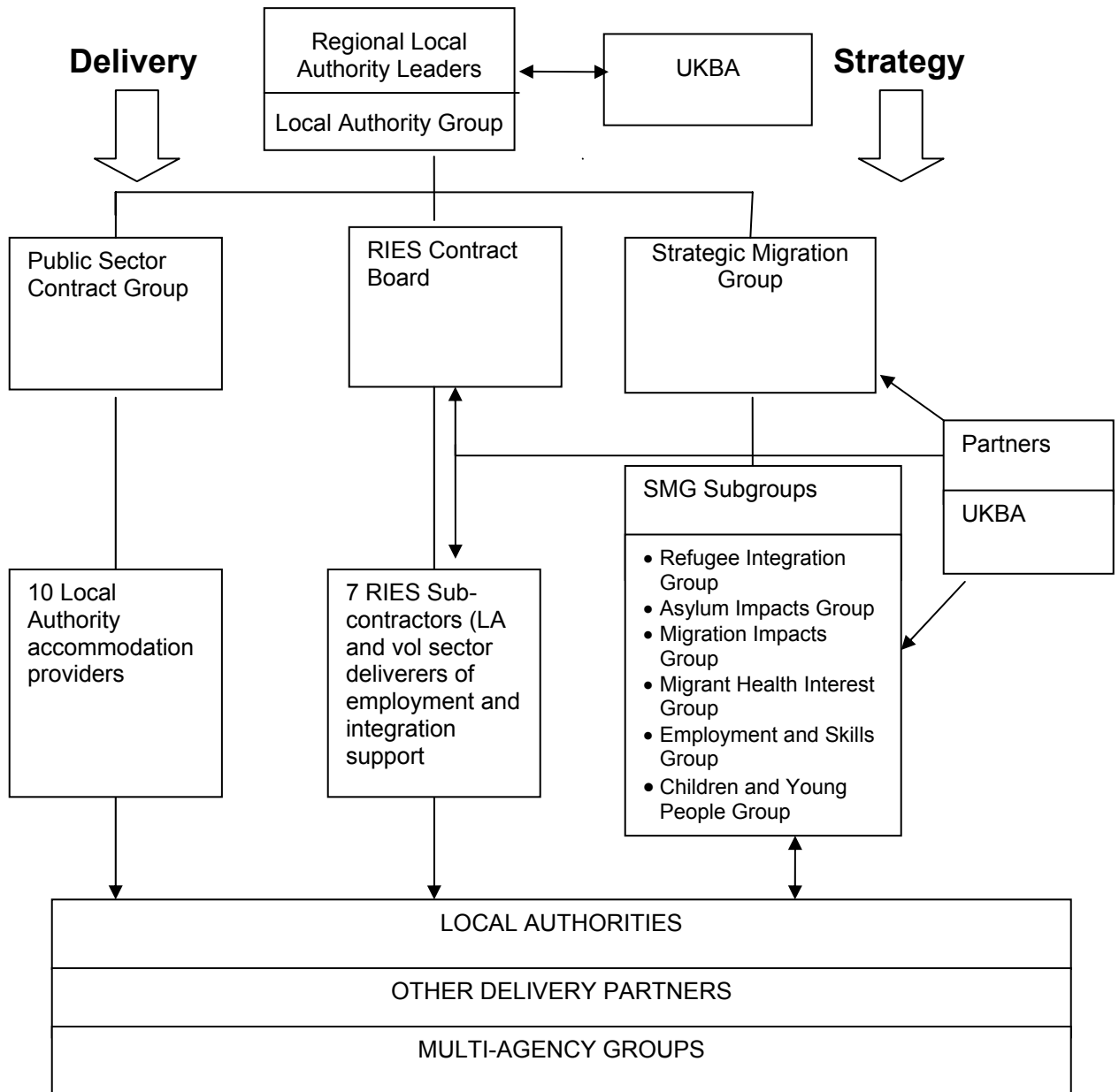
The way in which our structures work has changed over the last year. We have strengthened the political overview and leadership for our work with a new Local Authority lead members group, which brings together elected members from all of the regions local authorities. This is part of a broader set of changes and improvements to our structures.

These changes were partly driven by the national review of Regional Migration Partnerships carried out by UKBA, which asked to see clearer political engagement and leadership in our work, and an acknowledgement within the region that local government was uniquely placed to provide leadership and accountability – for both our strategic and contractual work.

The region's Local Authority Leaders' Board decided to establish the group to work on behalf of leaders. The Leaders' Board itself will receive twice yearly updates on the work of the Partnership, and will have sign off of our business plan.

Taken together these changes will provide much more robust political leadership for all of our work – recognising the unique role local government can play in providing accountability and leadership within a broader partnership context. This is not about local authorities 'taking over': it's about recognising the different but complementary strengths of local government and other partners - providing a firm foundation for our work as we move forward into 2010-11.

Annex A: The Shape of Our Structures



Detailed Activities and Outcomes 2010 - 11

This breaks down into 5 areas:

What we do

- Providing strategic leadership and co-ordination
- Supporting Effective Integration
- Central Management of the Local Authority Accommodation Contract
- Data, policy, research and information

How we work

- Corporate/Managing the Transition

I. Providing strategic leadership and co-ordination (the enabling role)

| Process/Activity | Outputs and PIs | Outcome/Change on the ground | Delivery by Whom |
|--|--|---|------------------|
| <p>Provide strategic leadership via SMG and associated structures</p> <p>Establish a new single political structure to provide ownership and accountability for all of the RMPs work</p> | <p>SMG to meet quarterly Attendance to be over 75%</p> <p>LA group to identify member representation from all LAs in the region.</p> <p>New Local Authority Commission on Asylum and Migration to meet 3 times annually</p> <p>Reports to LA leaders board twice annually and leaders to sign off business plan</p> <p>Work with LAs and UKBA to make sure LA's and partners play a full delivery role – in particular making sure that the LA strategic role is at the heart of new delivery arrangements for accommodation and other related services, including RIES.</p> | <p>National and regional decision making that reflects the broader views of the region</p> <p>Political ownership and accountability</p> <p>Local Authority ownership at the highest level, enabling collective discussions to inform local level decision making.</p> <p>Delivery which recognises the unique strategic role that LA's play in the region.</p> | RMP Manager |
| <p>Monitor and manage the way that asylum seekers are dispersed in the region.</p> | <p>Monitor the cluster numbers against the agreed 1:300 Y and H policy guideline, identifying areas of overpopulation and adjusting numbers and proportions</p> | <p>A clear and fair system to minimize the impact on LAs of dispersal and to ensure numbers reflect the local circumstances</p> | RMP Manager |



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|---|--|---|------------------|
| | <p>Work with UKBA to review cluster policy within the context of changing levels of need in the region.</p> <p>Work with individual localities to provide accurate and timely information about changes in numbers to allow effective planning.</p> <p>Agree suspension guidance and protocols with UKBA to ensure consistency of practice across LAs</p> | <p>Better local decision making informed by accurate information.</p> <p>Consistent practice and better service for users</p> | Contract Manager |
| Deliver a programme of work, via sub-group structure to deliver on agreed regional priorities: | <p>Work with UKBA and GOYH to establish a new Children and Young People Practitioner network</p> <p>Continue to deliver effective work on employment and skills, Asylum Impacts and Refugee Integration (see section 2)</p> <p>Develop new time limited task and finish groups to deal with any issues which emerge in year.</p> | Practical support for local and regional partners in delivery | RMP Manager |
| Provide an online resource for the region on migration | Maintain the website (www.migrationyorkshire.org.uk) as the key resource for all migration related policy and information in the region | Policy decisions which reflect and respond to the changing needs of the region | Website Manager |
| Work with regional partners, in particular LGYH, Government Office and the Regional Development Agency, to position migration discussions within mainstream policy and strategy making and delivery | <p>Develop better communication and dissemination routes for information through Government Office</p> <p>Work closely with LGYH on issues around Local Govt role and cohesion</p> <p>Work with new Regional Board to influence the development of the new Integrated Regional Strategy (IRS)</p> <p>Work with GOYH and Directors of Children's Services to ensure</p> | <p>Broader ownership of migration issues across a range of policy areas.</p> <p>Strong political leadership of discussions around migration linking back to local communities</p> <p>An IRS that recognizes and responds to the changing make up of the region,</p> | RMP Manager |



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| | discussion of migrant children is part of mainstream discussions | The needs of children of migrants and UASCs being addressed as part of mainstream policy discussions | |
| Represent the views of the region to Government | <p>Ensure consistent and informed representation on the LGA Asylum and Refugee Task Group</p> <p>Use SMG and associated structures to provide a regional structure for UKBA to engage with in broader discussions around delivery of future contract delivery</p> <p>Respond as appropriate to Government consultation on migration issues</p> <p>Continued regional participation in national groups and networks – providing visible leadership and establishing this region at the forefront of new thinking</p> <p>Work to ensure that our systems and structures are flexible enough to respond positively to potential local and national political changes</p> | <p>National and regional decision making that reflects the broader views of the region</p> <p>Regional engagement with UKBA at a strategic level within the region.</p> <p>National policy that understands and responds to the region's needs.</p> <p>National policy that understands and responds to the region's needs.</p> <p>Continuity of delivery through potential political changes at local and national levels</p> | RMP Manager |
| Support local partnership arrangements which tangibly support local delivery | <p>Work with localities to encourage and maintain the development of multi-agency groups.</p> <p>Develop and share common terms of reference and guidance for local multi-agency groups, identifying and promoting best practice</p> <p>Attend at least one meeting of each multi-agency group in year</p> <p>Provide accurate and accessible tailored briefing notes to each locality on relevant issues – at least 4 annually</p> <p>Provide tailored data for each</p> | Effective local delivery underpinned by good quality information | RMP Manager |

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|--|-------------|--|--|
| | LA district | | |
|--|-------------|--|--|

Key Risks for Strategic Enabling and Co-ordination role

| Risk | Risk Level | Mitigating Action |
|---|-------------|---|
| i. Weak member engagement in structures | Medium | We will be working proactively with LAs to clarify the benefits that participation brings |
| ii. Discussions about contract and challenges that brings dominate discussions for next 12 months to the exclusion of all else. | Medium/high | Whilst ensuring there is space to discuss contractual issues, we will continue to talk to the region and to govt about a wider range of migration related issues. |
| iii. Political engagement affected by broader political changes (ie local and national elections) in first half of year | Medium | We will work to establish principles and ways of working ahead of elections, and work with LGYH to ensure commitments to sign off |
| iv. Changing housing pressures, and changes in numbers of asylum seekers mean that it may be difficult to maintain the 1:300 cluster ratio as originally envisaged. | Medium | Work with UKBA and LAs to review cluster policy within the context of changing levels of need in the region. |
| v. Lack of local support to develop multi-agency structures | Medium | We will make sure localities understand the benefits to developing strong multi-agency structures and help share practice between different areas. |
| vi. Lack of central capacity within the RMP team to deliver local expectations of support for multi-agency arrangements | Medium/High | Work with partners to try and secure additional resource to provide more tailored support |

II. Supporting Effective Integration

| Process/Activity | Outputs and PIs | Outcome/Change on the ground | Delivery by Whom |
|---|--|--|---|
| Strategic leadership of refugee integration in the region | <p>Developing new, and sustaining existing, refugee integration projects with partners</p> <p>Working with Local Authorities to help develop refugee integration in local areas</p> | <p>Improved integration of refugees and asylum seekers in the region.</p> <p>Clearer local strategic lead on integration and link between local and regional</p> | Refugee Integration Manager |
| Implementation of refugee integration strategy | <p>Implementation of refugee integration strategy and action plan</p> <p>Implementation reports quarterly to RIG and SMG.</p> | Organisations identified as having a clear delivery role clear on their roles and supported to deliver effectively. | Refugee Integration Manager |
| Develop RIES to deliver effective services to refugees across the region | <p>KPIs as defined by the contract</p> <p>Service established and partners engaged.</p> <p>Information produced regularly for partners</p> | <p>Improved integration of eligible refugees in the region.</p> <p>Improved processes and information for integrating refugees.</p> | RIES Project Manager |
| Develop the refugee integration aspects of the service in a way that ensures its ongoing sustainability | Applications for successful funding for refugee integration projects | Continued support for refugee integration work, adding value to our activities and supporting local and regional activity | Refugee Integration Manager |
| Work with partners to help ensure the region delivers an effective resettlement programme | Ensure that all LAs are made aware of the potential positive benefits of participation in the Gateway Protection Programme – particularly within the context of revised arrangements post 2011 | Wider understanding of, and participation in, the regional resettlement programme | RMP Manager/ Refugee Integration Manager |
| Co-ordinate and support delivery of the Migration Impacts Fund in the region | <p>MIF network established and meeting regularly – along with theme specific networks</p> <p>Feed into the CLG evaluation of effectiveness of MIF</p> <p>Annual MIF event held and annual report produced.</p> <p>Learning from MIF projects is shared effectively via website and learning events</p> | Effective delivery of projects on the ground, leading to better outcomes for communities dealing with the impact of migration | MIF Co-ordinator |

Key Risks for Integration role

| Risk | Risk Level | Mitigating Action |
|---|-------------|--|
| i. Disengagement of key partners in integration strategy | Medium | We will work closely with partners through regular progress reporting, access to strategic documents and linking to wider regional objectives |
| ii. Difficulties with implementation of Integration Strategy Action Plan – leading to lack of real change for refugees. | Medium/high | We will support partners in delivering their actions and identifying potential problems. We will review the strategy taking into account organisational and external factors which could affect progress |
| iii. Failure to secure resources to continue Refugee Integration Role in current form | Medium/high | We will be working to secure resources from current and potential funders. If funding isn't secure then the service could not continue in its current form, and we would have to develop and implement an exit strategy. |
| iv. RIES does not meet targets and KPIs | Medium | We will work with delivery partners to identify potential difficulties and plan solutions |
| v. Changes to eligibility and changing numbers lead to a fall in RIES referrals and a subsequent fall in income. | Medium | If there are any major shifts in income we will work with existing partners to identify how we can manage this most effectively across the wider partnership |
| vi. Resettlement programme fails to identify and support new delivery partnerships in the region. | Medium | Individual decisions do rest with LA's but we will work with them and others to ensure that decisions are informed by best quality information. |

III – Central Management of the Local Authority Accommodation Contract

| Process/Activity | Outputs and PIs | Outcome/Change on the ground | Delivery by Whom |
|--|---|--|-------------------------|
| Ensure the contract is delivered and that we have the necessary structures for ongoing dialogue about the contract to take place | <p>Target Contract Compliance meetings to take place monthly</p> <p>Contract Board meetings to take place quarterly</p> <p>Performance reports produced monthly and circulated to all LA deliverers</p> <p>All contract KPIs met.</p> | An effective and viable contract, delivering suitable accommodation to asylum seekers in a way that reflects the local context and minimizes local tensions. | Contract Manager |
| Review of Exit Management Plan in line with the Home Office COMPASS programme for new Asylum Provision | <p>Dialogue with each LA on developing Exit plans</p> <p>Outline project plan on the sequence of events to take place on any planned changes</p> <p>Regional Meetings and Contract Board Meetings</p> | <p>Provides a guide for officers to steer discussions and implement actions linked with any reduction or closure of target current contract changes</p> <p>Supports LA with information on consultation, legal or advisory functions relating to any potential contract closure.</p> | Contract Manager |
| Closer partnership working to share good practice and innovative approaches. | <p>Performance management reports produced monthly – used to identify effective ways of working</p> <p>Deliver against the standards set out by the Home Office</p> <p>Support effective local delivery by hosting 2 away days for local asylum managers to identify and share innovative approaches.</p> <p>Participation in national networks and structures to identify best practice from other regions and share with deliverers in Yorkshire and Humber</p> | Improved service delivery to asylum seekers in our region. | Contract Manager |
| Realignment of Asylum Accommodation levels/tenure currently being used, through open dialogue with Local Authorities/Private Housing | <p>Review of each LA methods used to procure local accommodation provision.</p> <p>Explore the various options</p> | Greater flexibility to deliver any future contract, reducing pressure on costs and mitigating against the uncertainty of dispersal | Contract Manager |



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| Sector in preparation for new contract negotiations. Work with UKBA to balance lower numbers coming into the region with needs of LAs to remain viable. | available towards sustaining preferred bed-space levels /using bed-spaces more flexibly. Ensure UKBA understand and respond to the different pressures on LA providers through a period of contraction on numbers | trends. New models of delivery meeting the needs of LAs and the business need of UKBA | |
| Make sure the region works closely in partnership with UKBA to deal with the potential impact of delivering legacy case programme in the region. | Work with UKBA to manage CRP effectively – in a way that works for LAs and the Agency, and which avoids political fallout | Managed reduction of numbers, in a way which seeks to manage the impact of CRP reductions on LAs and others | RMP Manager/ Contract Manager |

Key Risks for Contract Management Role

| Risk | Risk Level | Mitigating Action |
|--|---|--|
| vii. Changes to contract bedspace numbers might impact upon the financial viability of the contract up to 2011 onwards | Medium/High To review all after further discussions | We will continue to use the review mechanisms within the contract to carry out active dialogue with UKBA to ensure the contract remains viable |
| viii. Home Office internal decisions fail to recognize the wider impact on the YHPSG capacity to fully deliver its obligations under the Target Contract | Medium/High | We will actively encourage earlier consultation through the Asylum Impact Group that allows for better planning on issues such Section 4/CRD reviews |
| ix. Falling numbers into the region, may make parts or all of the current contract not viable | High | We will be proactive in working with UKBA to identify ways to try and keep the contract viable through negotiations for COMPASS |
| x. YHPSG fails to secure a contract for future services | Medium | We will be seeking to put forward an efficient and high quality model, and working through the LGA to make sure UKBA fully understands the added value it gets from LA led provision |
| xi. Potential conflict of interests with enabling role | Low | We will have a clear separation of roles – in terms of both governance and operational delivery. |

IV Data, policy, research and information

| Process/Activity | Outputs and PIs | Outcome/Change on the ground | Delivery by Whom |
|---|--|--|--|
| Share relevant and recent data on migrants with appropriate partners | <p>Develop regular regional, sub-regional and local level analyses of migration trends to LAs and other partners. Develop new data sources (e.g. UASC, NRPF, destitution). Reporting to funders and SMG.</p> <p>Monthly UKBA MI shared with SMG.</p> <p>Asylum and RIES management information produced monthly to support delivery of contracts and meeting KPIs.</p> | <p>Better strategic planning and decision making reflecting the needs of the locality and region; wider engagement with partners across the region (e.g. health, non-contracting LAs)</p> <p>Better decision making reflecting the needs of the locality and region</p> <p>Effective and viable contracts, delivering suitable services.</p> | <p>Policy & Research Manager</p> <p>Executive Services Officer</p> <p>Performance Management Officer / RIES project support officer</p> |
| Ensure stakeholders know about and understand relevant, recent policy on migration | <p>Policy proposals to be consulted on with partners.</p> <p>Policy changes to be communicated to partners in appropriate format e.g. through email, training briefing notes or quarterly update</p> | <p>View of the region fed into policy development processes</p> <p>Better planning for and responding to change</p> | <p>Policy & Research Manager</p> <p>Policy & Research Manager / Contract Manager</p> |
| Share relevant national and regional research on migration with partners | <p>Keep web-based database of research about migration updated.</p> <p>Summarise new research in quarterly update</p> <p>Influence new regional research through dialogue with commissioners and researchers</p> | <p>Better decision making reflecting the needs of migrants and the region</p> <p>Partners kept up to date with latest research</p> <p>Research is relevant to the region</p> | <p>Policy & Research Manager</p> <p>Policy & Research Manager</p> <p>Policy & Research Manager / Refugee Integration Manager</p> |
| Ensure the region has easy access to all relevant information produced by the Partnership | <p>Website continually updated and developed (e.g. MIF and PSG) to include all relevant outputs from the Partnership. Regular web bulletin lets partners know what is new.</p> <p>Quarterly update on Data, Policy and Research presented to SMG and on website</p> | <p>Partners have one place where all publicly available information from the Partnership is available</p> <p>Key partners have overview of latest data, policy and research in one</p> | <p>Website & Information Manager</p> <p>Policy & Research Manager</p> |

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| | | document | |
| Improve internal and external communications | Continued communications subgroup to improve internal communications e.g. contact lists, induction pack | Partnership staff more integrated and efficient team; external organisations receive more consistent information | Website & Information Manager |
| | Develop, keep updated and disseminate new Information Pack and Partnership Bulletin to UKBA and other partners | External organisations better aware of the Partnership and its work | Website & Information Manager / Executive Services Officer |
| | Lead role in RMP on governance arrangements for all our stakeholder groups | More consistent co-ordination of stakeholder groups | Executive Services Officer |
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Key Risks for Information, data and research Role

| Risk | Risk Level | Mitigating Action |
|---|------------|--|
| xii. Lack of skills and resource to carry out these roles | High | Negotiation with LCC re recruitment Internal re-distribution of skills where possible |
| xiii. Partner concerns re data sharing limit what we can use e.g. UKBA asylum data, LAs UASC data | Low/Medium | Work with UKBA to ensure they know what data is shared with whom. Ensure data sharing with LAs is protected. Only publicly available information to be on website. |
| xiv. Policy changes or revision of UKBA published statistics could reduce information available to us and causes a gap in understanding | Low/medium | Consider alternative means of collecting data e.g. new research or monitoring |
| xv. Waning enthusiasm for Communications group | Low/medium | Keep rotating membership of group; line managers to treat as a core task. New group tasks coming out of staff suggestions - away days etc. |
| xvi. Sensitive data is used publicly or inappropriately | Medium | All data to be accompanied by information about data-sharing. Sensitive data to be aggregated, and shared with key partners or those in contract with UKBA only. |

V - How We Work – Managing the Transition

| Process/Activity | Outputs and PIs | Outcome/Change on the ground | Delivery by Whom |
|---|---|---|-----------------------------|
| Plan for a range of different scenarios for 2011 – and develop responses/plans to deal with them | <p>Detailed implementation plans for a range of options including:</p> <ul style="list-style-type: none"> • Exit strategy • Delivering a new larger contract • Delivering a new smaller contract <p>Discussions with LCC HR around implications for staffing, including potential TUPE application</p> | A managed and orderly transition from current to future ways of working | RMP Manager |
| Work with UKBA, regional LAs and other providers to develop a model for future delivery of accommodation and related services – post 2011. | Agree a model/approach which emphasises LA strategic leadership. | A viable model, that builds on existing strengths, and which delivers effective and efficient services for users | RMP Manager |
| Within the wider context of COMPASS, renegotiate the RIES contract to ensure the best possible service for refugees and partner organisations | <p>Negotiate and agree Y&H RIES contract with UKBA</p> <p>Negotiate changing arrangements with partner organisations</p> <p>Develop and implement new structures for delivery of new RIES contract</p> | <p>New contract agreed with UKBA and sub-contracts with partner organisations</p> <p>Effective structure for the delivery of RIES</p> | Refugee Integration Manager |
| Develop a new officer support structure for the Partnership that responds to the changing needs of localities, the region and government | <p>Develop a new structure to deliver our functions post 2011 including realigning the current contract management function to meet future business requirements.</p> <p>Work with funders, existing staff and Leeds CC as employing body to put a new structure in place to meet our future requirements within agreed resources.</p> | A structure that makes best use of resources to deliver effectively on behalf of the region and UKBA | RMP Manager |