

# Project Delivery Plan

FINAL VERSION (OCTOBER 2019)

ANDY HOOLE – SENIOR COORDINATOR

## Contents

<b>Project Context</b> .....	2
<b>Project Ambition</b> .....	2
<b>Sector Environment</b> .....	3
<b>Governance</b> .....	3
<b>Strategic Objectives</b> .....	4
<b>1. Enhanced co-operation and co-ordination</b> .....	5
<b>Supporting Objectives</b> .....	5
<b>2. Build effective communications capacity</b> .....	9
<b>Supporting Objectives</b> .....	9
<b>3. Development of a shared vision</b> .....	11
<b>Supporting Objectives</b> .....	12
<b>Appendix A: Proposed Structure for Assessment Cycle</b> .....	14
<b>Appendix B: Timeline for Project Completion</b> .....	14

## Project Context

Over the past two years, the Barrow Cadbury Trust has been working with a range of voluntary sector organisations in Birmingham and the Black Country to develop a co-ordination mechanism to address ongoing needs in relation to influencing work with, and communication with and within migrant communities

A proposal to support this work for three years was finalised in 2018 and funding from both the Barrow Cadbury Trust and the Paul Hamlyn Foundation is in place to support it. The delivery strategy for the project has been compiled following consultations with project stakeholders, statutory bodies and other groups operating within the migrant community sector. It will provide a framework for the successful completion of the agreed project objectives within the funding cycle.

## Project Ambition

The purpose of the Initiative is to support the effective settlement of migrants<sup>1</sup> and a positive integration agenda across the region. The ultimate aim of the Initiative will be to develop and embed processes and support mechanisms to enable the development of a clear pathway for the integration of migrant communities, providing the appropriate levels of support required at all stages to achieve this.

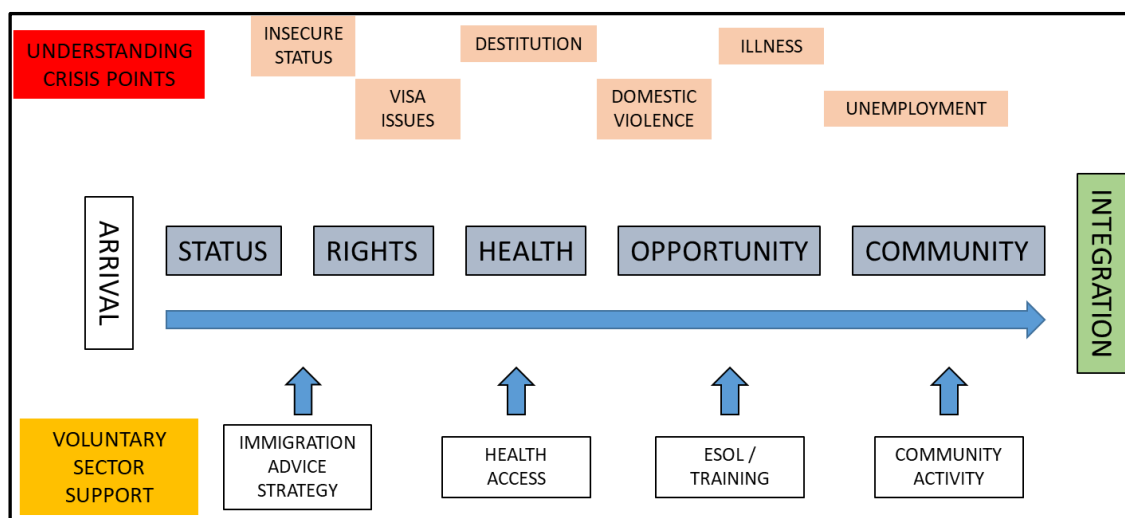


Image 1 – Proposed Migrant Support Pathway

<sup>1</sup> Migrants in this context will encompass Asylum Seekers, Refugees, UASC undocumented and Economic Migrants

## Sector Environment

In the wider West Midlands region, activity within the sector providing support to migrant communities is diverse. Well established regional groups work across a number of areas including advocacy, legal services, housing and training. Communication between practitioners is strong, with well-established meeting structures, however links with statutory bodies are variable. These often rely on personal contacts and sometimes lack effective formal channels for conducting joint activity or resolving systemic issues. A lack of intelligence sharing and coordination across bodies, involving both statutory and voluntary groups in the sector, remains a key barrier to successful joint action and guidance of sector activity.

An emphasis on activity providing support to individuals at the point of crisis, whilst a crucial area of the sector's work, cannot address the underlying issues that could prevent migrants reaching this point. The adoption of an overarching strategy will enable the sector to better work towards an agreed objective of providing pathways to integration for all migrants in the region.

Planning and prioritisation in the sector should not be focused on certain areas, but involve those in the sector providing services for longer-term integration such as training, housing or educational opportunities. If these groups feel excluded from decision making and planning, and the Project fails to take into account the views, then it risks becoming unduly focused on certain areas, irrelevant to large parts of the sector and, not focused on the larger strategic aims of co-ordination and integration.

External factors continue to present a myriad of challenges for migrants and organisations alike. A complex political environment, and the lack of clarity over any post-Brexit settlement has the potential to impact upon the residency status of thousands of foreign born West Midlands residents. Continued uncertainty over funding streams will affect the provision of services at both a statutory and voluntary sectors level. In addition, larger charitable groups seek to influence the delivery of support services in the region, potentially at the expense of those smaller groups already successfully operating within the area.

In order to best adapt to this changing environment, it is vital that a single strategic vision and delivery strategy be agreed to enable the voluntary sector in the region to continue delivery of high-quality support to migrants and refugees.

## Governance

Oversight of the Initiative is provided by a Steering Group guided by an Independent Chair. Membership comprises representatives from voluntary organisations providing services to migrant groups. The Steering Group meets on a quarterly basis to review progress against the agreed Strategic Objectives.

Attendance at meetings by representatives from other groups or bodies will also be encouraged depending upon specific areas or updates under discussion. In this way, wider membership can contribute to the strategic direction of the Initiative, providing valuable expertise and influence against specific work streams.

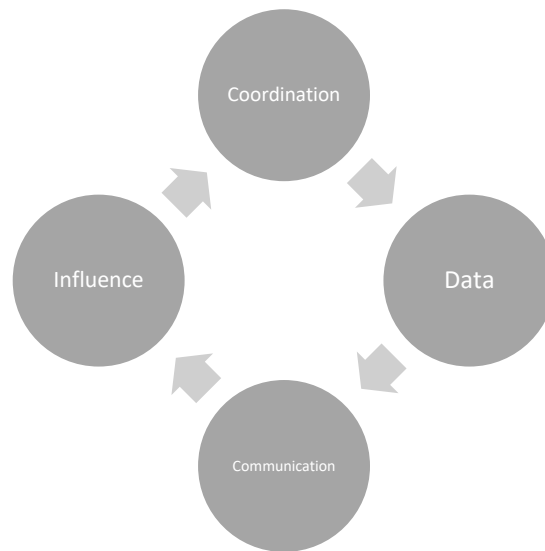
It is important that the governance structure is inclusive of all facets of support given to migrants, throughout all stages of their journey towards inclusion. In order to develop successful pathways to integration that can benefit the wider sector, groups that provide support at all stages must be involved to ensure that a range of views be represented.

## Strategic Objectives

Three objectives for the Initiative have been agreed:

- **Enhanced co-operation and co-ordination within the voluntary sector**
- **Build effective communications capacity to enable effective messaging and influencing of service provision**
- **Development of a shared vision for the voluntary sector, making better use of existing data in order to effectively influence policy at local, regional and national level**

These objectives will not be achieved consecutively, instead building on each other in order to fulfill the overall ambition of the Project. An effective coordination process for example, will allow knowledge of sector activity to be collated and provide opportunity to communicate this to relevant partners.



**Image 2 – Project Coordination Cycle**

## 1. Enhanced co-operation and co-ordination within the voluntary sector

Our aim is to build a comprehensive understanding of all activity currently taking place within the sector, so that problems, emerging issues and opportunities can be effectively recorded. This is crucial in enabling a comprehensive picture of current activity across the sector to be produced. As the Initiative continues, activity and outcomes can be measured against the baseline assessment to highlight changes and identify successful project interventions.

By collating these in a structured manner, we will be able to develop pathways will benefit the integration of migrants to the region. It will act as a Knowledge Management Hub for the region, highlighting not only the details around migrant communities but also potential areas of support that can be provided to them. This potentially will allow the creation of a 'support pathway' for any new migrant entering the region.

It will also allow the completion of a Strategic Assessment of activity within the sector, identifying key themes and priorities in order to coordinate activity and target resources across the region. This will identify cross-cutting issues that impact upon multiple areas of the sector and can be grouped together under thematic headings. With the Steering Group acting as the main driver for the Project, each theme can form a sub-group headed by a member. This will ensure increased involvement by attendees and embed the Project within the regional sector.

The Project will develop as a strategic hub for coordination of activity in the region, not replicating or replacing the delivery plans of each participating group. It is envisaged that the success of the Initiative will be in facilitating the conditions and processes needed for practitioners and SME's to conduct their work effectively.

### Supporting Objectives

- Membership of Steering Group to be comprised of representatives reflecting all areas of work in the sector

It is important that the Steering Group is able to draw upon insights and views from across the sector in order that it is responsive to changing requirements. It has already been proposed that activity be broken down into five broad themes as best to capture all activity that is taking place across the region. In line with this, the Terms of Reference for the Group should be amended to ensure that each meeting is attended by at least one representative with involvement in each area. This will ensure discussions encompasses all facets of the sector.

CROSS CUTTING THEMES				
RIGHTS	HEALTH	OPPORTUNITIES	COMMUNITY	FUNDING
<ul style="list-style-type: none"> <li>• Housing</li> <li>• Homelessness</li> <li>• Legal Representation</li> <li>• NRPF</li> <li>• Universal Credit</li> </ul>	<ul style="list-style-type: none"> <li>• Physical</li> <li>• Mental</li> <li>• Vulnerable People</li> <li>• Care</li> <li>• Families</li> </ul>	<ul style="list-style-type: none"> <li>• Education</li> <li>• Employment</li> <li>• Training</li> <li>• Exercise</li> <li>• Culture</li> </ul>	<ul style="list-style-type: none"> <li>• Crime</li> <li>• Safety</li> <li>• Cohesion</li> <li>• Engagement</li> <li>• Environment</li> </ul>	<ul style="list-style-type: none"> <li>• Government</li> <li>• Charities</li> <li>• Statutory Bodies</li> <li>• Advocacy</li> <li>• Collaboration</li> </ul>

**Image 3 – Proposed Project Thematic Areas**

**Timeline – Proposal to be raised at next Steering Group, individuals to be identified and invited to subsequent meetings. Action to be completed by January/February 2020.**

- Strategic Assessment of activity in the sector to be completed

A Strategic Assessment built around the five agreed themes will enable key priority issues, knowledge gaps and recommendations to be identified. It is a vital component of the Project as it will allow work to be conducted in line with the proposed integration pathway and assess progress towards achieving this. Creation of an overarching strategy for the sector will assist activity, as shared objectives will present opportunities for collaborative working. It will also allow all groups to contribute to the assessment and influence the delivery strategy.

It will also assist in linking the sector with statutory partners who are already in the process of producing similar assessments to a regular cycle. Development of a bespoke process for the voluntary sector will allow us to input into these documents and produce meaningful recommendations that can be actioned by our partners.

Completion of this document will also assist with other strategic objectives of the Project as it will identify data sources held by organisations which will inform understanding of migrant communities in the region. The completed assessment can form the basis of communicating key sector issues and needs to statutory bodies and partners.

**Timeline – Proposed document structure to be agreed by Steering Group in first quarter of 2020 with a completed document signed off and disseminated at the end of the first year of the Project (November 2020)**

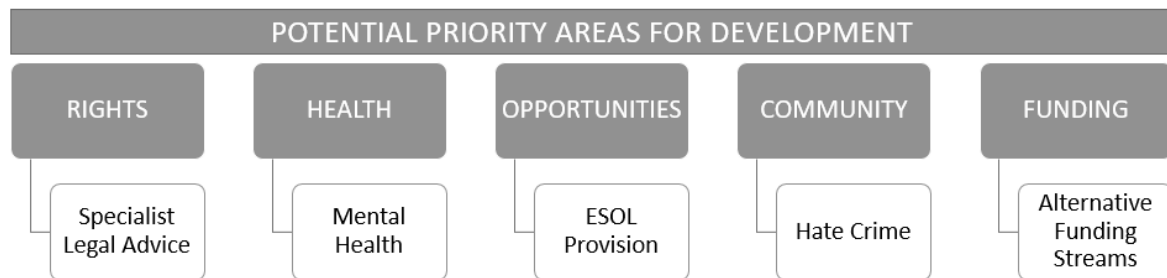
- Reporting structure to be created that enables assessment cycle to take place. This will allow activity to be measured against current priorities, highlight emerging issues and recommend actions

A comprehensive reporting structure will be put in place in order to develop a strategic assessment and ensure that information is obtained from all parts of the sector. It is intended that any new process will not result in additional meetings unless necessary in order to ensure that resources amongst

groups is not stretched. Where possible, current meetings will be used to inform the cycle but with support provided to ensure that measurable outcomes are produced.

An example of this has already been identified in the existing Destitution Steering Group (DSG), which replicates some of the objectives of the Project. This meeting is currently undergoing a review of its Terms of Reference and membership and we have recommended support be provided through the development of a tasking document. This will draw together the activity of all attendees which will assist partners through highlighting areas of current need whilst also informing the Project of emerging issues within a key area of the sector.

This proposed structure will enable the identification of key priorities for the sector as well as a method for facilitating actions to resolve them. Each priority or theme can involve a sub-group comprised of relevant individuals who can progress activity around each issue, with the main Steering Group responsible for oversight ensuring that work on these priorities is being progressed in line with key strategic aims. It is anticipated that at least one priority should be agreed under each thematic, with more depending upon sector demand.



**Image 4 – Examples of proposed priorities per thematic**

The success of the new structure will be measured using a series of agreed Key Performance Indicators (KPIs) recording activity across the sector and the outcomes achieved through interventions. Data will be in both qualitative and quantitative form and can additionally be used to identify gaps in service provision. As well as an assessment of the wider sector, KPIs will be used to gauge the effectiveness of the Project. Measures to be recorded will include the number of briefings and presentations generated as well as other interactions used to increase the reach of our work.

**Timeline – Structure to be agreed by Steering Group by end of 2019. Timescale for support to DSG dependent on progress of ongoing review, likely to be completed by December 2019. KPI Template has been agreed and will be utilised from September 2019.**

- Collation of Asset Register to provide details of all activity and contacts within the sector

The collation of an Asset Register is key to the Project understanding what groups are working within the sector and the services that are provided to communities. It will allow a comprehensive database to be constructed that can act as a knowledge hub for the sector, referring individuals or organisations to relevant subject experts. It will also aid communication by identifying groups working in similar



areas, allowing better information sharing. The register can also be used to identify membership for the Steering Group or and subsequent working groups to ensure balanced representation.

It is anticipated that the Register will be a living document, updated following meetings held by the Project Coordinator, and accessible to all those working in the sector in order to facilitate contact, communication and joint working. It can also assist in the development of the proposed 'support pathway' for migrants, signposting to the correct service providers.

**Timeline – Asset Register is already being compiled as the Senior Coordinator meets with stakeholders. A periodic review of the data held will be conducted to ensure accuracy.**

### **Intended Outcomes**

Success will be seen in the creation of a new cyclical strategic process that accurately reflects, prioritises and reports upon the challenges and opportunities within the voluntary sector.

### **Monitoring and Evaluation**

The process will be monitored through the Steering Group with reporting against each strategic theme as well as feedback from stakeholders. Evaluation of the effectiveness of the Initiative will be measured through the products generated and disseminated to partners in order to influence activity.

## 2. Build effective communications capacity to enable effective messaging and influencing of service provision

We will utilise an effective communications strategy, in order to fulfil our goal of supporting the settling of migrants in the region. Within the sector we will work closely with all stakeholders to identify and highlight best practice, build relationships and raise the profile of work being undertaken to support the migration agenda. Briefings on the work of the Initiative will be disseminated to all partners on a regular basis in order to increase engagement and ensure transparency in our work.

Communication with sector partners and policy makers is also crucial to achieve the strategic aims of the Project. It is important to build awareness of current issues and best practice that has been identified through the Strategic Assessment process, highlighting opportunities for joint working and barriers to development. Findings should also form the basis of advocacy work, lobbying relevant bodies for legislative and procedural change that can improve service delivery.

It is recognised the communications messaging is a vital tool in supporting the work of the Initiative and all avenues for engagement should be pursued. Specialist support in this sector would be most effective in achieving this strategic objective and as such the Initiative should work closely with those already providing this function in the sector. This will lead to an improved communications strategy, building on existing campaigns without duplication of work.

### Supporting Objectives

- Effectively communicate the work of the Migration Policy and Practice Initiative

An online presence for the Project will be developed, differentiating the project from the host organisation. This will underpin the project's independence and allow it to build closer and transparent links with the wider sector. Social media accounts will enable engagement with both the public and partners, publicising our work. A website for the Project will also be developed, and it is envisaged that this can become a central hub for communications across the sector as well as a knowledge hub for information and processes.

Briefing Papers on key priorities in the sector will also be produced, not only highlighting significant challenges but also activity of note and recommendations for actions. Papers will be commissioned by the Steering Group in response to both emerging issues or as part of a response to agreed priorities. They will be produced in partnership with sector organisations, bringing together practitioners whose expertise can inform content and also fulfill the Project aim of promoting and communicating sector activity.

**Timeline: Both a website and Twitter account for the Project have been set-up. Members of the Steering Group have been asked for their views on the development of the website, including desired items for inclusion. The site will be developed in line with strategic objectives as the Project continues.**

**Briefing Papers have begun to be produced on several priority issues, these will continue following specific tasking from the Steering Group.**

- Utilise specialist communications knowledge to promote activity both by the Initiative and amongst peers

A separately funded role providing specialist communications knowledge to charities in the region has recently been created. This represents a real opportunity to amplify the work of the Project, develop joint working initiatives and support national campaigns. Planning between the two functions and hosting organisations (Birmingham Settlement and Refugee and Migrant Centre respectively) can act as a steering function to ensure collaboration functions effectively.

**Timeline: Coordination Meeting to be held quarterly with representatives from the Migration Project, Birmingham Settlement, RMC, IMIX. Monthly meeting also taking place between Project and Communications Officer. The Communications Officer is also an ex-officio member of the Project Steering Group.**

### Intended Outcomes

Success will be seen in raised awareness of the Initiative within the sector, statutory partners and policy makers and a local, regional and national level.

### Monitoring and Evaluation

Effectiveness can be monitored through measures such as agreed metrics for social media engagement, attendance at events organised by the Initiative, contributions to briefing and website content as well as performance data obtained from sector meetings.

### **3. Development of a shared vision for the voluntary sector, making better use of existing data in order to effectively influence policy at local, regional and national level**

Existing meeting structures and forums provide a valuable tool for the sector to adopt a collaborative approach to migration. We will build upon these to gain a better understanding of activity being conducted and utilise their outcomes in order to provide partners with insight into issues that are encountered and recommendations for action. The Initiative will coordinate the findings of meetings into effective, targeted briefing that will assist in advocating for policy change to benefit the sector.

The Migration Project can develop as a strategic hub for coordination of activity in the region, not replicating or replacing the delivery plans of each participating group. It is envisaged that the success of the Project will be in facilitating the conditions and processes needed for practitioners to conduct their work effectively. Existing meeting structures can be used to effectively report on relevant issues as identified through the strategic process.

We will also engage with partner agencies and statutory bodies through attendance at existing multi-agency meetings where we can provide an effective voice for the voluntary sector. Utilising the findings of our new assessment process we will be able to provide an evidence based approach to advocacy in order to secure legislative and procedural change.

We will also support new initiatives, such as the proposed Data and Intelligence Group being created by Birmingham City Council. This provides a real opportunity for collaboration with statutory bodies, obtaining new sources of data to inform work in the sector and improve the quality of briefings and support given to colleagues.

It is recognized that building understanding of the communities we work with is crucial to the success of the Project. This presents a significant challenge due to the diverse nature of both the region and these groups. The sector works not only with 'known groups', such as well-established migrant communities or newly arrived individuals and supported by immigration services, but also those unknown and undocumented.

Undocumented migrants have insecure status and may only engage with public bodies when they reach a point of crisis. As such, there is limited understanding of their needs and, crucially, the numbers of individuals fitting this criteria. It is vital that the Project seeks to understand and engage with this group in order to affect change and resolve their issues. Increased engagement with grassroots organisations who are likely to have involvement with these individuals will assist with this objective.

Engagement should also not be limited to a local or regional perspective, and the Project should seek to meet with representatives from think tanks, pressure groups and legislators at a national level. As the work of the Project grows, and greater awareness of sector issues are obtained, these will provide a valuable link to influence change in a way that can fulfill policy changes.

## Supporting Objectives

- Partnership working with statutory bodies

Engagement through new meetings and initiatives will help to embed the Project within the sector and provide a crucial link between voluntary and statutory organisations. It is envisaged that the Project can act as an effective voice for the voluntary sector as a whole, providing representation at a coordination and tasking level in order to progress collaborative working across agencies. Currently inter-sector relationships remain on an ad hoc basis depending upon attendance at meetings, so this presents an opportunity to formalise and improve arrangements.

New proposals such as the Data and Intelligence Group with BCC should be supported as an initial method of establishing shared objectives. It is anticipated that this will lead to the production of a Strategic Assessment from a council perspective, but with an input from the voluntary sector provided by the Project. This will allow access to data from a variety of stakeholders, identification of areas from collaborative working

**Timeline: Data and Intelligence Group to produce draft outline document by January 2020 with full document to be completed by Q3 2020. Once completed, the assessment process will be conducted on a rolling 12 month cycle.**

- Supporting existing structures within the voluntary sector

We will continue to engage with existing meeting structures in order to adopt a collaborative approach to the work of the Project. These will inform our work, highlight emerging issues and opportunities and will feed into our planned strategic assessment of sector activity. It will also provide evidence and data that will allow us to advocate for change in priority areas. There are a number of regularly sector meetings that will be supported, either through attendance or on a more formalised basis:

- Destitution Steering Group
- Birmingham Migration Forum
- Migrant Network
- Funders Network Event Working Group
- Migrant Health Network
- NRPF Meeting
- Voluntary Sector Priority Working Group

Levels of support to each meeting as still to be agreed, although the Destitution Steering Group will likely require the highest level of involvement. The Funders Network Event Working Group also provides a useful forum to promote the Project and provide support to the wider community. We have already engaged with this meeting, helping to organise and host events as well as providing briefing material on behalf of the sector.

**Timeline: Meeting timetables are already established and dates for attendance available. Funders Network Events take place on a quarterly basis with the next scheduled for November 2019 and planning meetings held every month. Support for the Destitution Steering Group to be formalised as a result of an ongoing review due to be completed by December 2019.**

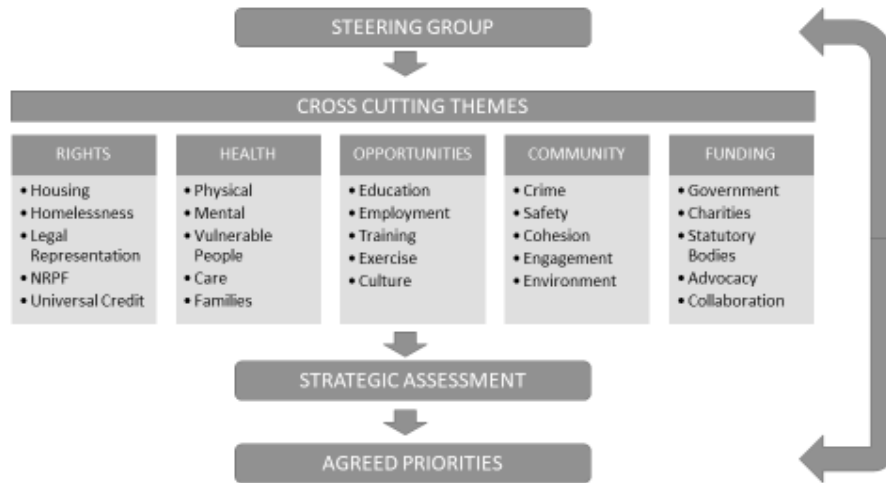
### **Intended Outcomes**

Success will be seen through an increased level of briefings to external partners, greater collaborative working and successful legislative change to benefit the sector

### **Monitoring and Evaluation**

Effectiveness will be monitored through measures agreed in the Terms of Reference from meetings attended or supported. This will include briefings produced, work of the Initiative being cited in the work of partner agencies, and legislative change being enacted that supports our strategic objectives.

**Appendix A: Proposed Structure for Assessment Cycle**



**Appendix B: Timeline for Project Completion**

