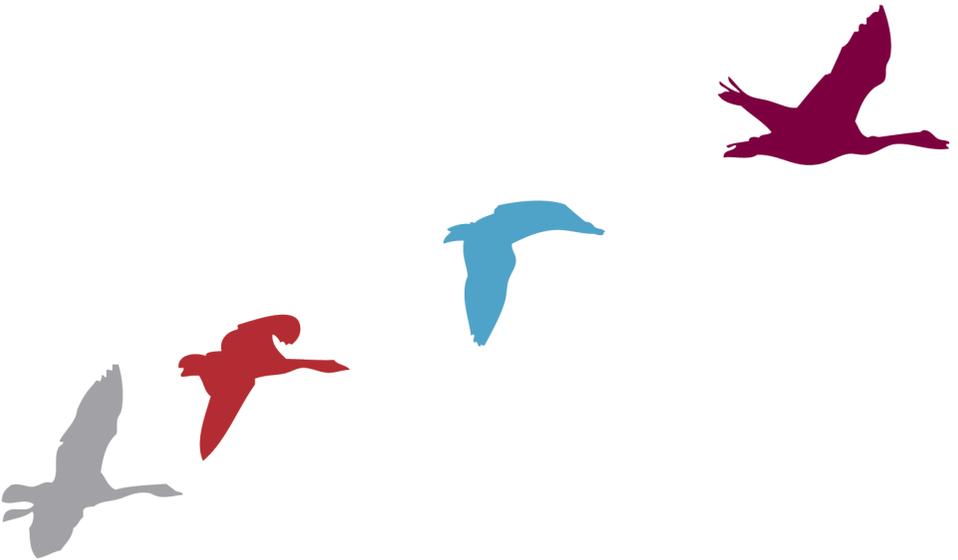
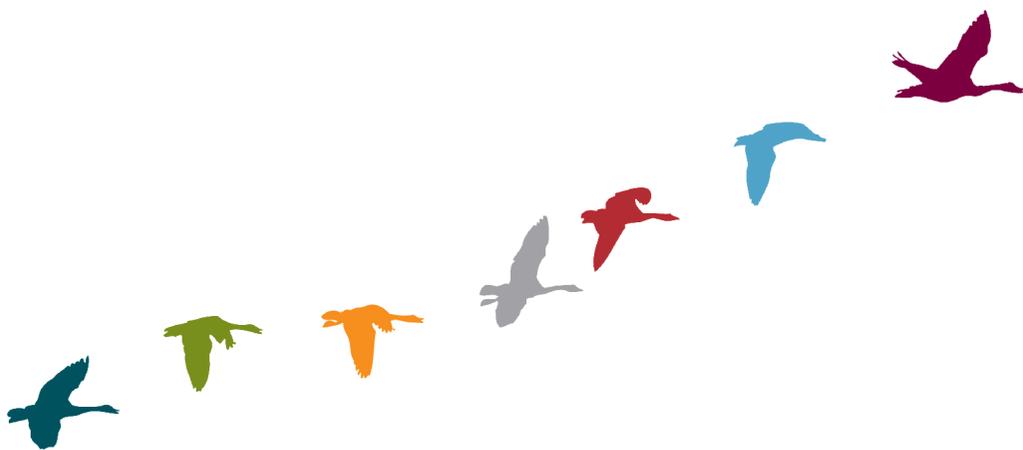




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content of the programme

The context for the programme was the significant increase in the number of migrant workers arriving in the UK after the European Union's expansion in 2004. From May 2004 to June 2008 some 684,000 migrants from A8 Accession State countries registered under the Workers Registration Scheme in England. For local authorities and their partners this rapid change – in many respects beneficial – brought a new set of issues to be managed.

The Migration Excellence Programme ran from early 2007 to October 2008. It has been delivered by the IDeA and funded by the Department for Communities & Local Government. Its aim has been to help local authorities manage effectively the local impacts of migration, with a particular focus on migrant workers arriving from the EU Accession States.

It has promoted learning and good practice across the local government sector and has provided direct support to councils in eleven areas, in order to build their leadership capacity and operational capability for managing migration issues.

Programme deliverables have included:

- a good practice guide and self assessment checklist for local authorities
- guidance for those producing migrant information packs or resources
- an online community of practice where practitioners could seek advice and access information
- a pool of expert peers for the sector, with experience of migration issues
- eleven support projects to help councils address particular migration needs
- case studies and other resources derived from the support projects.

Less tangibly, the programme has helped build networks amongst those working on migration issues, allowing them to learn from others and share their own knowledge.

The programme has worked with different types of local authority area, from the highly urban to the very rural, often with quite different migration circumstances. For some areas it was a relatively new phenomenon and the need was to start building an approach. Other areas had a long history of migration, so their wish was to make progress with particular complex operational issues.

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issues explored by the support projects

The following is not intended as a comprehensive list of migration good practice for local authorities. A self-assessment checklist already exists in the publication, **New European migration – a good practice guide for local authorities**, on the IDeA's website. Rather, it is a list of the issues explored through the eleven support projects funded by the Migration Excellence Programme. They do, though, add up to a useful set of lessons.

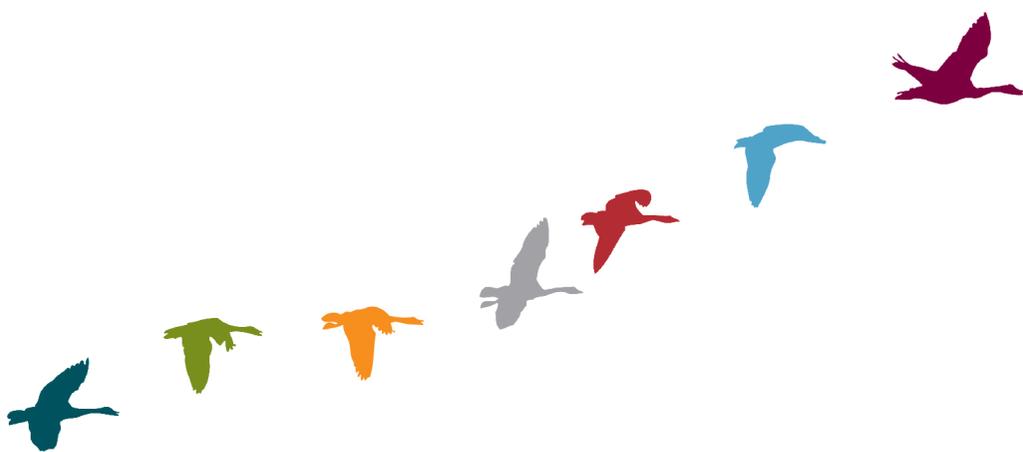
One thing the programme confirmed was that migration issues and needs vary considerably from area to area. Local authorities and their partners should assess their own needs and priorities when seeking to adopt or adapt some of these practices.

The programme has encouraged the spreading of good practice and innovative approaches among the local government sector as it has addressed this fast changing policy agenda. A significant body of practice and resources now exists for others to draw upon.

useful practice for local authorities that was explored by the programme

developing data and evidence

- interrogate National Insurance and Worker Registration Scheme data for your area
- identify local organisations and departments within your own organisation who may hold useful administrative data about migrants
- form a local data partnership to share migration data on a common basis
- survey or hold focus groups with local migrant workers to understand the priority issues for them
- contact local employers to see what information they can share about migrant employees and recruitment
- use local data and evidence to build migration scenarios for your area, as a way of identifying policy concerns and opportunities



providing local leadership

- run a session with local councillors to provide them with the evidence and seek their backing for actions
- decide where the management of migration issues fits in relation to Local Strategic Partnership structures
- ensure relevant local migration concerns are built in to the local community cohesion strategy or the strategy document covering these policies e.g. the Sustainable Communities Strategy
- undertake a scrutiny review of the council's current work on migration to test its fitness for purpose

building the right partnerships

- develop good working relationships with the voluntary and community sector bodies which have most contact with migrant workers
- support groups from within new migrant communities who might take on a self-help role
- develop the Equality & Diversity Partnership for the area so it can better take forward work on migration
- build working relationships with migrants' employers and landlords (or with their representative bodies), being clear what is in it for them

managing communications

- develop key facts about migrants and any local concerns about migration, for use on a consistent basis (including by councillors and partner bodies)
- build a working relationship with the local media, so they understand local migration facts and seek a council comment before running stories
- survey local employers to generate facts about the local economic benefits

adapting local services

- check the training and resource needs of frontline staff who have regular contact with migrants
- ensure frontline staff have access to accurate advice about migrants' eligibility in terms of housing, employment, services and welfare
- map English language training (ESOL) provision and demand in the area, working with relevant parties to improve its quality, co-ordination, targeting and suitability

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improving and enforcing standards

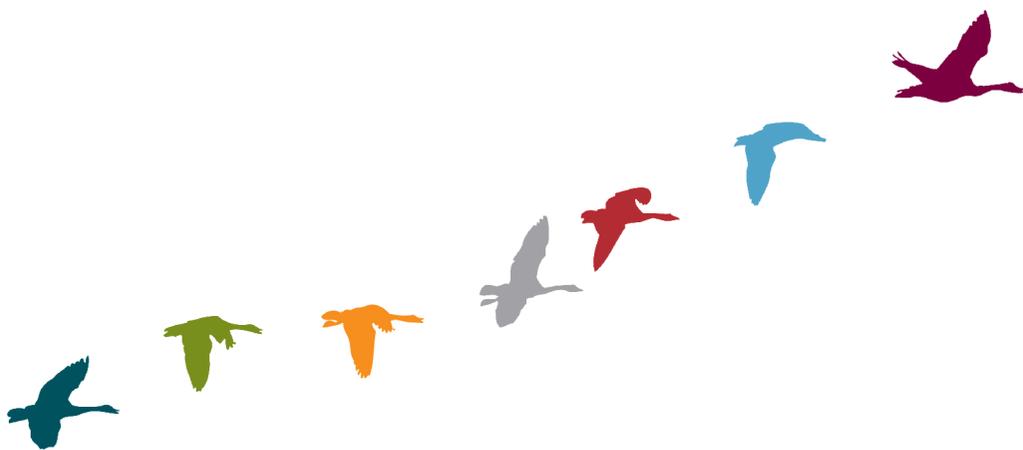
- develop a responsible employer scheme to promote good workplace practice (on training, health and safety, access to ESOL, etc)
- seek better information sharing between enforcement agencies or consider their virtual co-location (e.g. police, fire service, environmental health, Gangmasters Licensing Authority)
- build information about houses in multiple occupation (HMOs), through a survey and/or on-the-ground intelligence
- develop a leaflet for HMO occupants and landlords about their rights and responsibilities

providing information to migrants

- develop an information pack or resource to provide new arrivals with basic information about living and working in the UK and about the local area
- think creatively about how to ensure migrants have access to such information, including through an outreach programme
- consider support for migrants intending to stay, that helps them better use their skills in the local labour market (e.g. covering jobsearch, CV, interviews)

encouraging actions to build community cohesion

- consider whether there are groups who may compete with migrant workers for unskilled jobs, who also need assistance and interventions
- develop a cross-agency tension monitoring system, to review community relations on a regular basis and instigate mitigating action if required
- identify local activities that could be supported because they provide good opportunities for migrant and settled communities to meet each other



early findings from the support projects

The accompanying document, **New migration, changing dynamics, local lessons**, draws migration lessons from the support projects. What follows are some lessons about project delivery from this programme.

In almost all cases the support provided by peers and the input from consultants received a positive rating from the project councils, who felt they had helped to make a difference. Benefits associated with the peers included their experience of migration issues, help with shaping discussions, assistance with partner buy-in and efforts to strengthen working relationships. Benefits associated with consultants included that their independent findings were listened to, they brought capacity councils did not have, they produced evidence to inform plans and strategies, and they used surveys to reach groups like migrants and their employers.

Councils generally welcomed the IDeA's ability to access and source support for the projects. The flexible approach adopted is thought to have been helpful, both in terms of matching support to local needs and adapting to changing circumstances during project delivery (though sometimes this meant scaling back ambitions or dropping certain actions). A variety of factors can be identified as having slowed project progress, both at set-up and delivery stages.

All the project councils reported that they now had increased knowledge and understanding of migration issues. Visits were felt to be a particularly valuable means of learning. Changes in behaviour have also been cited by most project councils, examples being more joint working, closer partnership arrangements and improved links with community groups.

The projects variously generated action plans or agreements to develop outputs, such as new strategies, a data sharing protocol, a community tension monitoring system, a responsible employer scheme and, in one case, a revamped response to migration. In some cases these actions are being implemented, in others it is hoped they will be over the next few months.

The interim evaluation found that most of the changes and outputs associated with the projects would not otherwise have happened. In other cases the projects at least made things happen faster or enabled them to progress further.

Learning points at this stage include:

- project timescales need to be realistic. Sourcing support and arranging project activities is not always straightforward. Original timescales for the migration projects were frequently overrun
- when projects are selected more emphasis should be placed on ensuring a fit with mainstream local authority processes (strategies, partnerships, etc)
- more guidance should be provided to participating councils at an early stage about the roles of peers and the IDeA, so working relationships are clear

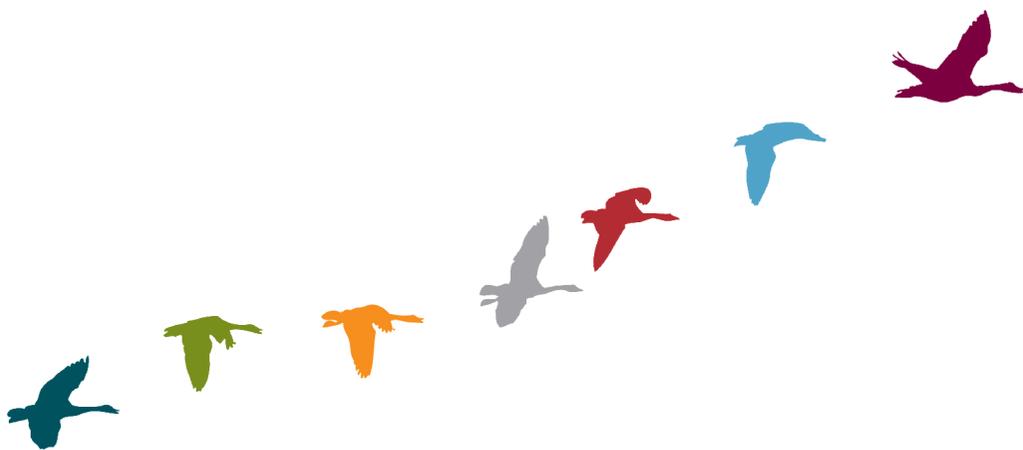
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- when projects are being agreed councils should be given a clearer picture of the time (including administrative time) they will need to commit.

projects and resources

The table overleaf lists the eleven support projects delivered by the programme. It notes the topics covered by each project and the learning resources that are being made available. Case studies are contained within this pack. Other resources are available on the migration pages of the IDeA Knowledge website, which is www.idea.gov.uk/migration

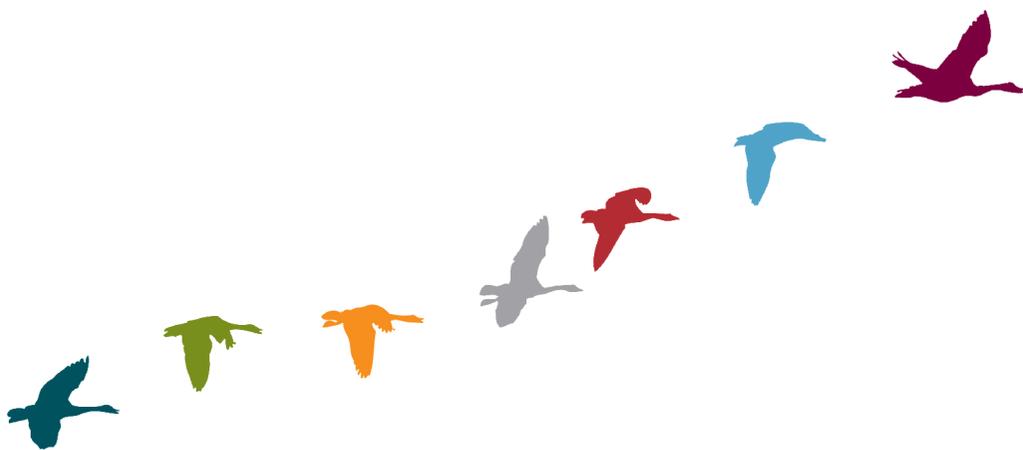


project	main topics covered	resources
Allerdale District Council	<ul style="list-style-type: none"> • developing links with migrant workers and understanding their needs • developing the Equality & Diversity Partnership 	<ul style="list-style-type: none"> • case study – developing a partnership approach to new migration
Carlisle City Council	<ul style="list-style-type: none"> • scrutiny review of migration work • developing the Equality & Diversity Partnership 	<ul style="list-style-type: none"> • case study – using a scrutiny review of migration work • resource – note on Equalities and Diversity Partnership review questionnaire
Ealing (London borough)	<ul style="list-style-type: none"> • review of ESOL provision and challenges with partners • developing the migrant welcome pack and outreach work 	<ul style="list-style-type: none"> • case study – English as a second language (ESOL) coordination • resource – ESOL review advice note
East Lindsey District Council	<ul style="list-style-type: none"> • accessing information about local migrants and their needs • raising member awareness • links with migrant employers and the voluntary sector 	<ul style="list-style-type: none"> • case study – informing a response to new migration • resource – presentation material for a members workshop

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project	main topics covered	resources
Humber Improvement Partnership	<ul style="list-style-type: none"> • providing frontline staff with information on housing, employment and welfare issues • developing a community tension monitoring system • building links with the voluntary sector • providing information to HMO landlords and tenants 	<ul style="list-style-type: none"> • case study – minimising community tensions • resource – online legal guidance for frontline staff (CANS Trust) • resource – leaflet for HMO landlords and tenants • resource – leaflet for migrant employees
Borough Council of King’s Lynn and West Norfolk	<ul style="list-style-type: none"> • assessing training and resource needs of frontline staff • raising member awareness • identifying priorities for Community Cohesion Strategy 	<ul style="list-style-type: none"> • case study – community leadership • case study – supporting frontline staff • resource – online staff training resource (Learning Pool)
Newcastle City Council	<ul style="list-style-type: none"> • pilots of migrant training to help them better use their workplace skills • identifying good employer practice 	<ul style="list-style-type: none"> • case study – training to utilise migrants’ skills



project	main topics covered	resources
Southampton City Council	<ul style="list-style-type: none"> • developing local data and intelligence about migrants • building bridges between new and settled communities 	<ul style="list-style-type: none"> • case study – developing data and intelligence • resource – see upcoming LGAR resource on migration data
Suffolk County Council and districts	<ul style="list-style-type: none"> • developing links with migrant employers • managing migrant housing issues • communications planning 	<ul style="list-style-type: none"> • case study – improving housing and employment standards • resource – advice note on developing a responsible employer scheme
West Wiltshire District Council	<ul style="list-style-type: none"> • mapping Houses in Multiple Occupation (HMOs) and migrants • building migration into housing strategies 	<ul style="list-style-type: none"> • case study – migrant workers and houses in multiple occupation • resource – HMO and migrants survey report
Wychavon District Council	<ul style="list-style-type: none"> • local implications from migration scenarios • working with the media 	<ul style="list-style-type: none"> • case study – planning for change – engaging with migrants and building scenarios • resource – local migration scenarios report

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future migration support

The **good practice guide** and **self-assessment checklist** can be accessed at www.idea.gov.uk/migrationguide

Guidance for those producing **migrant information packs and resources** can be accessed at www.idea.gov.uk/migrantpacks

Local authorities wishing to access support from migration **peers** should either contact their Regional Improvement and Efficiency Partnership or contact the IDeA (the Regional Associate or Anjana Jasani on anjana.jasani@idea.gov.uk).

Other migration resources (produced outside the programme) which may be useful include:

- **Guide for local authorities on translation of publications**, Communities and Local Government (2007), Department for Communities and Local Government
- **Understanding and monitoring tension and conflict in local communities – a practical guide for local authorities, police services and partner agencies**, Institute for Community Cohesion (undated), Metropolitan Police and ICoCo
- **More responsive public services? – a guide to commissioning migrant and refugee community organisations**, Housing Associations' Charitable Trust (2008), Joseph Rowntree Foundation
- **Local Area Agreement toolkit: migrant workers, refugees and asylum seekers**, East of England Strategic Migration Partnership (2008), East of England Regional Assembly
- **Communique – a mini good practice guide to communicating effectively with migrants**, Loretta Hurley Development Consultant and Savvy Ltd (2008), Cambridgeshire County Council



Local Government Association

The Local Government Association is the national voice for more than 450 local authorities in England and Wales. The LGA group comprises the LGA and five partner organisations which work together to support, promote and improve local government.

