

Gateway Portsmouth: Initial Business Plan

Introduction

This initial business plan as envisaged in the Project Plan and Terms of Reference for the Framework Development work stream, indicates the intended costs and benefits of the project and how they will be measured. At this stage it is not possible to ascribe a value to the benefits (this will be the next task) nor can the extent of benefits be confirmed until they have been achieved and measured.

The design of the intervention process and the analysis of potential benefits are based on preliminary feedback from the consultation with stakeholders as far as it has been completed by 28/02/2013 and feedback from the Expert Advisory Panel and Project Team. The measurement instrument (Client interview form) has been designed based on prototyping by the Expert Advisory Panel, feedback from the Project Team and piloting with new immigrant volunteers, its language has been simplified for this purpose.

The Intervention Process

The intervention process for the project is shown in figure 1

Figure 1 Outline Intervention Process



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In outline the planned intervention process is as follows:

1. Community Organisations and others are consulted to define the potential elements of the project and their benefits to stakeholders, identify host organisations and recruit Volunteers, regular communication with Community Organisations is maintained.
2. Suitable volunteers are screened for eligibility and given 5 weeks training in Information Advice and Guidance and/or training for support roles as group trainers in ESOL/ Citizenship, Health and Employability. This will be marked by Course Certificates and after a further two months practice, involving 10 support interventions they will gain Diploma level 1-2 qualifications and an incentive reward.
3. Community volunteers provide Information and Advice services for other new immigrant clients at host organisation meetings and events as “Woman to Woman Advice”. Services will include continuing support (befriending) information and referral to services or organisations and group support in Pre-ESOL/Citizenship, Health and Employability.
4. Community volunteers or others with qualifications and experience may also go on to train as Community Organiser/Advocates (Level2-3) which will be a part time role.
5. Service Leads may provide specialist advice and/or may enrol clients who are eligible into courses and services including Pre ESOL/Citizenship, Health and Employability.
6. Community Adviser Volunteers, Community Leaders and Service Leads come together 3 times a year in an advocacy session to review issues and improve support for immigrants.

The Project Costs

At the end of years 1 and 2 of the project a socio economic evaluation will be produced to show the Social Return on Investment attributable to the project and different actions to support the development of Social Capital (bonding, bridging and linking). For evaluation purposes projected and actual costs should be analysed as follows:

1. All costs should be analysed by year incurred to allow discounting to base date.
2. Costs should take into account all stakeholders including Community Organisations, Volunteers and Clients (to be assessed in the course of evaluation)
3. Project costs should exclude VAT (if applied) which is a transfer cost to government.
4. One off costs for the design and evaluation of the project and the initial design of training courses should be separately identified.
5. Any capital costs incurred (if relevant) should note the expected life of the equipment.
6. Costs should distinguish between those incurred in the 2 year project and ongoing costs that would arise from a continuation of the project.



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7. Costs arising from the provision of specialist advice by type of advice should be assessed as marginal costs (additional costs incurred excluding allocation of fixed overheads).
8. Costs should distinguish between communication costs, volunteer recruitment, training, incentives, specialists advice and, specialist courses (all analysed by type), advocacy sessions, monitoring and management and other costs.
9. For project monitoring purposes the overall costs including VAT should also be analysed to show cost incurred to EIF funding and Portsmouth City Council matching funds.

For full economic evaluation a breakdown of costs as shown in Figure 2 is required.

Figure 2 Cost analysis for evaluation purposes

Cost	Year 1	Year 2	Annual Operating Costs Year 3 +
Project planning design & evaluation			
Communication costs			
Volunteer recruitm't by type			
Volunteer training by type			
Volunteer incentives by type			
Specialist advice by type			
Specialists courses (by type)			
Advocacy sessions			
Other costs (give reasons)			
Monitoring and Management			
Costs to host organisations			
Costs to volunteers			
Costs to clients			
Costs to others			



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At the Initial Project Business Plan stage many of these detailed costs will be unknown but at this stage the overall project budget over two years is estimated as shown in figure 3.

Figure 3 Project Budget

Project Budget Project Year	Total Cost	EIF Funding	PCC Matching Funding
17/09/2012- 30/06/2013	£364,687.75	£273,515.81	£91,171.74
01/07/2013- 30/06/2014	£419,312.25	£314,484.19	£104,828.26
Total Project Period	£784,000	£588,000	£196,000

Expenditure to date



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Baseline Review

The Baseline Review currently underway is intended to describe the target beneficiaries of the project in greater detail and to establish a qualitative understanding of their current levels of integration and the barriers and enablers that may be relevant to the project.

Measures of social capital for immigrant communities in the Portsmouth area have proved hard to establish, we searched for 76 “Indicators of Integration” identified in the Home Office Report of 2004 but found very few data available. We concluded that it would be necessary to measure and value elements of social capital developed as a consequence of the project. The necessity for this was confirmed in discussion with Dr Alison Strang, one of the authors of “Indicators of Integration”. We are nevertheless bringing together what is known about ethnic minority communities and the specific new immigrant communities targeted. At the same time we have established a framework of qualitative and quantitative measures of integration, based on the ten factor model that we are collecting in the course of the development and application of the project.

We estimate that some 4,650 new immigrants have settled in Portsmouth the over the period 2001-2011 from non EU countries to join the 205,000 residents, these include:

1. People born in Africa have increased by 1,500-2,000 people, those born in Zimbabwe appear to have increased by some 650-670, those born in Nigeria may have increased by 250-350 and those born in South Africa by 200-250 people.
2. Those born in Middle East Countries including: Iran, Iraq and Afghanistan appear to have increased by some 800-1,000, there has also been an increase in those born in Turkey (including those of Kurdish origin) of some 175-225 people over the period 2001-2011.
3. People born in the Philippines appear to have increased by some 650-670 (including health workers) and those born in India have increased by some 350-450 people, increases in people born in Bangladesh (the largest current non UK born Community) and Pakistan have been less than 100 in each case, it appears that numbers of long term residents born in China have remained broadly stable and residents from other Asian Countries such as Singapore and Malaysia may have declined.
4. People born in the Caribbean have increased by 150- 200, over the period 2001-2011.

New immigrants tend to be young families, and/or to have children over the first ten years on arrival. They often occupy low rent accommodation in areas with high levels of deprivation, shared with a large overseas student population. They often have difficulty finding work and their educational achievements tend to be below other groups. They come together in some 65 BME community organisations, churches, mosques and temples. Portsmouth has a high turn-over of immigrants but numbers are comparatively low.



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Project Benefits

Benefits arising from the project affect all stakeholders as illustrated in the Social Impact matrix shown in figure 4 which has been revised following initial consultations with stakeholders and discussions with the Expert Advisory Panel and the Project team.

Figure 4 Social Impact Matrix Outline

Objectives > Stakeholders v	Improved social capital: bonding, bridging & Links	Rights, Language, Cultural knowledge, Safety & Stability	Markers: Health, Wellbeing, Education, Housing & Employment	Reduce long term social costs
New Immigrant Community women and other STG	Friend, support and trust within/ across groups + service contacts	Understanding of above and use of organisations and services	Perceptions of integration, life satisfaction and confidence in future + use of above services.	Better community self-care and employment prospects
Community Volunteers	Reinforced bonding, bridging and links	Skills Knowledge and Confidence	As above + Personal development of volunteers + accredited qualification	Better community, career and personal development
Community organisations	Increased membership & diversity	Opportunities to support community group interests	Positive social support and engagement + small amount of income	Greater viability of community organisations
Portsmouth City Council	Improved health and wellbeing reduced inequality	Appropriate delivery and use of services	As above plus feelings and actual security and reduced IMD differentials	Reduced social service and other long term costs
NHS Portsmouth	Improved health and reduced health inequality	Appropriate delivery and use of services	Health status and engagement with health specially for STGs	Reduced long term health costs particularly MH
Home Office and Other Government	Improved integration	Steps to improve integration contacts, trust and citizenship	As all above plus increased recorded trust and steps to citizenship	Tax, and benefit and other impacts including CJS
Employers	Increase in appropriately skilled workforce	More diversity in the workplace	Better match of skills to available job opportunities	Economic performance

Over the next three months we will be undertaking further qualitative research to gain an understanding of the perspectives of all stakeholders and the value that they may derive from interventions that increase social capital. This will build on the picture provided by the Baseline Review and provide a point of reference against which qualitative improvements in social capital can be assessed at the end of year one and year two. We will also establish quantitative measures of the level and nature of each type of intervention undertaken.

This assessment together with a literature survey will establish a basis for developing a consensus view with the expert panel of the social value created by interventions to enhance aspects of social capital in the course of the project. This, it is hoped, will make it possible to establish the Social Return on Investment attributable to the interventions and hence the social value for money.



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Indicators of Integration

Indicators and measures included in the client interview schedule shown at Annex A. The community volunteers will be asked to fill this in during their training and will be trained to administer this to the clients they advise. In addition where clients are referred we intend to capture actions resulting from referral based on numbers referred through the Gateway referral form rather than a case by case follow up, as the later would not respect client confidentiality. Through these means we plan to capture the following indicators:

1. The areas that the client wishes to bring to the advice and information service is the basic indicator of perceived needs. Note these 12 areas are based on stakeholder consultation.
2. The actions taken by the adviser in providing information, referring to a service, accompanying the client to a meeting or providing support in further meetings in particular fields are the main indicator of the interventions delivered. We also record client experience of attempting to get help by other means.
3. The clients' age, sex, country of birth, date of arrival in the UK, area of residence, children, pensioners or disabled people in the family ability to speak English. This information is both important for providing relevant advice and an indicator of the expected level of social capital, which may be expected to increase with time spent in UK, number of dependents and ability to speak English, and may vary with country of birth.
4. The client's skills, qualifications and aspirations are also captured as these are again relevant both to the advice that can be given and the potential for employment.
5. Client feelings of being part of the community, satisfaction with life and hopes for the future are recorded using a simple visual analogue scale, which have been shown to be reasonably good measures of such perceptions for people with poor language skills but will match to standard questions used by Home Office evaluations.
6. Clients are also asked about their membership of organisations which can later be coded as an important measure of current levels of integration, before the intervention which may introduce them to further organisations.
7. Where clients request continued support (befriending) this will also be recorded as a measure of action to address client integration issues.
8. The Gateway Referral Form will pass client details on to the relevant specialist service, with the signed consent of the client. We will note numbers and types of referral.
9. Clients enrolling in and completing specialists courses or receiving programmed support such as pre-ESOL, pre-citizenship, employability and health advice will also be recorded.
10. Information from the specialist services to which clients are referred will be asked to record the number and types of referral and actions taken as indicators of actions to address integration issues.



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Evaluating Benefits

There are several different types of benefit expected from the project:

1. Primary benefits arising for volunteers trained to act as advisers or to provide specialist support in field like pre-ESOL/Citizenships, health and employability. These will all meet eligibility tests as special target groups (new third country immigrant women plus others). Benefits will arise over the lifetime of the volunteers in terms of improved life chances, these will be estimated in terms of improvements from the expected trajectory of development (which is why it is important to gather data on indicators of integration by age, length of time in the UK and country of origin). The lifetime impact of all benefits will be discounted at the accepted social time preference rate (a discount rate of 3.5% per year) to derive a current value.
2. Secondary benefits arising for clients who are supported by these volunteers, these will very largely be women most of whom would be expected to be eligible as new immigrants (however, it is not feasible to apply eligibility testing through volunteers). These benefits will arise in relation to
 - a. Information giving with regard to specific services (these are normally expected to be small and comparable to the cost of providing such information to groups that are considered “hard to reach” by other means).
 - b. Referrals which result in the clients receiving specialist advice or assistance, this will depend upon the value attributable to each service (and will be offset by the marginal cost of delivering services). Some benefits such as identifying and acting on health risks, will have lifetime impacts, others may result in the resolution of a short term problem.
 - c. Emotional support as a result of continued support and interaction either with the volunteer or with a community group. These benefits can have lifetime impacts such as reducing the risk of long term mental disorders.
3. Benefits arising for the community and organisations participating in the project, and public services to which clients are referred and employers to be assessed by interview and through feedback at advocacy sessions. It is at this level that social capital is most relevant (though all of the above may be said to contribute to this). The benefits of bonding social capital through the increased participation in organisations, bridging social capital, through interaction across community organisations and linking social capital both by enabling access to services and leaders and by encouraging the innovation of services and organisations to better meet community needs. These benefits will be assessed and valued in terms of social value and the extent and persistence of change.



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Planned Interventions

The Project Plan indicates targets for Primary and Secondary interventions shown in Figure 5.

Figure 5 Planned Interventions

Project Plan	Total	Primary	Secondary			
Project Year		IAG + ESOL + Health + Employability	IAG	ESOL	Health	Employ
Review Target 13/02/2013	120	30	60	0	10	20
1 st year total 13/09/2012- 30/06/2013	409	70	180	70	49	110
Review Target 31/12/2013 (Cumulative)	755	100	220	102	153	180
2 nd year total 01/07/2013- 30/06/2014	547	55	228	75	69	120
Total Project 13/09/2012 – 30/06/2014	1026	125	408	145	118	230

This suggests an average cost per planned intervention of about £760. The value for money of the project in terms of social return on investment will depend upon the number of interventions achieved and the specific value of the interventions. To improve value for money it will be important to:

1. Attract volunteers at the planned rate and ensure that as many as possible go on to provide services to clients. It is suggested that incentives and Diplomas should depend not only on course completion but on practice in delivering at least 10 interventions.
2. Learn how to value interventions, such as continued emotional support, ESOL, Health and Employability and focus on high value adding services.
3. Deliver high value specialist advice and support services by ensuring that referrals are picked up and acted upon and that services are innovated to meet client needs.
4. Continue to support Community Organisation and cross community groups monitoring their improved membership and contribution.



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Progress to Date

Initial targets were based on an assumed start date of 01/07/1012, which has now been revised to the actual start date of 13/09/2012. The project was established and staffed by mid December 2012 and launched on 16/01/2013 (it was not feasible to launch in the Christmas /New Year period). Progress since that date has included:

1. The launch event was very successful it attracted 60 representatives of community organisations and other stakeholders. The project concepts were briefly introduced and workshop sessions discussed ideas for the implementation of the project.
2. Consultations (see Annex B) which are continuing have proved very productive they were initially targeted at:
 - a. 6 Community Organisation leaders
 - b. 6 Potential Community Volunteers
 - c. 3 Other new immigrants
 - d. 6 Service Leads (people who will provide access to specific advice and services)
 - e. 3 Employers, 3 Other Government Services, 3 Other
3. In practice more Community Organisations have come forward and these discussions have proved so productive that it is intended to maintain and expand this dialogue
4. Over 30 volunteers have been nominated checked for eligibility and registered for relevant training courses.
5. Two training programmes in Information Advice and Guidance have been commissioned and developed in line with the emerging lessons from stakeholder consultations. They will start on 16/02/2013 and 21/02/2013.
6. Pre ESOL and citizenship training has been commissioned and one training programme has started.
7. Health advice and Employability training are being commissioned and a further programme provided by Portsmouth Library Services on the use of online information and advice services is under consideration for adaptation to volunteer needs.
8. An information support pack including details of specialist services to which client may be referred, a referral form and relevant information leaflets is currently being prepared.
9. Marketing material including posters and banners for display in shops, venues and libraries have been prepared and distributed.
10. A Management Information System is being developed to monitor progress.
11. Any other progress



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An Action Learning Partnership

The Gateway Portsmouth Project is an action learning partnership, engaging: the Project Sponsors, the Project Team at Portsmouth City Council the Expert Advisory Panel and most importantly the Community Organisations and Volunteers. While initial targets have been set it is not yet possible either to confirm their validity or to value their impacts.

We must learn from the project partners: whether unpaid volunteers will wish to apply for the types of training offered in the numbers planned, whether they will actually give up their time to provide the support to the number of people indicated or indeed whether people will come forward to take advantage of advice and support services and courses. Advocacy Sessions proposed every 4 months will provide opportunities to reflect on progress and lessons learnt but consultations have already shared important lessons:

1. 10 Community Organisations have so far offered to host Information and advice services for new immigrant women at regular events and festivals.
2. Use of Portsmouth Library services (9 libraries) has been proposed together with access to relevant online information provided through the Ask Sherlock web site.
3. The 12 areas of information and advice in English Language, Other Education, Employment, Health, Social care, Child Care and School, Community and Social Contact, Benefits and Money, Family and Personal, Harassment, the Law and Safety, Immigration and citizenship, Complaints and Compliments and Other Problems particularly Anxiety were identified by Stakeholders
4. The importance of signing services as “Woman to Woman” advice and support for cultural reasons.
5. Specialist advice services for men were also proposed (because they are gatekeepers for some aspects of family life and could not be served by female volunteers).
6. Cross cultural events and sessions are suggested such as reading stories for children, cooking and shopping to build relationships.
7. A greater focus on befriending (rather than one off advice sessions) to address isolation and build confidence.
8. Meetings with officials in public places (rather than closed offices) with volunteer support and cultural interpretation.

These initial exchanges have underlined the importance of maintain continuing contact with the project.



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Community Advisor/Advocate Pack

What do you need today?

Hello, my name is: _____ I am your advisor today and

I can help you by:

- ✓ talking to you to help you find your way
- ✓ helping you get the information you need today
- ✓ refer you to services in the city who can help you more if you want
- ✓ arrange more of these meetings together to help you in the future

I must tell you this now before we start:

"Everything you say to me is confidential - but if you tell me something that I think puts you or someone else at risk, or that involves criminal activity then I will have to tell someone about this."

- ✓ Do you understand this?

What would you like to talk to me about today?

How can I help you today?

Advisor's notes:



Information for you now:

(Advisor: please write the action taken here.)

		<i>Further help:</i>	<i>Action: Leaflet, refer to, or go with</i>
Learning English	A	Adult Learning - Anne Cassidy - 023 92621860 Anne.Cassidy@portsmouthcc.gov.uk	
Other education issues	B	Adult Learning - Anne Cassidy - 023 92621860 Anne.Cassidy@portsmouthcc.gov.uk	
Employment	C	Leonie Hill - Jobcentre Plus - 023 92634505 Linda Taylor- PCC Employment Initiatives 023 92841501	
Health	D	Acute health problems: GP Longer-term/ lifestyle problems: Health trainers - 023 92294001	
Social care	E	Adult Social Care Help Desk 023 92680810 Social Services for Children & Families 023 92839111	
Child care and school issues	F	Portsmouth CHAT - Family Information Service 023 92688830 chat@portsmouthcc.gov.uk www.asksherlock.info	
Housing	G	PCC Housing Options 023 92834989 Housing.options@portsmouthcc.gov.uk	
Community and social contact	H	Community Centres - Rod McLean 023 92688238; Rod.McLean@portsmouthcc.gov.uk Sport Activities - Matthew Birch 023 92841193 Matthew.Birch@portsmouthcc.gov.uk	
Benefits and Money Problems	I	You Trust - Advice Portsmouth 023 92794340	
Family / Personal problems	J	Relate - Relationship Counselling 023 92827026 - relate@relateportsmouth.org.uk	
Harassment the law and fears for safety	K	Hate Crime Team - Charlie Pericleous 023 92688357 Charlie.Pericleous@portsmouthcc.gov.uk Community Wardens - Jan Thomas Jan.Thomas@portsmouthcc.gov.uk 0800 0853840	



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Immigration and citizenship		<i>Police - still waiting for contact name</i>	
	L	Portsmouth CAB Cosham Patricia Exley - 023 92315411	
	M	Assistance with complaints to different organisations: Portsmouth CAB Cosham Patricia Exley - 023 92315411	
Other problems including anxiety	N	Acute problems: GPs Mental health community development worker team - 023 92755485 cdw@portsmouthcc.gov.uk Talking Change - Counselling Service Julie Burbridge 023 92892920	

✓ Have you already tried to get help in these areas? How did you find this?



Information about you please:

"Your personal information will be recorded on to our database for monitoring purposes only. I will not share your personal information with anyone else/any other agencies unless I have your permission."

- ✓ What is your age? _____
- ✓ Country of birth? _____
- ✓ When did you first arrive in UK? _____
- ✓ Can you tell me where you live? _____
- ✓ Do you have children living with you? Yes ____ No ____
If 'Yes' please write how old they are here: _____
- ✓ Do you have people over the age of 65 living with you? Yes ____ No ____



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✓ Do you or does anyone in your family have a disability? Yes ____ No ____
If 'Yes' please write this down here: _____

✓ How well can you speak English?

(mark client response on scale)



✓ What did you do before you came to the UK?

Please write what your client says:

✓ What qualifications or skills do you have?

Please write what your client says:

✓ What do you hope to do in the UK?

Please write what your client says:

Do you feel part of the community?

✓ How much do you feel part of the Community?

(mark client response on scale)



✓ What groups or organisations do you belong to?

Please write what your client says:

What are your hopes for the future?

✓ What are your hopes for you and your family?

Please write what your client says:



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- ✓ Will you apply for UK citizenship? Yes No
- ✓ Do you think you will be successful? Yes No
- ✓ In general how satisfied or dissatisfied are you with your life at the moment here in Portsmouth?

(mark client response on scale)



- ✓ How hopeful do you feel about the future for you and your family in the UK ?

(mark client response on scale)



- ✓ Thank you very much. Is there anything else you would like to talk about, or would you like to come back and talk some more?

Please write what your client says:



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Gateway Portsmouth Referral Form

Referral Details (advisor to complete)

Referred by

Referred to

Date referral taken

Client Details

Full name

Address

Postcode

Telephone number

Email

Language spoken

Preferred contact by phone email letter

Advice Needed

Reason for referral

Client signature to agree to referral

Date

Send by Phone email letter Gateway team

Any other comments



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Advisor's Name:

Date:

I have referred Clients to:

1

2

3

4

5

6



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Annex B Stakeholder consultation guide

I am working with Portsmouth City Council on the Gateway Portsmouth Project –this is a new project we are planning and we hope to get your ideas to help in the design of the project which is aimed at helping new immigrant women, young children, people over 65 and people with disabilities and to integrate with local communities who arrived in the last ten years - I was given your name by A as someone with an in depth knowledge of B. I am very grateful for the opportunity to listen to your ideas and suggestions for the project. I will take notes and pass on any points you make to my colleagues without mentioning your name – and only referring to your organisation in general terms.

The project is supported by the UK Home office and the European Integration Fund. It will recruit volunteers from the community and offer them training as Volunteer Community Advisors to help them to develop and pass on knowledge of local resources such as English Language classes and special support in areas like health, education employment, housing and safety and security. We hope Community Organisations will act as hosts for these Advisors and will suggest people who might welcome such training and places where advice could be given.

Can I first ask you to tell me a little about your group/ community and your experience of issues affecting the integration of immigrant communities in the Portsmouth area.

Can we discuss 6 main issues in any order you choose

1 How could the project help you/your community/organisation?	2 How could you/your organisation work together with the project?
3 What you see as the most important things the project should do	4 The main problems or barriers you/new immigrants face in understanding/contacting/participating in local services and community groups
5 The best way of overcoming problems and barriers to integration	6 Any other issues you would like to raise about the project



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Follow up Conversation Points

<p>1 For new immigrants</p> <p>What are the key issues you face as a new immigrant?</p> <p>Have you or anyone in your family got special needs or problems?</p> <p>Does everyone speak English if not is this a problem?</p> <p>What contact do you have with local or national organisations and services? –what has been most helpful?</p> <p>Where do you find information – notices/ internet/newspapers/personal contacts</p> <p>What information advice or contact would you find most helpful?</p> <p>Who is best able to help you?</p>	<p>2 For potential Community Advisers</p> <p>Do you know of any services or support from the Council or voluntary organisations that have helped improve integration?</p> <p>Would you like to get involved as a Community Adviser –helping people make contacts and advising them how to get help?</p> <p>What sort of time commitment could you make to this?</p> <p>What sort of training would you need?</p> <p>How much time could you give to training?</p> <p>- Would 5 hours a week for 6 weeks be OK</p> <p>Would getting some sort of initial qualification help you in your career?</p>
<p>3 For existing Community Organisation leaders</p> <p>What community do you serve: ethnic/ religious/ common interests/ other?</p> <p>What sources are most relevant internet/ newspapers/ word of mouth?</p> <p>Could you identify people who would welcome training as voluntary Community Advisors?</p> <p>How could CAs help your community?</p> <p>Would your organisation consider hosting CAs?</p> <p>What sort of facility or opportunities for contact could you provide?</p> <p>Have you had experience of similar projects?</p>	<p>4 For PCC/NHS Service Leaders</p> <p>Do you know what special needs new immigrants have in relation to your services?</p> <p>What problems or opportunities do you have in communicating with new immigrants?</p> <p>How do you communicate with new immigrants?</p> <p>Do new immigrants have problems using your services?</p> <p>How could CAs help you to deliver services advice and information to new immigrants?</p> <p>How could they work with you by: contacts, signposting, referral or advocacy?</p> <p>Have you had experience of similar projects?</p>
<p>5 For Home Office/Other Government</p> <p>What immediate and long term issues arise for government in relation to new immigrant communities?</p> <p>How could better integration with local communities improve immediate and long term outcomes?</p> <p>How would you assess or measure the success of such efforts?</p> <p>What are the key differences that CAs could make?</p>	<p>6 For employers</p> <p>What issues arise in relation to employing or serving new immigrants?</p> <p>What sorts of skills and attributes are you looking for in new employees?</p> <p>How could CAs help in this regard?</p>



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