



The Community Pathways Partnership

Connecting people across East Anglia

“East Anglia will be a region comprised of resilient and respectful communities, where people feel safe and heard, have a sense of belonging and equal access to services and opportunities.”

Who we are – The Community Pathways Partnership

GYROS – GREAT YARMOUTH REFUGEE OUTREACH SERVICE

The objectives of the GYROS are to relieve poverty, hardship and distress, in particular but not exclusively for people seeking asylum, migrant workers and refugees in the County of Norfolk and surrounding districts (“the area of benefit”) by:

(a) the provision of support services including guidance, representation, translation and interpretation services and other assistance to enable said persons to live independently and participate more fully in society;

(b) to advance the education of the public about the issues of asylum seekers, refugees and people of diverse ethnic origin and to provide assistance to develop and promote good practice within society in a way that promotes rehabilitation and integration.



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ACCESS – SUPPORTING MIGRANTS IN EAST ANGLIA

ACCESS' Vision is for communities that respect diversity, welcome newcomers and value their contribution.

ACCESS' Mission - ACCESS exists to help migrants settle into their local communities.

We work in partnership with stakeholders to promote community cohesion, to offer multi-lingual advice services and to provide practical support to overcome language barriers for our service users.



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KEYSTONE DEVELOPMENT TRUST

Keystone's Objectives are to:

Combat social exclusion - Through empowering individuals, groups and communities.

Tackle financial exclusion: Through support, advice, training and job creation.

Protect the environment: Through recycling, local procurement and saving historic buildings.

Generate wealth: Through property and social enterprise development

Promote good health and wellbeing.



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Background of the Community Pathways Partnership

In December 2017 and January 2018, ACCESS – supporting migrants in East Anglia and GYROS respectively submitted individual applications to the Big Lottery Reaching Communities Fund.

The Big Lottery reached out to both ACCESS and GYROS and asked if we were aware of each other's organisations, stating that they would be interested in receiving a partnership application.

Both organisations, having worked with culturally and linguistically diverse communities across Norfolk over the last 15 years, had worked together and were in close professional contact (working together on cases, training courses and sharing our best practise with one another). The idea of a more formal partnership arrangement had indeed been on their agenda for some time.

Being aware of the vast geography of the region where the need is greatest and the infrastructure challenges faced by both small organisations, we invited Keystone Development Trust (KDT) into the process. KDT had previously had a service for culturally and linguistically diverse communities, were geographically well placed and both organisations already had strong relationships. It was a natural fit that the three organisations come together.

The management leads within the three organisations began meeting regularly in February 2018 to determine the benefits of a partnership, the internal mechanics needed, and most importantly the impact our combined efforts can have. Trustees of our three organisations are also in contact with one another.

With the support of a Big Lottery Development Grant, ACCESS, GYROS and Keystone Development Trust, have had the opportunity to work closer together and to benefit from the support of an external consultant. This grant has enabled us to meet weekly in Thetford to create our shared vision.

This document is our business case, it is the culmination of how our partnership will operate together. Primarily it is to convey our vision, mission, outcomes and strategy to the Big Lottery England Committee but we have also created a blueprint that will support all our fundraising applications and plans moving forward. This enables us to be more strategic in our funding applications and offers funders a much greater impact for their investment.

Over the last 12 months, The Community Pathways Partnership has been created and is ready to implement our vision that “East Anglia will be a region comprised of resilient and respectful communities where people feel safe and heard, have a sense of belonging and equal access to services and opportunities.”

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Abbreviations

<i>ASTF</i>	<i>Advice Services Transition Fund</i>	<i>HMO</i>	<i>House of Multiple Occupancy</i>
<i>AQS</i>	<i>Advice Quality Mark</i>	<i>LAG</i>	<i>Information Advice and Guidance</i>
<i>BBO</i>	<i>Building Better Opportunities</i>	<i>MAC</i>	<i>Migration Advice Committee</i>
<i>BME</i>	<i>Black Minority Ethnic</i>	<i>MARAC</i>	<i>Multi Agency Risk Assessment Conference</i>
<i>CAET</i>	<i>Cultural Awareness and Engagement Training</i>	<i>META</i>	<i>Mobile Europeans Taking Action</i>
<i>CALD</i>	<i>Culturally and Linguistically Diverse</i>	<i>NASREF</i>	<i>Norwich Asylum Seekers and Refugees Forum</i>
<i>CEPR</i>	<i>Centre for Economic and Policy Research</i>	<i>NOPCC</i>	<i>Norfolk Police and Crime Commissioner</i>
<i>CPP</i>	<i>Community Pathway Partnership</i>	<i>NRPF</i>	<i>'no recourse to public funds'</i>
<i>DA</i>	<i>Domestic Abuse</i>	<i>OISC</i>	<i>Office of the Immigration Services Commissioner</i>
<i>ESOL</i>	<i>English for Speakers of Other Languages</i>	<i>SROI</i>	<i>Social Return on Investment</i>
<i>FCA</i>	<i>Financial Conduct Authority</i>	<i>YOT</i>	<i>Youth Offending Team</i>

Daniel is a young man (17) who has grown up in the UK with a British father and Mauritian mother. His mother died in recent years. His Dad has never secured his son's nationality and status in the UK. Daniel has a Mauritian passport. Daniel has been involved with the Youth Offending Team struggling since his mum passed away. Due to his involvement with the YOT Team, Daniel is now vulnerable to "Operation Nexus", a little known joint police and Home Office initiative, that allows people to be deported from the UK without any convictions, launched in 2012 as part of the "hostile environment". Initially framed as targeting 'High Harm' foreign national offenders, Nexus has evolved, now classifying people as foreign national offenders based on ancient, spent and petty convictions, as well as 'non-convictions' such as police encounters, acquittals and withdrawn charges. Dad is unable to get the support/advice in place to secure his sons status in the UK. Daniel is deported to Mauritius. Daniel has never even visited Mauritius before, he does not know the language or the culture or have any family there. His father and younger brother live in the UK. He has known no other life except for life in Great Yarmouth, Norfolk. He is not allowed to return to the UK, he is 18 years old.

Before the Community Pathways Partnership

SLIDING DOORS

After the Community Pathways Partnership

The YOT Team has recently been visited by the CPP Liaison Officer who has informed them about our services. Daniel's Dad gets in touch with CPP after his son gets involved with the YOT Team in the first instance before things spiral. CPP meet with Dad and Daniel and establish that a number of things need to happen.

- 1) Dad needs support to regularise his sons status in the UK. In fact, Dad has two sons and this needs to happen for both.*
- 2) CPP needs to work collaboratively with the YOT Team so that they're aware of the immigration implications of Daniels behaviour. It is also important that Daniel is aware of the implications of his behaviour and the outcomes if his current path is not diverted.*
- 3) Daniel needs a referral to a counsellor for grieving. The Community Connector role will work with the YOT Team and Daniel to support Daniel into this specialist service. Again, the CPP Team can see that Daniel's younger brother (14) and Dad all need to access this service and support them to do so.*

By being able to intervene early when Daniel has had his first interaction with the YOT Team the impact is huge. It is clear Daniel is acting out due to grief and he needs support. We are able to support him to access this service. Daniel at this point (17) is still a child who needs help. We are able to help to stabilise the family's life in the UK and secure the immigration status of two children who have only ever known life in the UK.

Executive summary

The Vision

East Anglia will be a region comprised of resilient and respectful communities where people feel safe and heard, have a sense of belonging and equal access to services and opportunities.

The Mission

Embedded in generous leadership, the Community Pathways Partnership aims to bring about systemic change as its contribution to achieving the vision. It will deliver streamlined, accredited, multilingual specialist services and facilitate fair access to other local service provision, whilst working to improve mutual understanding of culture, both organisational and individual. The Partnership will develop organisational, community and individual capacity to improve cohesion and resilience.

Community Pathways Partnership will deliver the following services:

- Multilingual and multicultural information, advice and guidance (IAG) through an innovative hub & spoke model which incorporates 'pop up' provision for culturally and linguistically diverse communities (CALD) whilst also trialling digital innovations.
- Complex case support for CALD people facing multiple barriers.
- Pre-ESOL and ESOL embedded learning, including reminiscence boxes and job clubs.
- Outreach Community Connectors working with the most marginalised people within CALD communities, supporting them before they reach crisis point, organising community wide events across the region and facilitating volunteering opportunities.
- Pilot a cohesion project within stigmatised communities.
- Liaison Officers facilitating partnership building, identifying gaps in service provision and continually working to build bridges with stigmatised communities across the region.
- A 'one stop shop' for other agencies needing support on cases concerning people from CALD communities.
- Cultural Awareness & Engagement training for other agencies.
- Equality & Diversity workshops in schools & youth groups.
- Influencing policy through research and networking.

Five outcomes sought in order to achieve this Mission:

1. People will be able to access the range of services they need to improve their quality of life and be aware of their rights and responsibilities.
2. Stigmatised communities will see there is strength in unity.
3. The partnership service delivery model will be robust, resilient and responsive to changing needs.
4. Organisations across the region will be better equipped to meet the needs of culturally and linguistically diverse (CALD) communities.
5. Local, regional and national policies and procedures will be shaped by better quality data and intelligence about culturally and linguistically diverse (CALD) communities.

The Cost to National Lottery

Total project cost: £1.85 million over 4 years
Funding requested from National Lottery:
£1 million over 4 years
Funding from other sources £ 0.85 million

The Community Pathways Partnership seeks funding to support the development and delivery of services for four years, starting in 2019. The Partnership and the services it provides will be self-funding and sustained from 2023 onwards (*see section 6*)

Evidence of Need

East Anglia has been a place of migration, movement and cultural diversity throughout its long history, from the times of the Ancient Britons, through the arrival of the Romans, the invasion of the Anglo Saxons (and the forging of a kingdom), the conquest of the Danes, and their eventual defeat by the returning Anglo Saxons. And then the Normans came in 1066 and laid what are widely regarded as the foundations of modern Britain. The story of the region reflects that of the country as a whole – a story of continual change. The difference today is the rate and scale of that change. The Community Pathways Partnership is designed to help us all manage it better.

NATIONAL CONTEXT

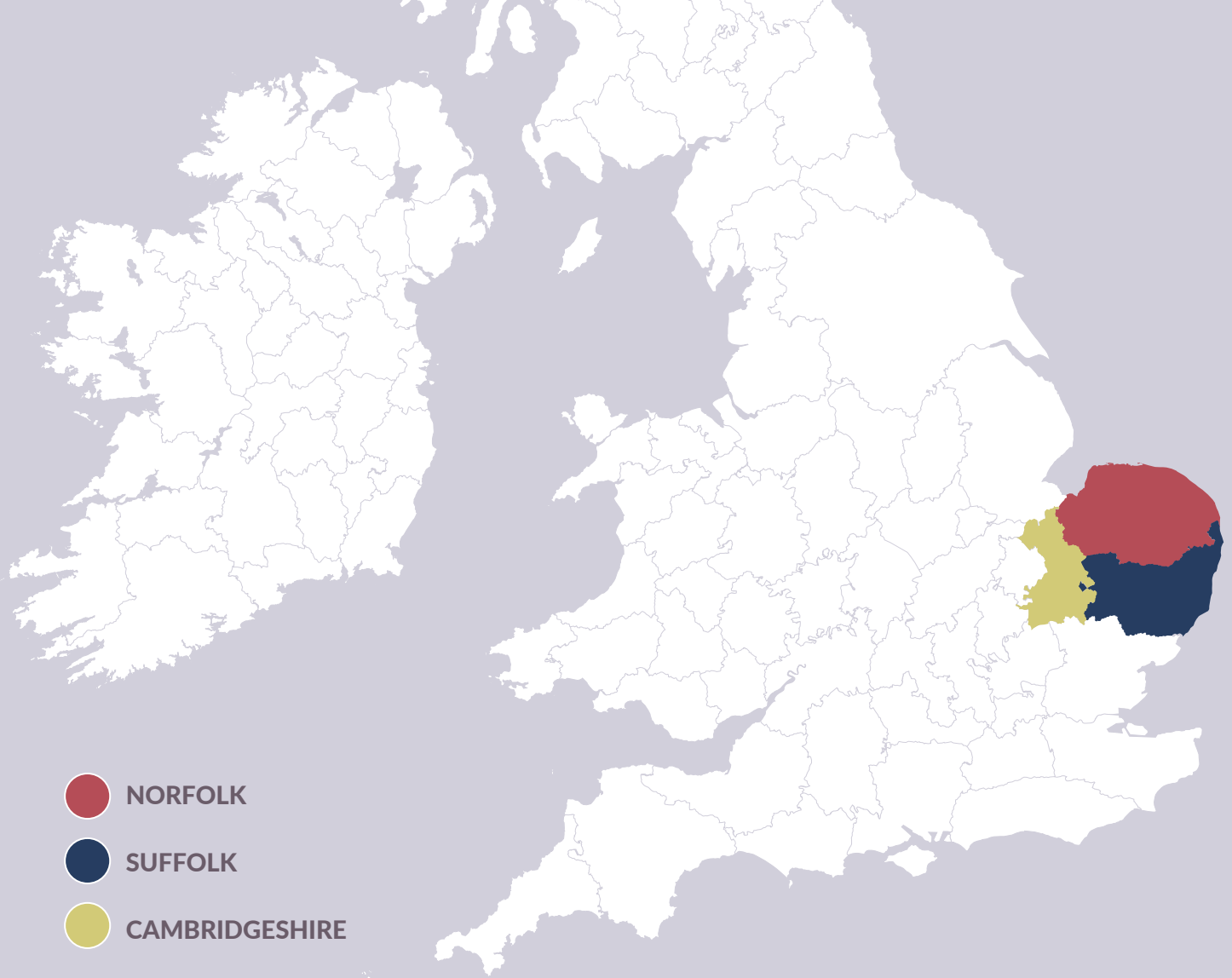
We are a nation built on immigration, that strives for cohesion and integration. In some cases, this has meant learning from the challenging experiences of previous generations, some of whom received ‘frosty receptions’ but who nevertheless settled and became integrated into our multicultural society^[1]. Our diversity is often cited as one of our national strengths, something which we may need to make the most of in a post Brexit world.

In the last 15 years, the ‘Freedom of Movement’ within European states saw significant inward migration to the UK of people from the EU15^[2] and then most significantly the A8^[3] and then A2^[4] nations (2004 and 2014 respectively). The rate and uneven distribution of this inward migration means we now risk a cultural of ghettoisation if we fail to engage and integrate the new communities that are emerging. Britain currently operates a “hostile environment” in terms of immigration (UK Hostile Environment Policy enabled through the Immigration Act 2014 & 2016). This is now

reflected in an increasingly restrictive service provision from public services. For example, many beneficiaries we currently support are now often classified as ‘no recourse to public funds’ (NRPF) – which means that when trying to access more crisis support services, such as homelessness and housing, mental health, substance, and domestic abuse support, they are refused help based on nationality rather than need.

Despite this, and from a human rights-based perspective, we still have a person in front of us who is perhaps homeless, a victim of domestic abuse, living in poverty, not knowing what to do and whose life and safety is at risk. They need a pathway to support, and morality obliges us to do all we can to help.

As we move further into Brexit, it appears that the policy of the hostile environment may increase through restrictive legislation increasing (see the “Go Home” Buses or the recent Windrush Scandal). The 2016 EU Referendum certainly compounded and increased hostility in already deprived and



stigmatised communities. Hate Crime in Norfolk alone rose 40% the day after the Referendum Results^[5].

Challenging misconceptions, some that may have led to the Brexit outcome itself, is another issue faced nationally and a difficult one. Whilst there is a strong belief in some quarters that ‘migrants come over here to access the Welfare State,’ the reality evidenced by CEPR is that “A8 immigrants are about 60% less likely than natives to receive state benefits or tax credits, and to live in social housing.”^[6]

As a partnership we face challenging times over the next few years, as the implications of Brexit start to be lived out. This cause and our work are not popular. Our region is home to some of the most divided, stigmatised communities in the UK^[7]. The potential with Brexit for tensions and community divisions to increase is scary to contemplate, but we want to challenge some of the hardened attitudes and help build cohesive communities, founded on respect for diversity and fair for all.

^[1] For example; Commonwealth immigrants were encouraged to immigrate by the British government in the 1950s and many encountered the crudest prejudice; Jews fleeing pogroms in eastern Europe at the end of the 19th century experienced definite hostility particularly in East London.

^[2] EU 15 nations include Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, the Netherlands, Portugal, Spain, Sweden, United Kingdom

^[3] A8 nations include Czech Republic, Estonia, Hungary, Latvia, Lithuania, Slovenia, Slovakia, and Poland.

^[4] A2 nations include Bulgaria and Romania

^[5] Eastern Daily Press, 15/2/17 ‘Record number of hate crimes recorded in Norfolk after Brexit vote’ Jessica Long PUBLISHED: 12:11 15 February 2017 UPDATED: 17:58 15 March 2017

^[6] Dustmann, Frattini & Halls (2009) *The fiscal effects of A8 migration to the UK. CReAM Discussion Paper No. 18/09. 08 August 2009*

^[7] Think-Tank, Policy Exchange, found that Wisbech was the second most segregated town in the UK.

Regional Context

The region's ancient history seems determined to repeat itself, albeit at a faster pace. Nationally, the East of England has had the 2nd highest inward migration in the last 15 years. The level and pace of migration has been significant. Across Norfolk and Suffolk, our non-UK born population has grown by 70% or more since 2001^[8]. This is mainly due to the population swelling from arrivals from EU accession countries. Foreign born population increases in places in Norfolk and Suffolk where this project will work are notable: Great Yarmouth up 133%, Norwich up 129%, Ipswich up 121%, Kings Lynn up 88%, Breckland up 73%, and St Edmundsbury up 70%^[9].

In 2017, an estimated 240,000 citizens from other EU countries migrated to the UK. There are around 3.8 million people living in the UK who are citizens of another EU country, and the signs are they are set to stay. Non-EU net migration is at the highest level recorded since 2011 (ONS). Outside of London, the East of England has the highest distribution of foreign-born population; 12.2% are foreign born, 5.5% of which are from EU countries (Migration Advisory Committee: MAC^[10]), with many employed in food manufacturing, warehousing, agricultural, construction and hospitality sectors (MAC).

Migration to our region since 2004 has been fast, particularly with migrants from the EU accession states. In the last 12 months, ACCESS has supported people from 22 countries, 97.5% of these service users were from EU countries (60% of which were from Lithuania, 16% from Latvia, 13% from Poland). In Suffolk, GYROS has worked with people from 18 different countries predominately Portuguese and Romanian service users but also Lithuanian, Latvian, Afghani, Brazilian, Iranian, Ethiopian and Malawian, for example. In total ACCESS supported approximately 1800 individuals in the last 12 months in Kings Lynn and Wisbech alone, each visiting for support an average of 3 times. In total, in 3 towns only in Suffolk over the last 12 months, GYROS has supported 1500 people.

Between mid-2007 and mid-2017 here have been 10,895 new migrant GP registrations in King's Lynn and West Norfolk (ONS). This CPP project will be delivered in, for example, King's Lynn post code area PE30 5RU, which is in the 10% most deprived nationally, according to the Indices of Multiple Deprivation (IMD) data, with particularly low deciles in health, employment and education. Looking at the postcodes of where 10 or more of our service users are

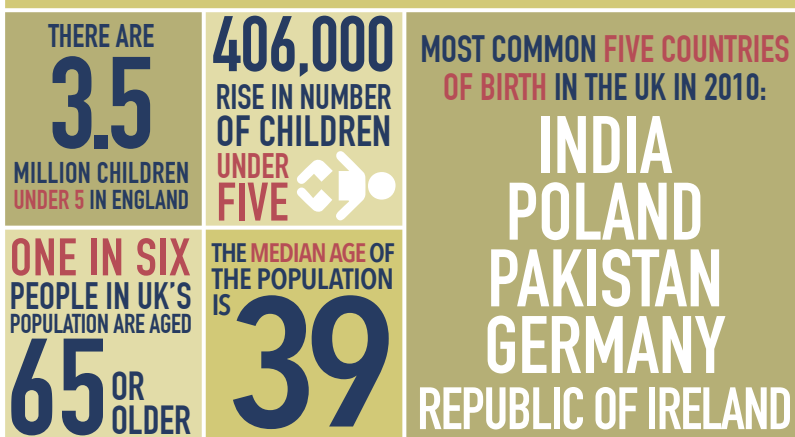
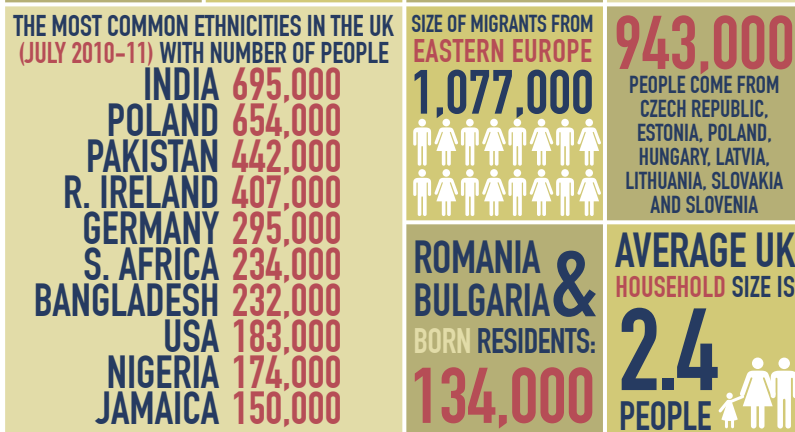
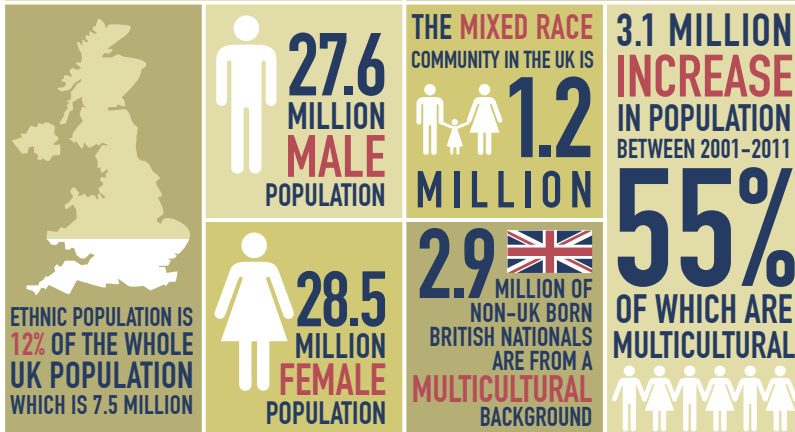
coming from, 50% of these postcodes are in the 10% most deprived and the other 50% are in the 10%-20% most deprived. Looking at all postcodes where people who access us in King's Lynn live, 41% are in the 10% most deprived and 21% are postcodes between 10%-20% most deprived. Our service users are predominantly living in deprived areas. These patterns are reflected in all the proposed delivery areas.

Most of the people we see have come to the UK for work. Between January 2008 and December 2017, there have been 13,801 National Insurance Number Registrations from migrants in King's Lynn and West Norfolk^[11] and 8,396 in Great Yarmouth, 5,781 North Norfolk, 19,699 in Norwich, and 18,064 in Ipswich. Families are increasingly settling in the area, and between 2008 and 2017 births to non-UK mothers has risen from 14.9% to 20.5%, increasing year on year in King's Lynn and West Norfolk, 13% to 17.8% in Great Yarmouth, 16.5% to 26.1% in Fenland and 19% to 30% in Ipswich^[12]. From a recent service user consultation (October 2017), 85% of respondents said they had plans to settle in the UK, citing a better quality of life as the main reason. Extensive engagement is required to ensure positive relations between the incumbent community and CALD communities in, for example, King's Lynn, particularly in the most deprived wards. The English Indices of Multiple Deprivation, 2015^[13] shows that three wards in King's Lynn are listed in the top ten areas with the highest indices of disadvantage. Educational achievement is low^[14] and there are high rates of child poverty^[15]. In 2011, the Census showed that the percentage of English speakers is lower and the percentage of (mainly) Lithuanian speakers higher in wards where there are higher levels of deprivation and a younger demographic profile. These wards are unique in their social and demographic presentation within West Norfolk: a much younger age group than other wards so more young people and children; a more mixed population group than other wards; and, greater deprivation than other wards.

Low incomes, long-term unemployment, precarious employment, young families, more single people, a higher proportion of private rented accommodation including HMOs (both registered and unregistered HMOs), and greater population churn, lead to challenges for both the incumbent and newly arrived population groups. During our recent consultation^[16], 10% of respondents said they could speak and understand no English

UK'S MULTICULTURAL POPULATION ON THE RISE

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[8] <http://www.migrationobservatory.ox.ac.uk/resources/briefings/east-of-england-census-profile/>

[9] *Ibid.*

[10] <https://www.eif.org.uk/report/the-cost-of-late-intervention-eif-analysis-2016/>

[11] <http://imd-by-postcode.opendatacommunities.org>

[12] <http://imd-by-postcode.opendatacommunities.org>

[13] <http://imd-by-postcode.opendatacommunities.org>

[14] *EDB, 12.10.15*

[15] *District profile, 2015: Norfolk County Council*

[16] *ACCESS October 2017*

Ann - a local Church member

Ann is very concerned about her friend Paulina, who was distressed about her housing situation. However, she was finding it difficult to understand Paulina because of limited English. Paulina has told her she is feeling suicidal. Ann is also aware that Paulina has been diagnosed with schizophrenia recently. She has told her previously she hears voices in her property and her neighbour tells her to kill herself (there are microphones installed so he could tell it to her). She doesn't want to go back to the property, because she might kill herself (she has mentioned that she had to hide all knives to avoid self-harm).

Ann doesn't know what to do and wishes there was someone she could phoned/talk to who could help Paulina and speak directly with her. Ann is very worried when Paulina leaves.

Local swimming pool

Staff at the local swimming pool see a very distressed woman outside. She is in tears, she is very chaotic and isn't making a lot of sense. Staff don't know what to do so they call an ambulance as it is getting dark and they are worried for this woman.

Ambulance service

Take Paulina into hospital. It transpires that she has not been taking her medication because she didn't know how to get her prescription refilled.

Without the Community Pathways Partnership

SLIDING DOORS

With the Community Pathways Partnership

Project liaison officer would have visited the key local Church groups in the project area. Often much complex support such as winter meals etc. is offered by local Church groups in the areas we work. We know that it is important that staff and volunteers there are aware of the services we offer.

In this case Ann could have rang the Community Pathways project. A Community Connector would have had the capacity to go straight to the church and support the person 121, take her to the GP and get her the help she needed immediately. Calling an ambulance would not be needed. A vulnerable woman would not be lost on the streets unable to go home. Ann and swimming pool staff would not be involved.

at all, while 51% said they could speak and understand very little English. This impedes access to services and inhibits community cohesion, as people struggle to understand each other, their rights and responsibilities, how systems operate, the law and culture in the UK. Such people are vulnerable to hate crime, human trafficking, modern-day slavery and exploitation (25% of consultation respondents had received unfair treatment from an employer). Since 2015, the number potential human trafficking victims has risen by almost 400% in Norfolk^[17]. People need to be able to access specialist services (e.g. support for domestic abuse victims) but access is difficult due language and cultural barriers. Above all, oftentimes, other local service providers do not fully understand the needs of CALD communities in comparison to established local communities and struggle to engage effectively.

The current true picture of the CALD population in the East of England is unknown. We have the census data from 2011 and as individual organisations we individually know who our service users are, but there is no single, comprehensive overview. As a deeply bonded partnership, we can build a better picture, working together and with others, sharing data and conducting research throughout the region and sharing it to allow informed decision making.

There are a few small providers across Norfolk, Cambridgeshire and Suffolk which specifically support linguistically and culturally diverse people. Most are well meaning but not properly qualified or accredited, so the availability, level of knowledge and quality of service offered is sporadic. We see this first hand by having to unpick cases where incorrect or incomplete advice has been given.

Mainstream providers (e.g. housing officers, social services) struggle to keep on top of eligibility criteria for the CALD population due to shifting sands of legislation relating to

immigration in the UK. This is compounded by fluid demographics, languages and cultures. We see this first-hand because we are often having to challenge statutory services decisions and also pick up requests from these services to assist them in supporting people.

In an ideal world, our organisations would not exist, because mainstream providers would be able to cater effectively for minority groups.

The rurality of our region means some areas have no access to support at all. We are thus missing wide sections of the CALD communities in our area. We are also aware that some beneficiaries, on hearing of the service will travel up to two hours to access it.

These challenges can lead to delays in solving issues which means that by the time we are involved simple issues can have become complex. It is widely accepted that early intervention is not only cost effective, but it can also save lives^[18].

There were a record number of hate crimes recorded in Norfolk after the Brexit vote^[19]. Anti-Polish cards containing the words “No more Polish Vermin” were distributed outside homes and schools following the EU referendum in Huntingdon, Cambridgeshire^[20]. Wisbech is the 2nd most segregated town in the UK, meaning the extent to which people are living and working together is very low (Think-Tank Policy Exchange), and was further divided by the Brexit referendum.

As a partnership we often hear other service providers state that “it’s better than what they have in their home countries” when referring to substandard housing or working conditions in the UK. This creates a huge danger of a twin track society, with one thing okay for CALD communities but not for the incumbent UK population. This raises countless human rights issues, community tensions and reinforces the need for this project.

[17] <https://www.edp24.co.uk/news/crime/human-trafficking-referrals-rise-in-norfolk-1-5461288>

[18] <https://www.eif.org.uk/report/the-cost-of-late-intervention-eif-analysis-2016/>

[19] *Eastern Daily Press*; 15/2/17

[20] *BBC News* 26/6/16

Internal Context

As with the national picture, across Norfolk, Cambridgeshire and Suffolk there is no true picture of demographics; ultimately data relating to CALD communities is either out of date or inaccurate. If we work together and join our data in a systematic way, we can build a true picture of what is happening across East Anglia's most disadvantaged communities, allowing us to be ahead of the game, anticipating trends in issues, informing our delivery and influencing policy at local, regional, national and even international level.

Our individual organisations have proven track records of tested services. We are committed to work with generous leadership and bring together best practice and shared learning. We can share not only with each other to create a stronger partnership, but to support other organisations to help them improve and work within best practice guidelines and standards.

In relation to funding, working in partnership on this project will mean we are fundraising more strategically – we will not be competing against one another but will make applications that are supportive of one another or that are in partnership to the benefit of the service users.

We will make cost savings, there is a growing need to become more efficient, by sharing back office functions, training and accreditation costs. The approximate cost of

the Matrix Accreditation for one organisation per annum is £1600. There is also a need to refine systems and processes in order to make our functions more streamlined and efficient, not only to save costs and time, but to have a significantly more informed database, to improve fundraising ability and policy influence.

Working together will also combine our capacity, currently each being responsible for operations, strategy, fundraising and so on isn't sustainable longer term. Working in partnership will allow increased capacity and efficiency.

There is a large geographical area to cover, many areas are rural and require more 'bases' to meet the demands. Working in partnership and with the new pop-up outreach service, will enable us to expand our geographical reach and the languages we have available. With constantly shifting demographics (from A8 to A2 to new dispersal areas for asylum seekers), maintaining knowledge of cultures and having the correct languages can be difficult, sharing staff capacity would change this.

Volunteer trustees with the correct knowledge and expertise are hard to recruit, train and retain for small organisations. By working together, we can also share workload and expectation of trustees and improve our organisational governance.

Alexander has been trafficked into the UK and is being forced to work 50 to 60 hours per week. Alexander is a vulnerable adult with some learning difficulties. Alexander is not allowed to keep any of the money he earns. He is woken in the early hours every weekly payday to transfer his wages over to the couple who bought him here. After a few months of being with them, Alexander was sent to a cash converter to exchange some stolen items for money by his traffickers. As soon as he was allowed out of the house, he made his way to the nearest Police station.

Alexander arrived at the Police station. He showed his bank statements to the officers there, trying to explain who was taking his money. The whole time the traffickers were calling and texting to see where he was. The officers on duty couldn't communicate with Alexander, or understand what he was distressed about, but as this seemed to be a money issue, they signposted him to the CAB. When Alexander reached the CAB, they too struggled to make sense of what Alexander was trying to tell them. He left, exchanged the stolen items at the cash converter, and returned to the trafficker's house...

Without the Community Pathways Partnership

SLIDING DOORS

With the Community Pathways Partnership

Alexander arrived at the Police station. He showed his bank statements to the officers there, trying to explain who was taking his money. The whole time the traffickers were calling and texting to see where he was. The officers on duty couldn't communicate with Alexander, or understand what he was distressed about, but they had received cultural awareness training from the Community Partnership, and could see Alexander was distressed, had a sense he was from Eastern Europe and may have been trafficked, and was not just in the wrong place to talk about his bank statements.

They settled Alexander into an interview room with a cuppa, shared the Community Partnership's leaflets in various Eastern European languages, and managed to explain that more help was coming. They called the Community Partnership Liaison Officer (CPLO), who went to speak with Alexander. The CPLO could take the time to understand and to dig deeper into what he was trying to explain. He was highly distressed by now, and when he showed them the three car radios in his bag, they knew this meant something serious was up. Though fluent in Polish, fortunately they also spoke some Lithuanian, and knew another project worker who spoke it fluently, and got them to come in.

Once the story had been fully explained, the Police went into action. The case was investigated, and the traffickers were arrested. Alexander was placed into secure accommodation in a secret location whilst the trafficking case was investigated, with support from the Community Partnership team and Autism Anglia. As part of the investigation, a Police Officer and a Partnership Community Connector went to see Alexander's employer, to explore how Alexander's situation had arisen, and to see if anyone else might be a victim within their workforce. During the interview, the employer expressed some concerns...

Beneficiaries

The Community Pathways Partnership and the design of the services to be provided have been developed based on evidence gathered from and about a very wide range of potential beneficiaries. A geographical needs assessment was conducted to identify gaps in service provision across East Anglia. ACCESS and GYROS have led on this work with research support from Keystone.

2.1 Service User led

ACCESS Throughout its previous funded project work, ACCESS collected and analysed beneficiary data regularly. This has been used to identify trends and issues arising in order to be able to address gaps in service. Ongoing anonymous feedback, both qualitative and quantitative, is sought from our service users. For example, they are invited to leave suggestions in a “Comments Box” in the waiting area of ACCESS’s main building.

ACCESS undertook a service user consultation between June and October 2017 as part of the evaluation work it has been doing to identify any additional service gaps. This comprised of a paper multilingual questionnaire followed by two focus groups. The results of the paper questionnaire were analysed to inform themes for the focus groups.

In total, 134 people completed the questionnaire, which comprised 40 questions. Two focus groups were held on 11.10.2017. The first focus group (FG1) was supported by a Lithuanian translator and there were six participants. In the second focus group (FG2), there were three participants supported by a Russian translator. Each focus group session ran for two hours.

Trustees and staff were involved in strategy planning days, conducted by an external consultant, to consider the results of the in-depth service user consultation and so determine the future direction of the organisation. They also gave input from their own experiences as project workers and trustees – many of whom are from within the communities we aim to support.

GYROS carry out six-monthly consultations with beneficiaries. An online questionnaire translated into relevant languages (Russian, Portuguese, Polish, Lithuanian, Romanian)

is uploaded onto Survey Monkey with some hard copies also available. The questionnaire is widely promoted, and service users encouraged to complete it when they access the service and reminded each time they access the service.

Data from the Jan-June and June-Dec Consultations are collated and compared in January the following year and contribute to our ongoing evaluation for our MATRIX advice accreditation, as well as influencing how services will be rolled out for the forthcoming year. In January each year Staff and Trustees have a training week where we do various things: refresh any essential training e.g. safeguarding, OISC, and plan for the year ahead. We rely heavily on the beneficiary consultation data to influence how our service will look and be rolled out.

All staff at GYROS also fill out ‘weekly staff’ sheets. One of the questions on the sheet focuses on “any new identified trends”. This provides staff with an opportunity on a weekly basis to feedback any evidence/ information collated from frontline delivery so as an organisation we can ensure that we are being reactive and shaping our service to reflect the real-time needs of our target group.

Keystone were a ‘migrant’ specific partner in one of the ASTF partnerships. During this project all accreditation lapsed as their advisors worked under the CAB volunteer training. To restart this accreditation after ASTF, recruit staff and set up new processes would have taken several years so the decision was made to stop its META service and work with GYROS and ACCESS to see how they can pull their services into the locations Keystone are based to meet the growing needs of CALD communities. Indeed we now have several shared staff members.

Domestic Abuse MARACs

07.04.2017: 4 cases in total/ 2 NRPF

"Perpetrator - Lithuanian - Escalation & abuse is getting worse - Controlling - Threats to burn victim (V) and son - Grabbed (V)'s neck in past year - Sexualised language - Financial issues (Unemployed) - Threatened suicide"

"Victim - Czechoslovakian - Frightened of further incidents - isolation - separation. Perpetrator - Controlling - financial issues"

13.04.2017: 6 cases in total/ 1 NRPF

"Perpetrator - Portuguese - Hurt child when she was 12 by hitting her - Controlling - Held knife to (V)'s throat - Strangles (V) when drunk and fighting her - Alcohol - Previously involved with Police"

20.04.2017: 6 cases in total/ 2 NRPF

"Victim - Slovakian - Frightened of further incidents - separation. Perpetrator - Nepalese - Controlling - says things of a sexual nature - drugs"

"Victim- Latvian. Perpetrator- Lithuanian. Ongoing harassment and threats including text message to permanently disfigure victim".

24.04.2017: 6 cases in total. 3 NRPF

"Escalation and abuse is getting worse. Uses objects as weapons. Strangled victim. Drug use of perpetrator. Perpetrator involved with police"

"Ongoing investigation for rape/ sexual assault by her husband. Victim is four months pregnant, has no GP or maternity care in the area and is due to sign on with immigration every Friday. She is NRPF and is not receiving any financial aid".

"Escalation/ abuse is getting worse. Controlling/ threats to kill, strangulation, choking and suffocation. Perpetrator has hurt family members in Lithuania".

MARAC stands for Multi-Agency Risk Assessment Conference. The Domestic Violence MARAC is a meeting where agencies talk about the risk of future harm to people experiencing domestic abuse and if necessary their children and draw up an action plan to help manage that risk. MARAC meetings happen each day across Norfolk and weekly across Suffolk. The cases to the left are representative of meetings held on one day of each week in April 2017 in Norfolk. It provides a snapshot of the number of CALD women listed in the minutes and what the issues were (no identifying features have been listed to protect confidentiality). It is worth noting that the month (April) and then dates (07/13/20/24) were picked at random and so could be said to be representative of any week in the County.

All the women/ situations listed below are considered to be "NRPF". "NRPF" is a term we come across again and again as a legacy of the "hostile environment" and the Government's commitment to increasingly restrictive immigration law and policy. Due to the "NRPF" label most cases are classified as "NFA- no further action" as the victims are not entitled to access a refuge space if they cannot access housing benefit. This impacts on other services as it means that the Police response will be to place an 'object marker' on the house so the responsibility to responding to the next incident will fall on the police or health services; the case will come before a MARAC again and the same outcome will prevail at the MARAC-NFA. The severity of the issues being presented to the MARAC demonstrates the inevitable cost of the abuse to the police and health services, those at MARAC meetings and the impact in the local community- as well as the risk to life to the women and men (V) who are NFA.

With this Community Pathways Project we can support victims to regularise their status so that they can access a place in refuge should they be entitled to one. Through being part of their local community we will strengthen their community support networks and resilience. Through our research we can look to improve provision for CALD women who are victims of domestic abuse and their children. Through our specialist IAG service we can explore different advice options with them so that they know what their true options are, so they are not faced with a hopeless outcome: no further action. Through our shared humanity we can show them they do not need to suffer alone.

Direct and indirect beneficiaries

Direct Beneficiaries:

Culturally and linguistically diverse residents (CALD)

This term "CALD" is representative of a diverse group of diverse peoples. For this project, we will work predominantly with those who were not born UK nationals- this includes; European migrants, Third Country Nationals, those who are victims of trafficking and exploitation, those who have entered the country with NRP status on their passport, those who have encountered the 'hostile environment' and are restricted access to public funds, those with limited leave to remain, asylum seekers and refugees. The list above is illustrative of just how broad the term "migrant" can be and the list is not exhaustive.

Stigmatised Communities.

Currently we work with stigmatised communities (CALD communities) who live within already stigmatised incumbent communities. As mentioned above, the CALD residents we will work with typically live within communities/postcodes which feature in the top 10% nationally of the most deprived wards in the Country- such as Abbey Estate, Thetford, Nelson Ward, Great Yarmouth and Waterlees Estate, Wisbech for example. Often people who first move to the UK live in these areas as housing is cheaper. Social issues within the areas are then compounded by a) influx of new residents b) perceived/real cultural conflicts c) discrimination/racism. Research tells us that stigmatised communities are more likely to be victims of discrimination/ refused services/ encounter criminal justice/shorter life/health expectancy etc. etc. on those multiple indices of deprivation. This group will directly benefit from the community events and resilience building we aim to achieve.

2nd Tier Partners

For this purpose of this project we would like to lead with generous partnership and use this funding to upskill some of the local smaller organisations who are currently also working with CALD communities in various capacities, albeit not accredited to do so. We will support them (or staff) to become, for example, OISC registered and certainly to contribute to and learn from the regional wide data and evidence we are collecting to inform our services moving forward among many other things.

Other organisations/agencies

These direct beneficiaries will be those we deliver Cultural Awareness and Engagement Training (CAET) to including local and regional schools, local professionals such as those who work for children's services and adult social services, Early Help Hubs around the area etc. We will monitor and record closely which other organisations/agencies have benefited directly.

Indirect Beneficiaries:

Families and friends of direct beneficiaries

As a collective of organisations, on average over 50% of our service users have family members attached to them- usually between 2-4 others. This means that at least 50% of those direct beneficiaries will have family members who will indirectly benefit from the service they receive as a result of this funding.

Think Tanks / Universities

The research lead will establish relationships with local universities (Cambridge University, Anglia Ruskin, University of East Anglia, and Suffolk University) as well as other key partners and think tanks.

Other charitable organisations looking to work collaboratively and in turn their beneficiaries

We will work with other charitable organisations in the region who are looking to work collaboratively.

Other services more generally;

Housing associations, education providers, children and adult social services, police, gangmasters and Labour Abuse Authority.

Other beneficiaries will include statutory, charitable and private sector agencies who we will work in partnership with.

With our generous leadership approach partner organisations will benefit through improved knowledge of our services and needs of our service users, thus improving referral pathways and levels of engagement with hard to engage communities.

Wider local communities will benefit from our work in schools and organising cohesion events- providing an opportunity for people from a diverse range of backgrounds to come together.

CASE STUDY

NRPF- Victim of Domestic Abuse

“Maria” has lived in Great Yarmouth, Norfolk for the last 4 years moving here from Portugal with her husband and her two children.

Life had become difficult in Portugal for the couple and they moved to the UK for a new start, a fresh start.

And it was a fresh start for a short time- but then abuse that Maria’s husband had promised her would stop when they moved started again here in the UK.

Maria’s husband was physically, emotionally and financially controlling and abusive towards her.

After 4 years Maria decided that she would ask for help and she went to her local housing options team to ask for that help.

She brought with her two children and a small bag of belongings she had packed.

The abuse Maria and her children were experiencing had escalated to a point that Maria feared for her life and her children’s life.

The Housing Options team rang an out of county refuge for Maria.

Maria was told that as she would not qualify for housing benefit, so she would not be able to access an emergency bed in a refuge. She was told she was “NRPF” and there was no support available for her.

Maria has no support network in Portugal. Her parents are no longer alive, and she was an only child.

Maria has been attending a mum and toddler group at the GYROS café to help her learn English. Maria was never allowed to work/ have her own money. Her husband controls all her movements. This mum and toddler group once per week is her only social network. Maria’s children are aged 2 and 4.

That night, Maria returned to her husband, feeling she had no other option.

The approach to be taken

If local history has taught us anything, and there are many lessons to learn, it is courage, the will to pull together and being bold that are the vital character traits to overcome adversity. The Community Pathways Partnership is highly experienced in doing what it takes to make the critical difference, and thus, there are a range of activities and service elements built into this project.

Community Pathways Partnership will deliver the following services:

- Multilingual and multicultural information, advice and guidance (IAG) through an innovative hub & spoke model which incorporates 'pop up' provision for culturally and linguistically diverse communities (CALD) whilst also trialling digital innovations.
- Complex case support for CALD people facing multiple barriers.
- Pre-ESOL and ESOL embedded learning, including reminiscence boxes and job clubs.
- Outreach Community Connectors working with the most marginalised people within CALD communities, supporting them before they reach crisis point, organising community wide events across the region and facilitating Volunteering opportunities.
- Liaison Officers facilitating Partnership building, identifying gaps in service provision and continually working to build bridges with stigmatised communities across the region.
- A 'one stop shop' for other agencies needing support on cases concerning service users from CALD communities.
- Cultural Awareness & Engagement training for other agencies.
- Equality & Diversity workshops in schools & youth groups.
- Influencing policy through research and networking.

IAG provision - incorporating 'Hub & Spoke' / 'pop up' & digital innovation

The CPP will deliver multilingual and multicultural information, advice and guidance (IAG) in an innovative hub and pop-up model across Norfolk, Fens part of Cambridgeshire and Suffolk.

Four Hubs will be located in King's Lynn, Great Yarmouth, Thetford and Ipswich. Each will have regular (weekly or bi-weekly) drop-in clinics. At our drop-in clinics, service users will receive a wide range of advice from Advice Quality Standard (AQS) and MATRIX accredited advisers, as well as referrals and signposting, practical support (e.g. to report exploitation at work to the GLAA or crime to the Police), tools to enable them to carry out tasks for themselves and emotional support from advisers who may have had similar life experiences (See Annex 1 Our People). Pop Up outreach will be co-ordinated from these four hubs. New, digital provision (e.g. secure SKYPE appointments, Facebook Q&A, soundbites/ podcast/ vlogs) will be piloted and evaluated from two of these hubs – Great Yarmouth and Kings Lynn.

In addition, specialist OISC level 1 and 2 immigration advice, FCA regulated debt advice and culturally sensitive translation and interpretation services will be available in the hub settings.

Hub and Spoke - Why this approach?

GYROS, ACCESS and Keystone have a wealth of valuable experience of delivering the community development work described and are currently delivering in limited geographical areas. In January 2016 ACCESS was awarded a three-year Big Lottery Reaching Communities grant totalling £455,094. Grants from the Tudor Trust, Allen Lane Foundation, Paul Bassham Charitable Trust and Norfolk Community Foundation also contributed.

In the last year ACCESS supported approximately 1,800 people with around 6,000 enquiries through 5,200 drop-in clinic visits. Additionally, ACCESS have supported service users with form completion, interpreting at referrals and translating information from other organisations to improve access for service users. 39 people have been supported to report issues, including exploitation to the GLAA and hate crime to the Police.

During a recent consultation, service users were asked on a scale of 1-10 how happy they were with current services (10 being highest). 91% rated it as 10/10. Most respondents stated that they prefer the drop-in style service

offered over an appointment system. 74% of respondents had no issues at all accessing ACCESS' services.

Between January and November 2017, over 600 people have been given 876 pieces of information to support them in accessing another service unassisted. 92% (n763 service users) of respondents, rate 9 or 10/10 when asked whether their confidence to manage more independently in the future had improved. 96% of respondents (n797 service users) scored 9 or 10/10 when asked whether ACCESS' service had helped to improve their life in the UK. 94% of respondents (n746) rated a 9 or 10/10 regarding if the service had helped them to better understand their rights and responsibilities in the UK.

GYROS had a Reaching Communities grant 2012-2015. Within this project GYROS were funded to offer information, advice and guidance services to the CALD community in Great Yarmouth only. Through this funding GYROS were able to grow geographically and professionally – initially expanding services to Lowestoft. Professionally GYROS now have OISC accredited Immigration Advisors (including Level 2), Money and Debt advisors, Housing Adviser and IAG qualified generalist benefits advisors: all of whom speak at least two languages. GYROS is MATRIX, OISC and FCA accredited. Current funding from the Controlling Migration Fund allows GYROS to provide IAG services across Suffolk. Over the last year GYROS have seen 1500 people across Suffolk and delivered 250 drop-ins sessions each covering x5 languages, accredited immigration advice, complex case support and accredited debt advice.

We know from the consistent use of our services and positive feedback from service users that we meet the needs of our user group – in locations we are delivering. Our services are tried and tested and evolve and develop in line with feedback and changing environments – for example, some of the pre-ESOL classes have developed in to 'talking cafes' incorporating native English speakers who want to improve their foreign language skills.

Keystone is currently working within deprived and stigmatised communities in parts of Norfolk and Suffolk. As a development Trust model they have capital assets to support this work and having undergone a full restructure are now securing grants to support their work including small grants from Norfolk and Suffolk Community Foundations, Children in Need, Virgin Money Foundation. Whilst Keystone does

Kirsty has lived on the Abbey Estate in Thetford her whole life. She is a mother of four children aged between 19-6. She dropped out of school at 15 years of age when her first child was born. Kirsty works in a local café. Kirsty struggles to make ends meet and has debt issues. In May 2018 she approached her local CAB for support when her annual Council Tax Bill for the forthcoming year arrived and as she was already in arrears in the current year, so this compounded the issue. The CAB in Thetford were not able to provide any practical support to her - Kirsty said.

She left feeling very hopeless.

Without the Community Pathways Partnership

SLIDING DOORS

With the Community Pathways Partnership

A CPP member of staff was in the Abbey Neighbourhood Centre and Kirsty spoke to her about the issues she was having with the Council and debt collectors. The CPP member of staff was a multilingual accredited OISC and Debt advisor. She could see that Kirsty was distressed and so offered to phone the Council on her behalf after Kirsty signed a client consent form.

The CPP staff member was able to sort out a repayment plan for Kirsty and avoid the upcoming Court date she was receiving letters about. Kirsty also opened up about some hate incidents she and her children had experienced she felt because her children were dual heritage. The CPP staff member was able to offer some advice on how to report this should she want to. Kirsty said she had not disclosed this to anyone before. Kirsty reported that she felt so much better after her appointment - her and her children had not been sleeping due to fear of bailiffs coming to the door.

Kirsty left the Abbey Community Centre that evening saying "I can sleep tonight".

not have the accreditation to work with CALD for IAG it is working across deprived communities which are home to 'hard white' and CALD families and increasingly invite GYROS staff to come and support the most challenged residents.

- Pop Up provision will be managed from each hub, e.g. Kings Lynn Hub will also offer Pop Up services in Wisbech, Fakenham, Hunstanton, Dereham and Swaffham; The Great Yarmouth hub will serve Lowestoft, North Walsham, Stalham, Beccles & Bungay; and so on.

Pop Up - Why this approach?

ACCESS and GYROS receive calls on a weekly basis from services around Cambridgeshire, Norfolk and Suffolk seeking support for people who are often in very vulnerable, crisis situations – many times not in a position to travel to our services due to practicalities (no viable transport), cost or illness. Being the only accredited CALD specific support services in the region, we know that there are people in the region who need support but are not accessing our services. Through this project we will deliver our services in 'pop ups' around the region to ensure we can be accessed by these people and to answer the questions of other service providers who need our specialist support on cases.

Proposed numbers of people accessing IAG

- 4500 CALD people are supported briefly or provided information and advice to access this per annum
- 3,000 CALD people are supported intensively per annum
- 450 individuals in stigmatised communities attending events per annum
- 120 people from organisations receiving cultural awareness and engagement training per annum
- 1800 young people received equality and diversity workshops in school/ youth group per annum
- 2nd tier partners supported intensively throughout the project.

Capacity of IAG services

- The estimated number of Hub and pop-up drop-ins are tabled below. The Hubs are next to the pop-ups they would service:
- Due to current funding ending in 2019

frontline delivery in the hubs can start immediately

- Towards the end of Year 1 pop-up delivery established
- At full delivery, there would be 37 drop-ins via hubs and pop-ups per calendar month.
- On average, we would estimate 20-30 interactions per drop-in session.
- This would be between 740 – 1110 interactions per month across all IAG delivery.
- This would be 8880 – 13320 interactions per annum for IAG services.
- These estimates are subject to change depending on evidence-based need.

HUB	POP-UP	TOTAL
King's Lynn Hub X2 pw 8PCM	Wisbech x1 PW (4PCM) Fakenham x1 PCM Hunstanton .5 PCM Dereham x Swaffham x1 PW (4PCM) Watton x 2 PCM	19.5 PCM

HUB	POP-UP	TOTAL
Great Yarmouth Hub X1 PW 4 PCM	Cromer x1PCM Stalham x1 PCM North Walsham x1 PCM Lowestoft x1 PW (4PCM)	11 PCM

HUB	POP-UP	TOTAL
Thetford Hub 2PCM	Bury x1PCM Brandon x1 PCM Newmarket x1 PCM	5 PCM

HUB	POP-UP	TOTAL
Ipswich Hub X2PW 8PCM	Felixstowe x 1PCM Stowmarket x.5PCM	8 PCM

Complex case support

Will be available for service users struggling with complex needs and barriers such as disability, mental health, domestic abuse and exploitation challenges. We will support with crisis intervention and work closely with statutory services (Early Help

Hubs, Police, Schools, Children and Adult Services and so on) to improve access to and appropriateness of mainstream provision.

Complex Case Support - Why this approach?

As CALD communities become more established, the need is shifting away from generalised to more specialised/ professional services (immigration, debt, ESOL, mental health etc.). We know this from the number of referrals we have to make to specialist organisations and how we act as the interpreters for e.g. specialist housing advice, specialist debt advice (in ACCESS case - GYROS have already developed their accredited debt advice). Together we hope to share and strengthen our service provision. Through our services and partnerships, we will aim to meet this need.

Pre-ESOL programmes and ESOL embedded learning

Will be delivered through the Hubs, and will ensure coherence across the region resulting in improved learning for organisations – moving away from current ad-hoc provision to a uniform approach in services. Examples of such will be Reminiscence Boxes and job club sessions.

Pre-ESOL Why this approach?

As mentioned in Section 1, during ACCESS' recent consultation, 10% of respondents said they could speak and understand no English at all, 51% said they could speak and understand very little English. This impedes access to services & inhibits community cohesion as people struggle to understand their rights and responsibilities, how systems operate, the law and culture in the UK – and limits their options for integration. Provision of pre-ESOL is ad-hoc across the counties. Oftentimes if people wish to learn English they must commit to a 10-week ESOL course, attending at the same time once a week. This is difficult for our user group due to childcare (with limited family network support) and shift patterns (often working a 12 night/day pattern through recruitment agencies). Our offer is far more flexible to encourage participation. We will offer a range of times, days and locations that participants can dip in and out of. In the past 12 months ACCESS has enrolled 94 students from 17

nationalities into ESOL classes with a focus on moving closer to employment and assisting underemployed people to realise their full potential in the labour market.

We focus on pre ESOL to capture people who do not have the confidence or language skills to join ESOL and even English classes. We have good relationships with the ESOL providers and feed our pre-ESOL learners into their provision (West Suffolk College, Great Yarmouth College, Adult Ed).

ESOL embedded learning

Through ESOL embedded learning we will deliver programmes such as 'Reminiscence Boxes' and Job Clubs.

'Reminiscence' means sharing life experiences, memories and stories from the past. Typically, Reminiscence Boxes are used for dementia patients and there is extensive evidence to support the related benefits (cognitive function, improvement in mood, behaviour etc). In addition, there is evidence that it helps people to better understand about different backgrounds and cultures. According to the Social Care Institute for Excellence, "Reminiscing can be a good way to make connections between people from different backgrounds or cultures or between staff and service users." They suggest that "when choosing topics or themes for reminiscence in groups, think about ways in which you can include people who may be in a minority." GYROS built on this empirical evidence and have already successfully delivered Reminiscence Box sessions (see video clip) which also included local born residents as part of its efforts for community cohesion. They also found research which shows that amongst CALD women coming to the UK having an 'English friend' significantly contributed to their sense of belonging and stability.

Other ESOL embedded activities such as 'Job Clubs' will also be delivered where advisers can support people to learn how to write UK relevant CV, transfer qualifications and job searching, displaying available jobs and supporting people in to mainstream training.

Community Connector

Each hub will host a Community Connector serving the catchment area of their hub. They will work in an outreach capacity with people from CALD communities to improve their overall wellbeing, to work with them to reduce social isolation and build resilience to ensure they are able to live independently. Community Connectors will work alongside the IAG service and other local agencies to link the beneficiaries with all available services that would benefit them. Community Connectors will provide ongoing support to people from CALD communities who are struggling to access services for whatever reason (isolation, language barrier, mental health issues etc). The aim of the Community Connectors is to help remove barriers that prevent beneficiaries from addressing their issues through increased community participation.

Community Connectors: Why this approach?

In line with our learning which has helped to develop the idea of the 'pop up' provision, those needs have also led on to the development of the Community Connector posts.

Case study of the type of person this might help: Recently, we received a call from a local hospital, who had a CALD patient with no recourse to public funds (NRPF) and was street homeless. The patient was ready for discharge but required IV medication and thus could not be released to go back on to the street. As the patient was NRPF, there were very limited options for accommodation.

A lack of documentation (such as a passport) is often what holds such patients back from getting much-needed support. According to the Early Intervention Foundation (EIF analysis 2016) Nearly £17 billion per year is spent in England and Wales by the state on the cost of late intervention. The community connector role will work to identify such cases and support the clients before the situation reaches crisis.

Much of our learning about the practical benefits of a Community Connector role have come from the transformation work GYROS lead on in the Neighbourhoods that Work (NTW) programme in Great Yarmouth.

Liaison Officers

The CPP will host two liaison officers covering the East and West of the region representing the partnership; maintaining and creating new relationships with other service providers and promoting our services. This role will play a key role in working alongside both the Community Connectors and Researchers to link together and understand where there are gaps and how the partnership can work to develop services to meet these. Liaison Officers will work to maintain mutually beneficial relationships with existing partner organisations, building new partnerships with other organisations (charitable, statutory, private), attend networking events and to promote all partnership services (pop-ups, cultural awareness and engagement training, equality work in schools, ESOL/workshops in factories, translation and interpretation services).

Liaison Officers - Why this approach?

As professionals we find our relationships with contemporaries in partner organisations are invaluable to the overall impact we can have with vulnerable people. Many of these relationships are informal. Through LO we want to try to replicate and magnify these relationships, to develop strong partnerships; to build cultural understanding, submit shared bids and joint service delivery. We've also learnt that there's a need to work more closely with employers, the wider community and in different geographical locations. The liaison officer roles will give the partnership the capacity to do this in a structured and strategic way.

Liaison officers will ensure that our partnership will be a "one stop shop" for other agencies concerning issues faced by CALD communities. We will support other agencies - charitable, statutory and private sector - with translations and interpreting services. We can offer joint appointments to act as interpreters and ensure other organisations have key messages in other languages.

Integrated provision

The partnership will act as a bridge between clients with limited English and others to ensure they can use services and to ensure other agencies can deliver services to those they find most hard to reach. We will support agencies with cases and cultural questions. Through delivering training in "cultural awareness and engagement" we will

work to strengthen the cultural understanding of local partners. Agencies will be invited to our team meetings to deliver information about their services and we will offer the same to them, enhancing inter-agency knowledge and improving referral channels. We will also attend networking events across East Anglia.

Integrated provision - Why this approach?

“Issues of culture, diversity and equality may have competing perspectives which act as a lens in defining an individual’s attitude, approach, expectation and standard of professional practice^[21]. We need better understanding from frontline staff. Evidence has also shown culture, diversity and equality influence the availability, accessibility, acceptability and quality on healthcare service provision^[22].”

Across Norfolk, Suffolk and Cambridgeshire the provision of cultural awareness and engagement training in our experience is ad-hoc and inconsistent with varying qualities. By working in partnership, we will offer a consistent delivery across the counties – with shared learning and development. The majority of people attending ACCESS’ short introductory cultural sensitivity training requested a more in-depth training.

A lot of the cultural sensitivity training GYROS have delivered has been to: health professionals and children and adults social services teams across Norfolk and Suffolk and High schools in Great Yarmouth. We speak at the annual James Paget Hospital on staff training day to 100+ individuals, we have trained many frontline workers at GP surgeries and delivered a bespoke session to the GY Early Help Hub Practitioners.

98% found the training excellent/very useful.

“Very useful. Gave me lots to think about when working with different cultures”

“Would like more training about what we can do in our practice to help with the language barrier”

“I have more insight into what is seen as acceptable in different cultures and how these can affect behaviours”

“It will definitely inform and enhance what we already do”

“I have gained a better understanding of the dimensions of culture and can now understand the people from different cultural backgrounds and how to support them in the setting”

Diversity Workshops

Will be delivered in schools and youth groups focussing on Equality and Diversity. Members of the community will be supported by community connectors to run community events (e.g. national celebration events of different countries), intended to build community cohesion and proactively tackle the roots causes of problems through education and awareness raising.

Diversity workshops - Why this approach?

Through our previous work in delivering diversity workshops to pupils at schools across the counties, we are supporting the British Council European Youth Charter on Inclusion and Diversity in Education sets out some guidelines:

<https://www.britishcouncil.es/sites/default/files/british-council-guidelines-for-inclusion-and-diversity-in-schools.pdf>

“The feedback is that the session was engaging and informative. The children were interested and attentive throughout the session despite it being the last Wednesday of the term. The message came across loud and clear about diversity and people being different. It is useful to have someone else come in to school to reinforce the messages we teach throughout the year. Our children (like all children) are good at being able to talk about what are good choices and kind words but in the heat of a moment all that goes out of the window. Thank you to Marie for coming into school –we would love to see her again!”-

Jill Graver, Headteacher,
St Edmunds Academy, Kilhams Way,
Kings Lynn

Research

Robust and shared research is a key element of the CPP. We will have dedicated, qualified researchers who will also liaise with external professionals. They will monitor on-going delivery, will data mine the information coming through our beneficiary interactions, and will investigate and share the trends

arising. This information will inform our project delivery, help partner organisations and provide a source of factual data so greatly missing in this field. So much information currently available is anecdotal. We will aim to work with the new Global Centre for Human Movement at Cambridge University and the BME DA team at University of Suffolk to increase the impact and awareness of this vital research.

Research – why this approach?

As organisations we have been involved in discreet pieces of research. For example, in 2016 GYROS, ACCESS and META were funded by HealthWatch Norfolk to undertake research onto both “Migrant Access to Healthcare” and “Migrant access to Maternity Services”^[23]. Keystone previously have undertaken a number of publications looking at Migrant Workers in the region^[24]. GYROS are currently funded by SCONE to undertake research on “Migrant access to Mental Health Services in Norfolk and Waveney” (due to be published Jan 2019). With this funding we can develop the research skills and team we have been building over the last 5 years. We are also often approached by research projects to get access to CALD people including Barnardo’s (FGM) and Public Health (Attitudes to smoking, pregnancy).

We each have access to raw data in our databases that combined will give a detailed holistic picture of trends of CALD communities in the region.

We know, that in order to inform change current, hard, reliable evidence is needed. We have a lot of anecdotal evidence but combining sources can quantify this.

At a community level, we will feed intelligence into community tension monitoring forums and provide a voice for CALD communities via the Police Independent Advisory Group.

‘Shared places and spaces’

Within the CPP we will run a pilot community cohesion project between stigmatised communities. We recognise from our existing work that the deprived areas where CALD communities tend to locate are already home to a ‘hard white’ stigmatised community who are, in fact, experiencing similar challenges we see for CALD people. Thus, the Community Connector and Hub

in Thetford will be based on the Abbey Estate (which according to 2015 IMD stats is one of the most deprived wards in the UK-raking in the bottom 10%^[25]). The role will facilitate inclusive community activities and events in order to encourage much needed cohesion. Voters coming into the Abbey Neighbourhood Centre Polling Station stated almost unanimous ‘Leave’ votes in the 2016 EU referendum and anecdotal experience and subsequently evidence of hate incidence is phenomenal across the Estate. As an area of entrenched deprivation and attitudes it is a perfect location to run as inclusive cohesion pilot. Also, IAG staff will work alongside the local CAB (which is housed within Keystone’s Abbey Neighbourhood Centre) to monitor the similarities and differences of the challenges faced by the ‘hard white’ and CALD communities. Learnings will be identified through rigorous evaluation and monitoring and shared with other areas in order to replicate.

Summary Job Descriptions available in Annex 2.

[21] Sanchez-Runde, Nardon et al. 2013.

[22] Napier et al. 2014; Bhui et al. 2007.

[23] <https://www.healthwatchnorfolk.co.uk/wp-content/uploads/2015/11/15-07-Migrant-Workers-Accessing-Healthcare-in-Norfolk.pdf>

[24] <http://www.keystonetrust.org.uk/communities/publications/>

[25] *English Indices of Multiple Deprivation. Published 30 September 2015. Ministry of Housing, Communities & Local Government. Thetford- Abbey ranks 2,208 out of 32,844 LSOAs in England; where 1 is the most deprived LSOA*

How do we know these 3 partners can deliver?

Our organisations are all embedded in the communities in which we work, aside from our experience outlined above,

ACCESS:

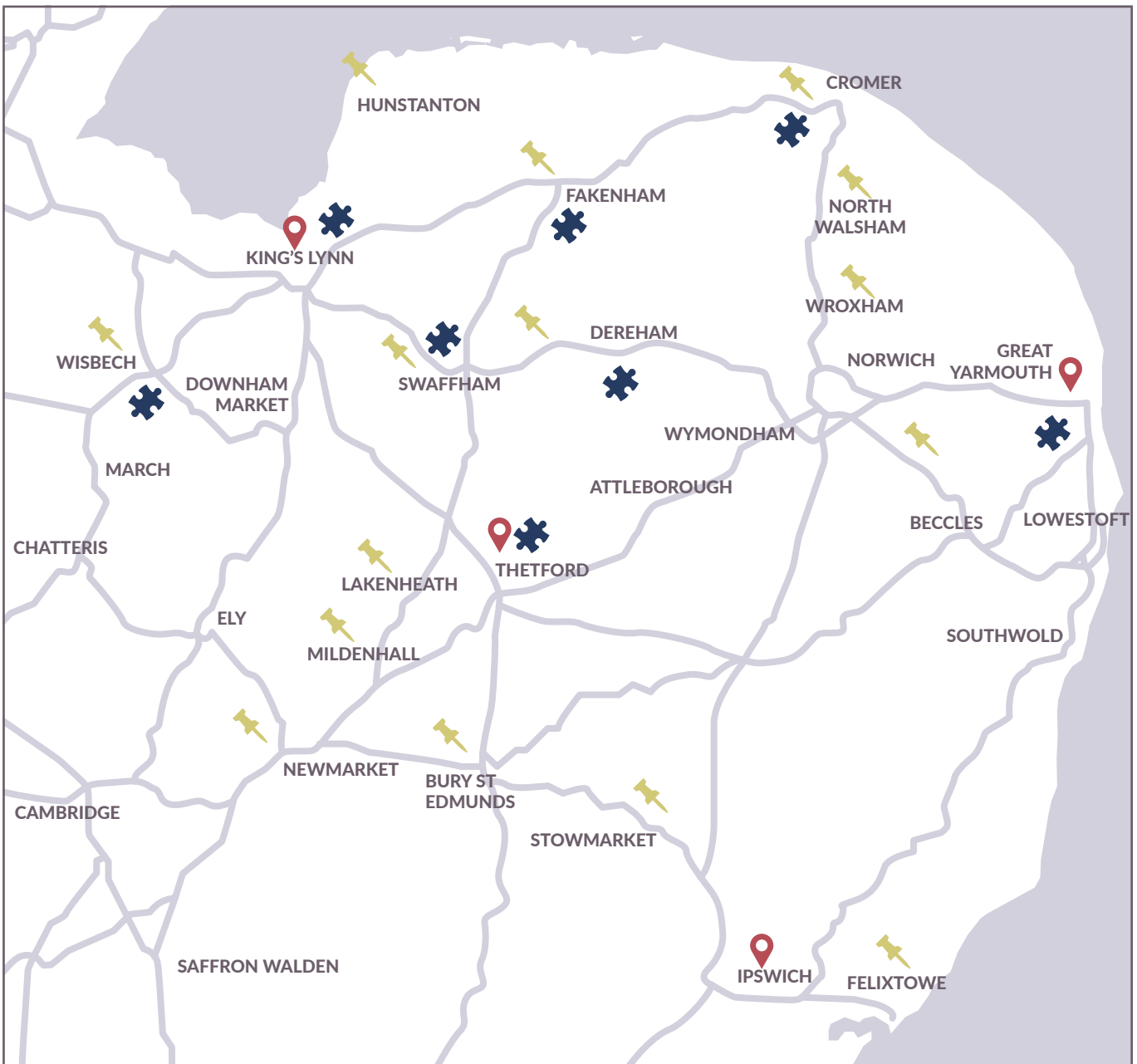
- Held a successful “King’s Lynn Together” food event in September (16 stands attended ranging from the local constabulary to The Samaritans. Food from around the world was shared and the event attracted approximately 700 people) and attended multiple networking events.
- Diversity workshops were delivered to over 900 primary children covering the importance of respecting people’s differences, the fact that everyone is unique but ‘better together’ and we discuss the contribution everyone can make to their local community.
- Information about our service and the needs of CALD communities has been delivered to 13 organisations’ team meetings and we’ve received eight from others, with the purpose of strengthening referral pathways and cultural understanding.
- Five organisations have been hosted at drop-ins.
- Cultural awareness training delivered to 8 agencies this year, aiming to help front-line workers improve their confidence in engaging with people from CALD communities.
- Supporting the local “Say No to Hate” campaign.

Keystone Development Trust

- Manages five community centres in Norfolk and Suffolk which facilitates community activities including:
- Hosts two weekly community meals for vulnerable people
- Hosts the Community Fridge Initiative
- Weekly Art and Wellbeing groups in Mildenhall and Thetford
- Youth Social Actions initiatives and activity programmes working with those aged 8-12
- Men’s Shed which encompasses a Bike Shed, A Grow Shed and A Wood Shed
- Community Café in the Abbey Neighbourhood Centre

GYROS:

- Feast of Nations: July 2018 Volunteers prepared food from around the world for a community event in Middlegate Ward in Great Yarmouth
- Urban spaces regeneration women’s gardening project. Funded through AMIF-EU Funding. Working with Third Country National women building integration and resilience through the regeneration of urban spaces – with volunteer women from local area.
- Women’s Centenary celebrations Mar 2018 – Organised an International Women’s Day conference for 100 women including members of local Soroptimists – learned about shared issues and celebrated women’s rights and achievements around the world.
- GYROS have run a Community Café in Great Yarmouth library for the last x5 years – we offer international buffets, community meals, supports Summer Reading Scheme, and host a ‘Language Café’
- Reminiscence Boxes- GYROS have experience of delivering many cohorts of this training
- Host Black History Month Celebrations in Great Yarmouth Library each year
- Hosted a Hate Free Norfolk worker for 1 year
- Hosted a Leeway BME Specialist Worker for 1 year and embedded this knowledge in the team.
- As partner in Norfolk BBO programme 3 youth workers specialising in CALD young people.



 **HUB services**

Bi - Weekly Information, Advice and Guidance Services (IAG)
 Weekly term time ESOL
 Community Connectors covering geographical patch
 Liaison Officers
 Complex case work

 **PROPOSED POP UP IAG SERVICES**

Monthly pop up IAG services at locations where we are aware of some level of need. These will also be delivered through factories and farms across the county. The HUB based project workers will deliver these in partnership, depending on location.

 **E&D AND CULTURAL AWARENESS AND ENGAGEMENT TRAINING**

Equality and Diversity work in schools
 Cultural Awareness and Engagement training delivered to front-line workers in all sectors, as well as in factories to management



Section 4

Partnership credentials

SPECIALISM	ACCESS	GYROS	KEYSTONE	How does this make us collectively greater than our parts? Opportunities to learn / gain from one another when working in partnership?
<p>Languages spoken</p> <p>Experience of delivery to migrant services</p> <p>Experience to other beneficiary groups</p>	<p>Lithuanian</p> <p>Latvian</p> <p>Polish</p> <p>Russian</p> <p>Ukrainian</p> <p>Delivering advice services within Wisbech and King's Lynn for 18 years, supporting approximately 1,800 individuals annually – well embedded within local migrant communities.</p> <p>Diversity work in schools</p> <p>Cultural awareness and sensitivity training to partners</p> <p>Pre-ESOL</p> <p>Community Development – gardening project</p>	<p>Russian</p> <p>Romanian</p> <p>Latvian</p> <p>Lithuanian</p> <p>Polish</p> <p>Slovak</p> <p>Creole</p> <p>Portuguese</p> <p>Armenian</p> <p>French</p> <p>Arabic</p> <p>GYROS was founded in 1998 and has been delivering services to newcomers in Norfolk & Suffolk since then.</p> <p>Pre-ESOL</p> <p>Accredited OISC Level 2</p> <p>Debt advice (FCA registered)</p> <p>Women's Empowerment Programmes</p> <p>Work & Enterprise Programmes / Job Clubs</p> <p>Community Events</p>	<p>Portuguese</p> <p>Polish</p> <p>KDT is embedded in deprived communities in Norfolk & Suffolk.</p> <p>META – accreditation to work with migrant communities lapsed under ASTF.</p> <p>Multiple services for Young people from stigmatised communities, families, older people.</p>	<p>Together we will have access to an increased number of languages within the partnership thus improving interpretation / translation service offer, for example (£0.07 per word translations and £25 per hour for interpreting).</p> <p>The partnership will be less vulnerable to gaps in services due to staff holiday/illness. We will be able to support each other.</p> <p>Together we will share our knowledge / experience / learning of best practice service provision – this will be done through monthly whole team meetings and strategic project board meetings as well as ongoing monitoring and evaluation by the research team.</p> <p>As a partnership we will develop a standardised and consolidated training materials e.g. for ESOL and cultural awareness and engagement training. This will improve the feedback, reduce competition and will standardise knowledge across the region as we are the experts on these topics.</p>

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SPECIALISM	ACCESS	GYROS	KEYSTONE	How does this make us collectively greater than our parts? Opportunities to learn / gain from one another when working in partnership?
Advisers	<p>ACCESS Project Workers have a combined 18 years' experience of delivering AQS audited advice.</p> <p>Representative of client group – all have had first-hand experience of moving to and settling in the UK</p> <p>Mental Health First Aid trained</p> <p>CPD plans in place, regular trainings attended</p>	<p>GYROS Project workers have a combined 30 years of experience of delivering MATRIX and OISC accredited advice.</p> <p>Only free level 2 OISC accredited advisor in Norfolk and Suffolk</p> <p>Representative of client group</p> <p>Mental Health First Aid</p> <p>Domestic Abuse Champions OISC advisors</p> <p>Debt Qualified – Institute of Money Advisors</p> <p>PTTLS accredited</p> <p>Complex case work experience- Attending child protection conferences/ court hearings/ school meetings/ health appointments etc etc.</p>	<p>Mental Health First Aid Advisers</p> <p>Smart Energy Advisers</p> <p>Domestic Abuse Champions</p> <p>Representative of client group</p> <p>X2 IAG qualified members of staff</p>	<p>Together the partnership will be able to share the costs of training, accreditation, databases and insurance.</p> <p>All staff live and spend locally, we're creating jobs and inputting into the local economy.</p>

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SPECIALISM	ACCESS	GYROS	KEYSTONE	<i>How does this make us collectively greater than our parts? Opportunities to learn / gain from one another when working in partnership?</i>
Management skills and experience	PRINCE2 Project Management ASTF Project Lead 6+ years project management experience. Securing grants for service continuations. Good partnership building.	Background in research Securing grants- number of successful partnership bids including the BLF NTW project which is the biggest single investment of the BLF £5m Involved in Youth Norfolk-wide BBO Project. Audit recently- seen as low risk project Combined 15-year project management experience. Good partnership building.	PhD level expertise in Applied and Action Research Strong strategic planning and successful evidence-based funding applications. Track record of transformation. Good partnership building.	Between us, we have 36 years of project management and partnership experience and expertise – already we can see the benefits of working together; we have recognised our individual strengths and weaknesses and are able to call upon partnership colleagues for support.
Quality Mark and Accreditations	AQS OISC Level 1	Matrix FCA OISC Level 1+2	IAG qualifications	Working in partnership we can save cost and time by sharing a quality mark. Through generous leadership, we can also support one another to upskill organisations, and others e.g. developing OISC and FCA across the partnership.
Partnerships / existing delivery partners	ASTF Lead	ASTF BBO - TMP NTW – BLF - GYBC Keystone Suffolk CMF with SCC AMIF- European Partners Partnership Norfolk DA CMF	BBO TCHC	Working in partnership, we can pool our previous experience and feed it in to our learning and development of this project. We also bring our reputation and strong track records together.

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SPECIALISM	ACCESS	GYROS	KEYSTONE	How does this make us collectively greater than our parts? Opportunities to learn / gain from one another when working in partnership?
<p>Governance</p>	<p>5 trustees</p> <p>Specific knowledge around:</p> <p>Education</p> <p>Health</p> <p>Business / banking and commercial</p> <p>Community Development</p> <p>Editorial skills</p> <p>Work towards a governance improvement development plan – reviewed and updated at each board meeting</p> <p>Regular trustee skills audits</p>	<p>-AMIF (EU): end Dec 19</p> <p>-Controlling Migration Funding end Aug 2019</p> <p>-Neighbourhoods That Work end Oct 21</p> <p>-BBO end Dec 19 (possible extension)</p> <p>-CIN (extending)</p> <p>-SCONE Dec 18</p>	<p>-BBO – North Cams. End Sep 19 (possible extension)</p> <p>-CIN: Dec 18</p> <p>-NCF: Shelroy Dec 19</p> <p>-Youth Social Action: Mar 19</p> <p>-HLF: Apr 19</p> <p>-Women & Girls Fund Dec 19</p> <p>-Breckland Lottery: on-going</p> <p>Note: own income stream from capital assets</p>	<p>Working in partnership we will not need to compete for the same funding pots.</p> <p>Some of our current funding will match fund some activity at the start of the project.</p>
<p>Current funding</p>	<p>-Reaching Communities end 04/19</p> <p>-Controlling Migration Funding end 6/19.</p>	<p>-AMIF (EU): end Dec 19</p> <p>-Controlling Migration Funding end Aug 2019</p> <p>-Neighbourhoods That Work end Oct 21</p> <p>-BBO end Dec 19 (possible extension)</p> <p>-CIN (extending)</p> <p>-SCONE Dec 18</p>	<p>-BBO – North Cams. End Sep 19 (possible extension)</p> <p>-CIN: Dec 18</p> <p>-NCF: Shelroy Dec 19</p> <p>-Youth Social Action: Mar 19</p> <p>-HLF: Apr 19</p> <p>-Women & Girls Fund Dec 19</p> <p>-Breckland Lottery: on-going</p> <p>Note: own income stream from capital assets</p>	<p>Working in partnership we will not need to compete for the same funding pots.</p> <p>Some of our current funding will match fund some activity at the start of the project.</p>
<p>Financial management</p>	<p>External book-keeper: KVT Business Care</p> <p>Payroll: KVT</p> <p>Independent Examiner: Moore Thompson</p>	<p>Book-keeping: Keystone</p> <p>Payroll: Lovewell Blake</p> <p>Independent Examiner: Fenn & Co</p>	<p>-Financial Controller: Internal</p> <p>-Project Financial Reporting Officer: internal</p> <p>-Monthly accountability support M&A Accountants</p> <p>-Full audit: M&A Accountants</p>	<p>Working in partnership we will be able to share costs and save time through using one method of fiscal management.</p>

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SPECIALISM	ACCESS	GYROS	KEYSTONE	<i>How does this make us collectively greater than our parts? Opportunities to learn / gain from one another when working in partnership?</i>
Human resources	External: West Norfolk MIND	Outsourced Cherry Allen: monthly visit and daily reactive support (through Keystone)	Outsourced Cherry Allen: monthly visit and daily reactive support	Shared professional and existing knowledge. Working in partnership we will be able to share costs and save time through using one method of HR support.
Use of volunteers	None	Yes- café/ admin/ shop/ community events	Volunteers – café, reception (signposting & admin)	Shared knowledge of process and procedures and training and development of volunteers.
Physical Infrastructure	Charity Log database Good office base	Community café in Great Yarmouth Library Client Database NTW Database CRM BBO Database	9 buildings including: community centres in Thetford – town centre and Abbey Estate, Mildenhall & Brandon. Community cafes	We will explore how we can share our current database to inform the research and gather evidence required to influence policy. The partnership will allow us to have bases and relationships across the region that we would otherwise have used resources on procuring or developing.
Outside bodies	-Diverse Communities Forum -KL Police Independent Advisory Group -NRPF Forum -Migrant Worker Steering Group -NOPCC DA Partner Forum	-Adult & Children's local safeguarding boards -MARAC -NASREF -NRPF Forum -Migrant Worker Steering Group -NOPCC DA Partner Forum -Stop and Search Review Panel -Cambridge Migration Research Network	-No Recourse to Public Funds (NRPF) Forum -Migrant Worker Steering Group -Police SOCG Suffolk & Norfolk -AMSED EU Network	Single representative (reduced staff time) Shared Knowledge Greater reach and impact with our pooled resources In partnership we will be able to have greater impact in contributing to local, regional, and national policies and strategies, e.g. trafficking and modern-day slavery.

Diagram 4a

How it all fits together

Organogram Building Stronger Communities Partnership Project: *Version 1*

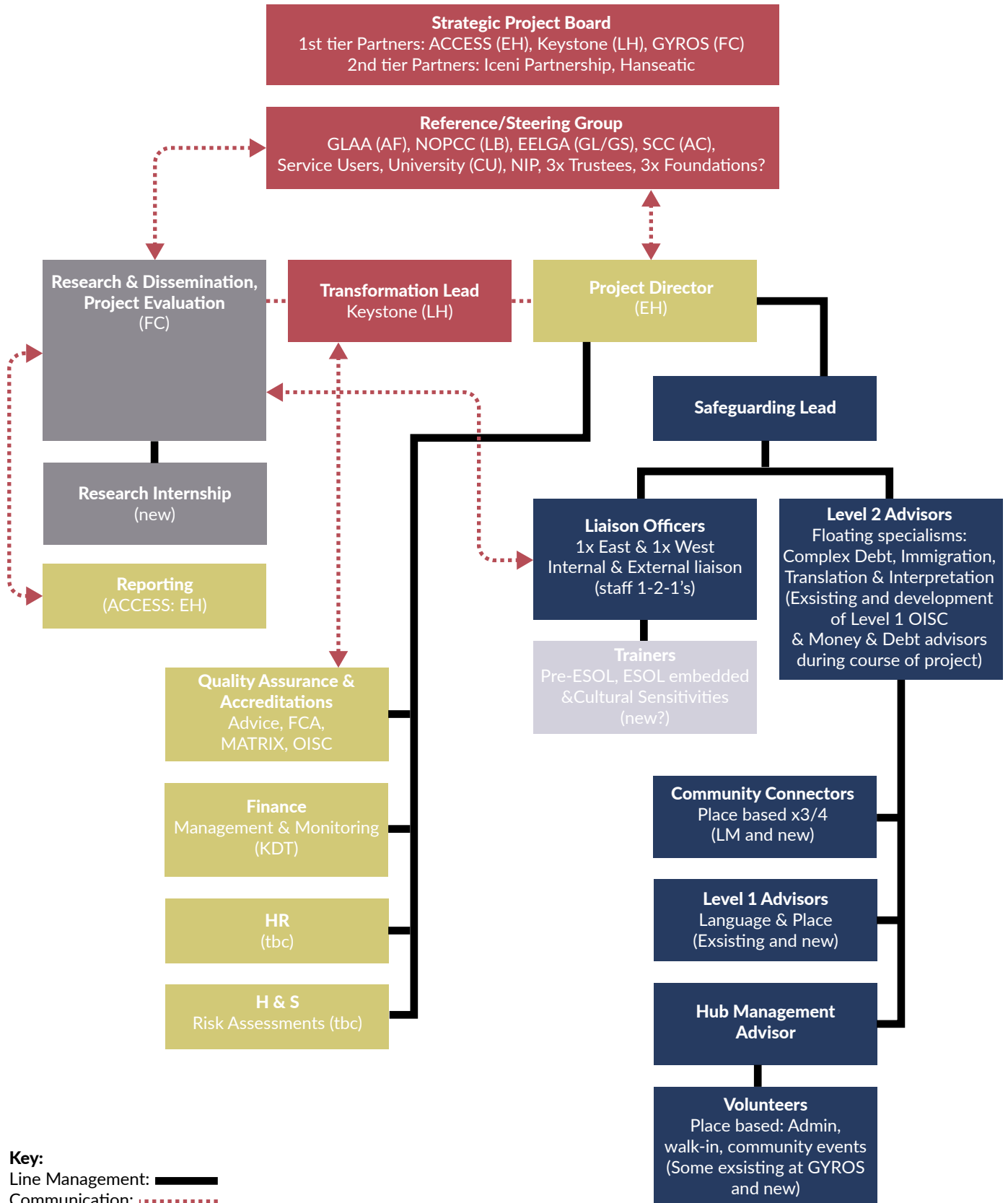
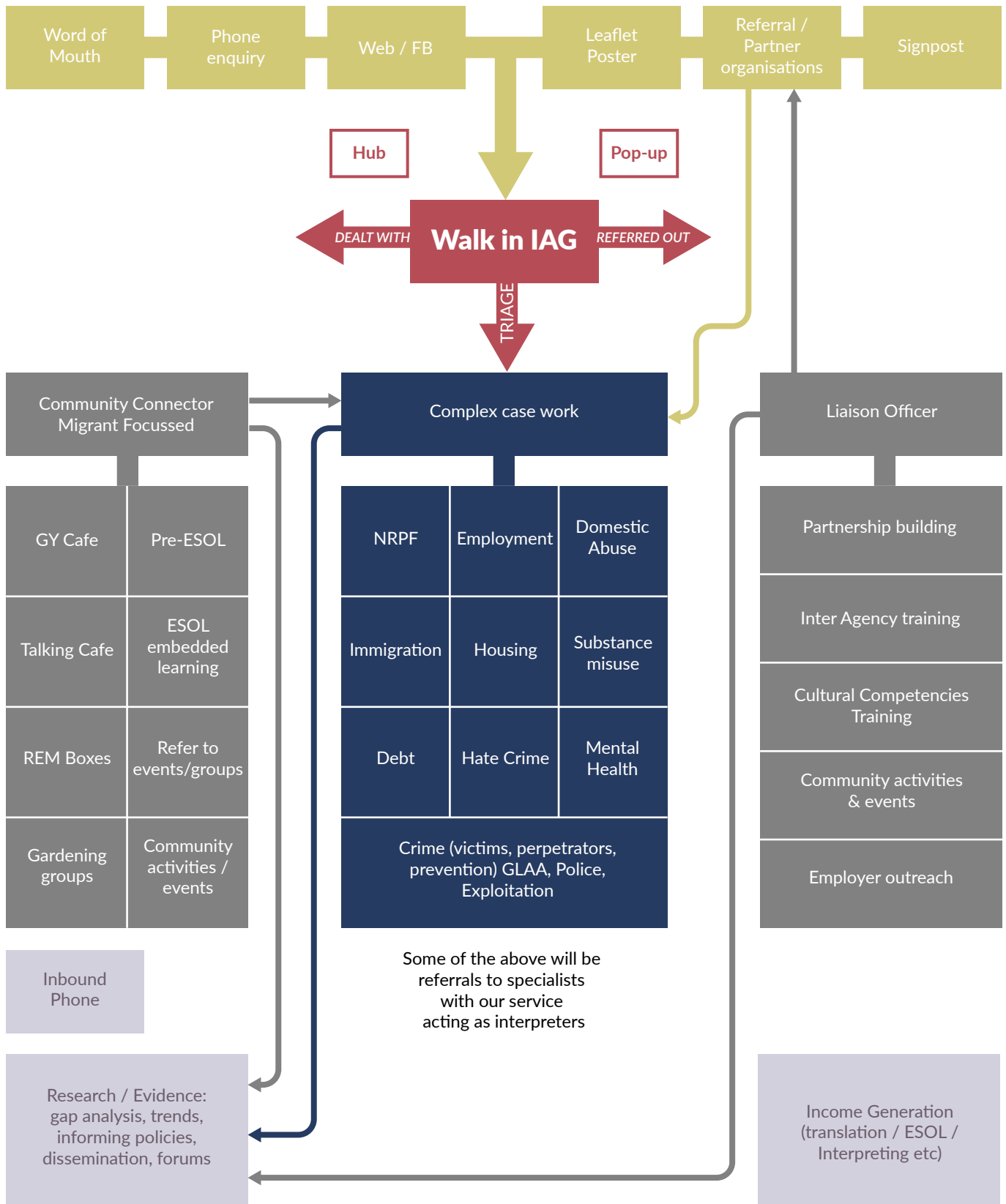


Diagram 4b

How it all works



Our current partnerships

Below is a diagram to represent our current partnerships between the three organisations, we know that together we can have a stronger voice and bigger influence when networking and influencing, we know that through working together we can have more streamlined referral pathways and we know we can generate more income.



Diagram 4d

Incoming enquiries

Examples of incoming enquiries from organisations and services over the past 30 days

“Can I pick your brains (again)? One of the High schools has had a bit of an issue with pupils using inappropriate racist language and would like to run an assembly about what is acceptable and what is not acceptable. I don't suppose you know of anyone who does this sort of thing? Normally I would have gone straight to the PCSO but I don't have that option now! Kind regards and thanks in anticipation!”

King's Lynn Early Help

A service user has been referred to us from a local housing association for support with applying for Universal Credit. Its an online only system, the person has very little English and no digital skills. ACCESS work with the Hanseatic Union who operate from our offices on a Monday and Tuesday (delivering ESOL and IT sessions) to get the person the support they need.

King's Lynn, Freebridge Housing

“I'm working with a family who speak Kurdish, she is extremely isolated and doesn't speak English. Wondered if you knew of any support groups/ social groups within Lowestoft?”

Lowestoft, Social Care Institute

Police referral for low risk domestic violence case which resulted in a three-way appointment between ACCESS and the Pandora project the same Thursday as they rent our room then.

King's Lynn Police

**ACCESS
GYROS
KDT**

“I wondered if you could point me in the right direction. I have been trying to help a Romanian rough sleeper who has been in the UK since May 2018 and is sleeping in a tent. He has a Romanian ID card which expired in October 2018. I was trying to get him help with NI number and application for Universal Credits but due to his ID expired the job centre will not help and are saying that he is ineligible.

Can you advise what would be his best steps?”

**North Norfolk District Council
- Housing Options**

“I have tried to explain to a client about your services but it is very difficult to communicate with him. I got some information from him when I was at the food bank at the church and using a translation app. I cannot communicate with him over the phone for example. Would it therefore be possible for you to contact him and tell him about your services? He is sleeping at the train station in Cromer and has no access to benefits.”

Cromer, Housing Association

A specialist nurse called to ask for advice on a homeless patient who was NRPF. The patient needed to be discharged with intravenous medication.

Addenbrookes Hospital, Cambridge

The client is destitute, so he will be unable to pay the fees for the application. I have copied in the manager from the Children Services Team who is supporting the family – to see whether she would agree to fund this. Would you be able to tell us what is the likely cost that you would charge for helping the client with this application?

Adults from Abroad team Norfolk

ACCESS has been invited to a meeting by a contact from Queen Elizabeth Hospital in King's Lynn. The meeting attendees included; Head Matron from maternity services, a member of the maternity voices forum, public health and the early intervention team. We were informed that Public Health are launching a campaign about smoking during pregnancy. This was a noted concern in Kings Lynn as local statistics showed smoking during pregnancy was higher locally than nationally. The meeting was called by ACCESS' contact to ensure the campaign was inclusive and would impact upon culturally and linguistically diverse groups. As the meeting unfolded, it was clear that Public Health has already decided upon the messages and nature of the campaign and this meeting was a tick box exercise, an afterthought. The decided campaign was neither going to be easy to translate nor have the desired impact on our service users. ACCESS agreed to send some information to Public Health to influence their choice but received no response and it was clear our involvement was too little too late.



Without the Community Pathways Partnership

SLIDING DOORS

**With the Community Pathways Partnership
- partnership and engagement by design, not by chance**



With the new project, working in partnership, our voice would be stronger, the partnership would have a liaison officer who was responsible for ensuring the voice of culturally and linguistically diverse communities are heard at the outset. The partnership would have the capacity to be involved in forums and meetings where we can be proactive, have an influence and ensure we do exactly that. The research coming from our project would ensure we know where the need is and what our data is telling us about trends locally. We will be able to highlight trends potentially even before they have been noted elsewhere and hence drive the conversation. Our partnerships and engagements would become by design, influencing where we know there is a need and not by chance, involved only because of a tenuous connection.

Outcomes, outputs and indicators of difference of need

How are our projects outcomes linked to the funding priorities of the Big Lottery Fund:



Outcomes	Beneficiary	Indicators	How we will measure them	Indicators
<p>1 People will be able to access the range of services they need to improve their quality of life and be aware of their rights and responsibilities. Culturally and linguistically diverse residents</p> <p>Stigmatised communities – families and individuals</p>	<p>Beneficiary Culturally and linguistically diverse residents</p> <p>Stigmatised communities – families and individuals</p>	<p>Interactions with our services (IAG (walk in), workshops, job clubs, volunteering, Increased self-reliance/reduction in multiple visits, new service users</p> <p>Improved quality of life (specialist advice, complex case work, early intervention/ crisis intervention, supporting into GP, Meaningful Friendships, appropriately accessing healthcare, living in decent accommodation, exploitation (labour / financial /sexual), employment vs underemployment, upskilling, feeling secure about residency status</p> <p>Increased confidence/wellbeing/self-esteem/ hope/ sense of belonging</p> <p>Improvement in English (ESOL, Pre-ESOL)</p> <p>Increased knowledge of rights and responsibilities – empowered</p> <p>Community events with diverse audiences (use of community buildings, people coming together for a shared cause)</p> <p>Friendships (People feel more welcome, less scared, sense of belonging)</p> <p>Individuals initiating own community event / becoming community champions</p> <p>School Workshops</p> <p>Longitudinal study (pilot) of 'hard white' and different CALD communities about their attitudes towards other groups (hate crime)</p>	<p>Record of interactions</p> <p>Sign in sheets</p> <p>Evaluation (workshops)</p> <p>Record of interactions</p> <p>Self-assessment/case studies</p> <p>Reports made to GLAA / Police / Environmental Health</p> <p>Job Club sign in sheets (people moving in to employment / cvs written)</p> <p>Immigration appointments</p> <p>Case studies</p> <p>Outcomes Stars</p> <p>Sign in sheets</p> <p>Evaluation</p> <p>Progression on to other ESOL</p> <p>Attendance at workshops</p> <p>Self-assessment</p> <p>Case studies</p> <p>No. of community events / community activities (rem boxes, talking cafes)</p> <p>Attendees at community events – number and who attends</p> <p>New Friendships and connections as a result of community events</p> <p>Additionality- other groups which form etc. and events having attended our activities/events</p> <p>Records</p> <p>Research Study</p>	<p>IAG – 4500 individuals per annum (8880 – 13320 visits across 37 monthly drop-ins)</p> <p>Complex case work/ Debr/ OISC– 3000 per annum</p> <p>Workshops</p> <p>Job Clubs</p> <p>10 Volunteers per annum</p> <p>10% of clients no longer visit for help on the same topic due to increased knowledge</p> <p>ESOL</p> <p>80% of respondents say they've increased in confidence</p> <p>450 attending community events</p> <p>At least 50% of people report they've made a new friend or connection having attended an event or activities</p> <p>8 people</p> <p>Schools – diversity training 1800 pupils attending each year</p> <p>1</p>
<p>2 Communities will see there is strength in unity</p>	<p>Culturally and linguistically diverse residents</p> <p>Stigmatised communities – families and individuals</p>			

Outcomes	Beneficiary	Indicators	How we will measure them	Indicators
<p>3 The partnership service delivery model will be more robust and resilient and responsive to changing needs.</p>	<p>The partnership organisations 2nd Tier partners Culturally and linguistically diverse residents</p>	<p>CPD of staff/ Accreditation maintaining/ developing/2nd Tier partners coming on the journey with us</p>	<p>No. of shared trainings No of accreditations gained Intensive support with second tier partners</p>	<p>5-10 per annum 2 2</p>
		<p>Joint team meetings/ staff security / sharing best practice/ sharing capacity / policies / buddying / Governance and trustees</p>	<p>No. of team meetings Staff satisfaction surveys No of shared governance meetings No of shared policies (indicating reduction of duplication)</p>	<p>Monthly Monthly Quarterly Monthly</p>
		<p>Strategic fundraising/ cost savings / income generating services</p>	<p>No. of shared bids No of meetings of strategic project board % of income generated by us</p>	<p>10 Monthly £10,000 per annum</p>
		<p>Trends data of issues raised – embedded systems across the partnership/“So what?” shared strategy for the partnership/“So what?” about the data – how does the data help us to interpret and plan our service delivery</p>	<p>Shared M&E tools</p>	<p>All of the tools used on the project</p>
		<p>Expansion in to new geographic areas/ new services offered</p>	<p>New areas New services</p>	<p>5 All</p>
		<p>Increased appropriate and timely referrals and decreased referrals</p>	<p>Referral numbers</p>	
		<p>Frontline workers – increased confidence/effective engagement</p>	<p>People attending training</p>	<p>120 per annum</p>
		<p>People are attending cultural sensitivities training – knowledge of us and facts</p>	<p>People reporting an increased knowledge in training outcome areas Pre&Post Course Qs x 3 months later</p>	<p>95% attendees</p>
		<p>SROI Feedback/ Evaluation</p>	<p>SROI report</p>	<p>2</p>
		<p>4 Partner organisations across the region will be better equipped to meet the needs of culturally and linguistically diverse communities.</p>	<p>Culturally and linguistically diverse residents 2nd Tier Partners Other organisations / agencies</p>	<p>Streamline and consistent data (embedded data points, benchmarked data to identify real challenge, regular data mining and dissemination, culturally aware data extraction and collection)</p>
<p>Link to established research networks</p>	<p>Membership of</p>			<p>2</p>
<p>Having a voice on steering groups</p>	<p>Attendance of / membership of</p>			<p>6 attended per annum</p>
<p>Being a trusted authority on the subject</p>	<p>Dissemination of findings – Regional conference/ Article in a 5*Journal</p>			<p>1 article</p>
<p>5 Local, regional and national policies and procedures are shaped by better quality data and intelligence about CALD communities.</p>	<p>Culturally and linguistically diverse residents Other organisations / agencies</p>			

Project Evaluation

The Community Pathways Partnership (CPP) will host a research team of two who will lead on the internal evaluation of the project. We will also work locally with the University of Cambridge to lead on an external evaluation of the project.

We will be collecting and collating constant data from the project- baseline data, demographic profiling, trends data, national/ regional trends and benchmark data.

Those who undertake our Cultural Awareness and Equality Training (CAET) will complete a questionnaire before and after the training on the day and then also a follow-up questionnaire after 3 months to look at how they are using the training in their working lives.

All people who take part in our pre-ESOL training will complete an outcomes star at the beginning and end of their training so that we can chart developments and progress.

Those who come to the specialist IAG sessions will be asked to evaluate their experience of our service after every interaction. We will continue to also fulfil the monitoring requirements necessary to uphold our advice and service accreditations which will also feed into our evaluation of the project.

Our team will constantly evaluate what we are doing and if our model of delivery is the best practice model. This project is a pilot project and at every step and delivery point

we will want to evaluate and reflect.

It is also important that with generous leadership we disseminate our findings with other partners and organisations so that they can benefit from our experience and learning.

Keystone Development Trust has been a leader in the field of community research around culturally and linguistically diverse communities and stigmatised communities respectively. Keystone, ACCESS and GYROS have collectively worked together on research projects looking at CALD community access to healthcare, maternity services, mental health and social care in four distinct pieces of research. Keystone/GYROS equally have undertaken SROI (Social Return on Investment) evaluation for partner organisations such as a homeless charity in Norwich funded by BLF and arts and wellbeing initiative in Bedfordshire funded by Heritage Lottery Funding.

Alongside the established evaluation skills within the team we will work a local university such as Cambridge University, University of Suffolk and the University of East Anglia to undertake an external evaluation of the project. We know from experience that having research expertise and knowledge within the team will complement the external evaluation massively as both teams can work together and learn from one another.

Section 6

The investment needed

How the budget has been developed

This is a four-year project, with a budget of around £1.85million. This budget includes both revenue and project overhead costs for ACCESS, GYROS and Keystone Development Trust, as well as for 2nd tier partners - Icen Partnership and Hanseatic Union.

The budget includes the salaries for those roles as shown on the staff organogram document. Salary figures also include pensions and employers' national insurance contributions.

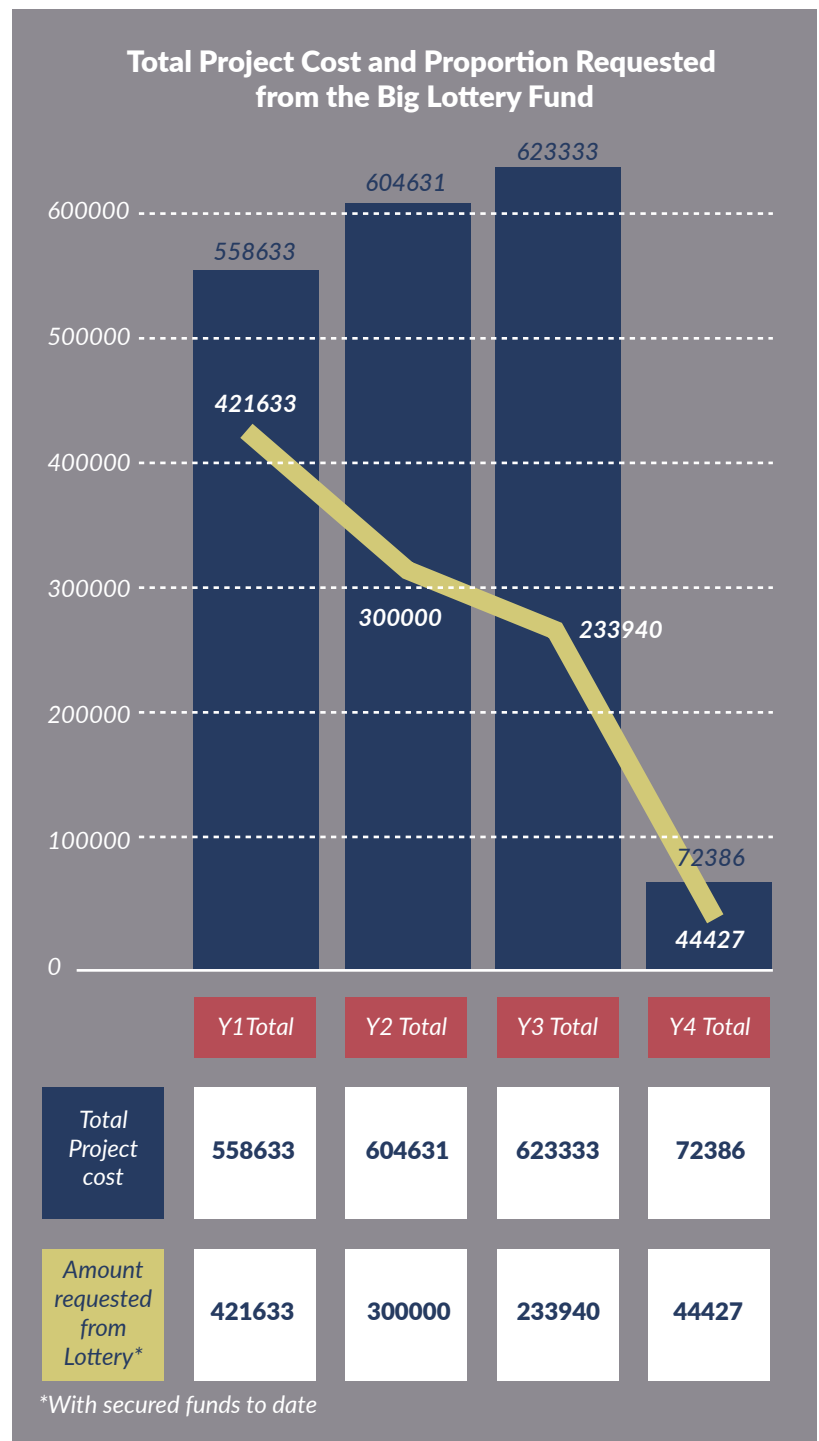
Costs have been allocated to cover staff training to ensure staff are up-to-date on the advice they provide. Funds have also been included for staff travel to enable project workers to provide pop-up outreach services. Alongside this, funds are allocated for room-hire for both the hubs and the pop-up locations.

Funds have been allocated for new laptops for staff and some funding towards equipment maintenance such as PAT testing and computer memory. The budget includes funds for all project stationary, printing, postage, communications (telephones and internet), marketing and other resources such as legislation books and other training materials. Funds have been allocated each year for external consultancy to support on-going organisational development and evaluations. Project overheads have been budgeted for including; office rent, service charges and cleaning costs, insurances, bank charges and legal and professional fees (e.g. for accountancy and HR services).

We would intend for the project to begin in March 2019, the first 6 months we would deliver core Hub services. During this period, we would be working to consolidate our transformed way of working. For months 7 onwards we would begin full service delivery and then for years 2 and 3 the same. In year 4 of the project, 6 months would be spent to do a full project evaluation, this would be an opportunity to understand what went well, what could have been improved and what the key areas of learning were. This time would be spent gathering and disseminating this learning.

The Cost to National Lottery

Total project cost: £1.85 million over 4 years
Funding requested from National Lottery: £1 million over 4 years
Funding from other sources £ 0.7 million



See Annex 4 for detailed budget

In **Year 1** of the project we have requested 75% of the total budget required.

The following funds, totalling £37000, have already been secured:

The Dulverton Trust. £5,000 towards King's Lynn Adviser salaries end Dec 2019.

The A M Stratford Trust. £2,000 towards diversity workshops in schools across Norfolk end Dec 2019.

The Allen Lane Foundation. £5,000 towards King's Lynn Adviser Salary

Controlling Migration Fund. Covering Suffolk for Information Advice & Guidance Walk Ins and follow up casework. GYROS. Contributes £5k pm for IAG delivery in Suffolk up to September 2019.

Venues: Keystone own Community venues in Norfolk and Suffolk; GYROS are currently in flexible accommodation in Great Yarmouth (one-month notice) and also use venues on regular sessional hire in Lowestoft, Ipswich, Haverhill, Bury, Brandon. ACCESS: Long term lease in Kings Lynn (up for renewal) and Sessional hire in Wisbech)

We currently have the following bids pending:

HO/ G4S Housing for Asylum Seekers - women and families in Great Yarmouth. Currently working with G4S and Home Office to develop provision for 5 units to house women and families seeking asylum. 10-year contract. Led by Keystone and GYROS. Awaiting confirmation of Great Yarmouth as a dispersal centre. Earliest start date September 19.

Controlling Migration Fund Kings Lynn and Fenland – led by ACCESS. £127,139 towards the costs of a community connector, advisers and project costs to deliver in and King's Lynn (response expected December 2018 / January 2019)

CMF: Great Yarmouth – led by GYROS. Towards the salaries for community connectors (response expected December 2018 / January 2019). £67,579 toward community connectors, advisors, liaison officer salaries.

ESF funding with TCHC: Training for BME youth – both GYROS and Keystone submitted. Support Job Clubs.

HMRC: Led by ACCESS. £37,078 towards Adviser salaries for ACCESS and 2nd Tier partner Hanseatic Union to deliver job clubs and IT sessions (response expected December 2018 / January 2019)

HMRC: Led by GYROS £60,000 towards adviser salaries. (response expected December 2018 / January 2019)

Fundraising appeal sent to over 200 trusts and foundations and are confident we can meet the target of £100,000 in yr 1.

Over the course of the next 6 months the partnership will be making the following applications:

- Esmee Fairbairn - £60,000
- Henry Smith Charity - £60,000 per year for 3 years
- Paul Hamlyn Foundation – Shared Ground - £60,000 over two years
- Home Office Hate Crime Funding – up to £75,000
- EU Settled Status Grant - £25,000
- Lloyds Enable Grant - £25,000
- Garfield Weston - £20,000
- Steel Charitable Trust - £25,000
- AZIZ Foundation - £15,000
- Amongst others

The critical point for the organisations is to retain qualified, experienced staff in post so we can build new staff and volunteer skills.

In **Year 2** of the project we have requested 50% of the total budget required.

The following funds, totalling £5,000, have already been secured for Year 2:

The Allen Lane Foundation. £5,000 towards King's Lynn Adviser Salary

In Year 3 of the project we have requested 36% of the total budget required.

In Year 4 of the project we have requested 61% of the total budget required.

At the end of the four-year project, we will be sustained.

What 'sustained' looks like

<p>Paid for services – we will work to develop services which are income generating, for example:</p> <ul style="list-style-type: none"> • this may be training packages for other organisations • it may be delivering employee assist schemes tailored to employers with culturally and linguistically diverse labour forces • it may be service users pay a membership fee to subsidise the cost of services 	<p>Through Asset Based Community Development (ABCD), communities will increase in cohesion, recognise there is strength in unity and be able to self-help.</p>
<p>Through working in partnership with us over the course of the project other organisations will be upskilled and culturally and linguistically diverse services will become mainstream delivery.</p>	<p>Our service delivery will be intrinsically valued and therefore continuation funding will be secured from a diverse range of grant making institutions.</p>

Sustainability

The chosen five outcomes and activities of the Community Pathways Partnership were all created with both need and sustainability in mind. Alongside the sustainable nature of our outcomes and activities, we are also working to generate income through workstreams to ensure a viable and sustainable future.

One of the early activities in the project set up plan is to learn from one another, to evaluate and to understand, where we can be more efficient and where we can save on costs. This will involve assessing what partnerships we have which could be utilised for in-kind support.

Having a strategic project board which meets at least twice monthly will mean that diversification of funding is always on the agenda, keeping up momentum. Importantly, the three organisations will now be a partnership, we will have a stronger evidence base, stronger data, improved knowledge and capacity. We will make funding applications together and if individually, in a strategic way, as opposed to duplicating or competing.

As a partnership we will have a very marketable training offer for our cultural awareness & engagement training, which will be sold to generate income from public sector organisations. The partnership will also be able to offer 'employee assist schemes' to large employers to generate an income.

All offices currently in use the opportunity to rent out desks and spaces to both generate small amounts of income. The Community Café based in central Library in Great Yarmouth also generates a small income.

All current advisers in post are multilingual and some are already qualified interpreters. As a partnership we will have a very marketable offer of available languages and locations – the partnership will generate income through selling interpretation and translation services to other organisations, statutory services and companies.

KDT and GYROS are currently exploring a project with G4S around an accommodation unit in Great Yarmouth to be developed as part of the asylum-seeking housing & support programme. This potentially guarantees income through housing allowances on a 10-year contract.

At the end of the 4-year project the partnership may potentially offer charged for Immigration Advice to generate income.

The Community Pathways Partnership will build on learning from the individual

organisations to make a significant effort to enable service users to help themselves wherever possible and to ensure they do not become reliant on our services. This approach will be embedded in all our activities, particularly in the IAG provision.

Having trainers delivering a standardised syllabus for cultural awareness training across the region, in turn, will ensure that front-line workers will be better placed to assist service users without needing to refer into the partnership unnecessarily. Similarly, with the Liaison Officers in post working across the region, more organisations will know where to turn for support on CALD issues when they need to, meaning we will be able to support those people before reaching crisis.

With the introduction of the Community Connector roles the Community Pathways Partnership will work more proactively than ever with people – being accessible to service users who may otherwise struggle to access us, supporting them with complex needs before they reach crisis point.

Working with future generations through the equality and diversity workshops in schools, means we are supporting the communities of tomorrow to respect and embrace diversity.

The partnership will learn much, ACCESS advisers will be able to learn from the complex case experience of GYROS advisers. As a result the partnership will be able to support people across the region more efficiently and effectively than before – service users with complex needs will not need to continually return to drop-in clinics as more expertise workers can offer 121 appointment support.

Through the region wide introduction of standardised pre-ESOL and ESOL embedded activities, we will be working to support people to improve their English language in order to handle issues for themselves in the future and no longer need our services.

Income generation - part of the sustainability after this funding is to develop, through compelling evidence, that the responsibility for some of this delivery sits with individuals, employers and organisations. We will look at ways to generate an income for sustainability after this funding – for example, to develop and deliver packages such as "employee assist schemes" in factories with a high proportion of CALD workers, helping employers to support their workforce.

Section 7

Testimonials

From Survey Monkey (Full responses in Annex 5)

We asked some organisations what they would have done if our organisations did not exist. These are some of the responses we received:

“It would have been a struggle to find a delivery organisation with the appropriate skills to provide information and advice services for CALD people. Either we would not have been able to go ahead, or there would have been more of the project time eaten up with up skilling an inexperienced organisation.”

SUFFOLK COUNTY COUNCIL

“I have no idea! We were doing a public consultation on behalf of Great Yarmouth Borough Council. We needed to survey CALD groups. They provided essential public knowledge, translation, networking and a brilliant venue to consult in. We’d have had to source individual interpreters, but this wouldn’t have come with local knowledge.”

GET IT COMMUNICATIONS

“We would have tried to find another organisation but difficult as Access had excellent local knowledge + expertise.”

NORFOLK CAB

“Not been able to access support locally around how to support looked after children’s cultural needs in foster placements.”

NORFOLK COUNTY COUNCIL

“We would have a delay in benefits, we would have tenants facing more pressure and increasing anxiety about possible evictions and notices. We would have to wait until an interpreter was available.”

BROADLAND HOUSING ASSOCIATION

When asked what benefit partner organisations believed our organisations bring, a few responses:

“Support to parents from different nationalities”

CHILD AND YOUTH PROTECTION SERVICE (EARLY HELP HUB)

“A multitude of benefits. Their clients are coming in from other countries completely lost. They sometimes have nowhere to turn to and the language barrier is enormous. There should be more places like this to help people.”

ACCESS COMMUNITY TRUST

“Saving Lives, keeping families together”

CLARION HOUSING

“Provide an invaluable service to those who wish to access support but do not yet fully understand English”

DEPARTMENT FOR WORK AND PENSIONS

“Professional and culturally competent advice from a trusted agency”

STRATEGIC MIGRATION PARTNERSHIP

When asked what the consequences would be if our services didn’t exist:

“More street homeless, no support for DV cases, Families being separated. Strain on the public purse.”

CLARION HOUSING

“Migrant communities would find it more difficult to integrate”

ORIGINAL PROJECTS

“Communities would be fragmented.”

GREAT YARMOUTH LIBRARY

Less cohesion, less integration and subsequently the problems that follow from this”

MENS CRAFT

“Improved integration and less risk of tensions as migrant community members are better informed about their rights and responsibilities”

SUFFOLK COUNTY COUNCIL

“We recognise the difference that these organisations have already made individually to migrant communities. The proposed collaboration would enable them to build on their existing strengths to deliver much needed bespoke services to migrant communities. There are no other organisations across Suffolk and Norfolk who have the same levels of expertise and range of services for migrants. The loss of this provision would be felt by both community members and frontline services who do not have the specific knowledge or capacity to fill the gap.”

**LEAD FOR EQUALITIES AND INCLUSION,
SUFFOLK COUNTY COUNCIL**

“As a Community Capacity Coordinator with Early Help in West Norfolk, I work closely with Access. It is reassuring to know we have a local service that can support the migrant community and also help other services to support them too. They are an excellent point of contact and share experience and expertise to ensure the best outcomes for service users and their families. I would have real concerns for our migrant families if this service did not exist. The team at Access are hardworking and approachable and a very valued service in West Norfolk.”

**COMMUNITY CAPACITY COORDINATOR,
WEST NORFOLK, EARLY HELP HUB.**

In response to the Settled Status Announcement:

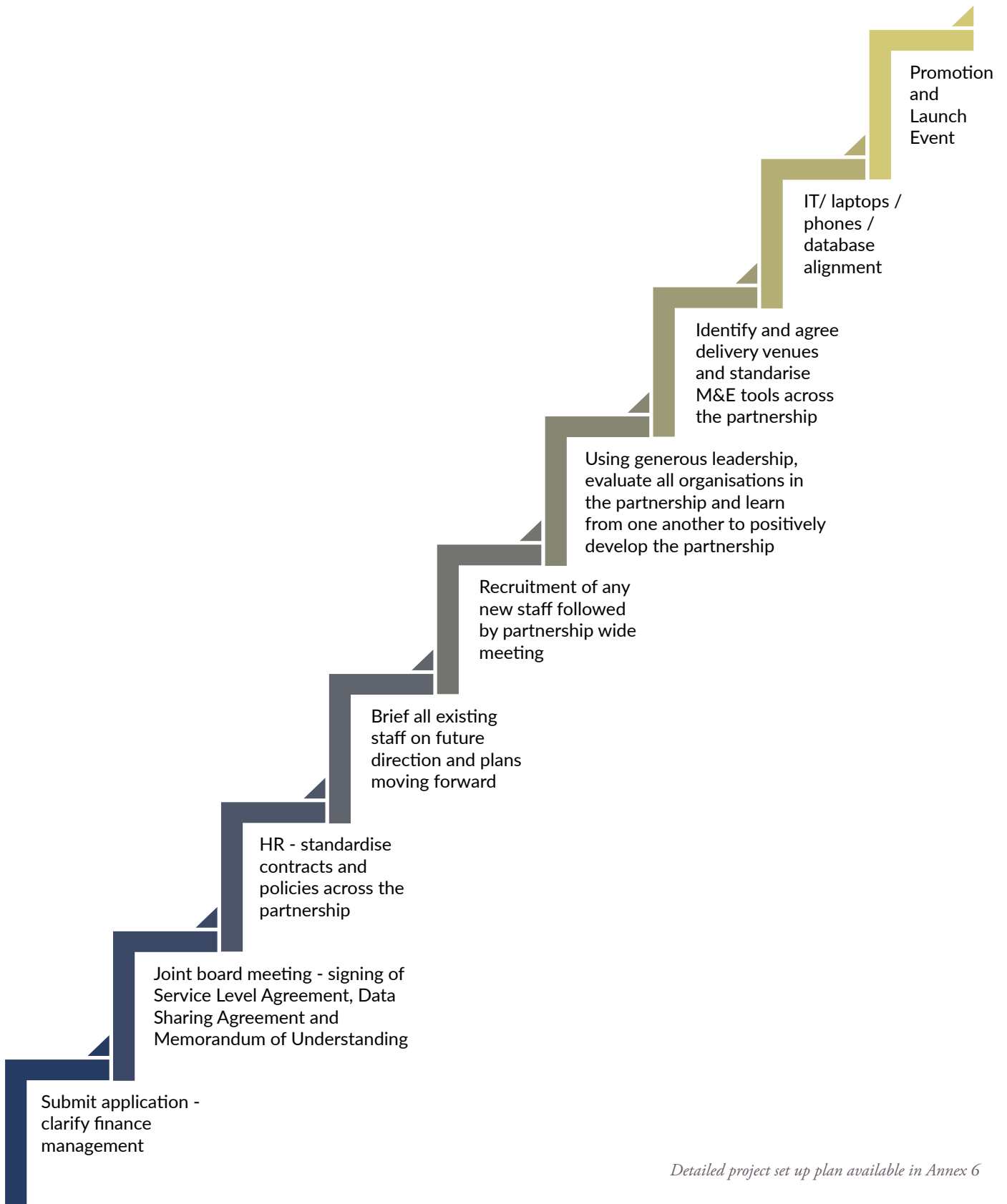
“I think there may be a big growth in your responsibilities to assist in the completion of necessary paperwork. I question the supposition that most from the EU resident in UK will be able to navigate the bureaucracy”.

**DUNCAN GREGORY I OPERATIONS DIRECTOR,
THE BRITISH RACING SCHOOL**

“These charities are crucial in helping with our fight against Modern Slavery and can very often help forge the vital links in the face of distrust.” **ADRIAN FINBOW: INVESTIGATOR: GANGMASTERS AND LABOUR ABUSE AUTHORITY**

“Volatility, ambiguity, uncertainty, complexity. The next couple of years are going to be important for the migrant population” –
DEVELOPMENT MANAGER, MENS CRAFT

The project set up plan



Detailed project set up plan available in Annex 6



Section 9 Risk analysis

The risks to us as a partnership are as follows: **STATUS** Version 1 / September 2018

High risk equals 16 to 25.

High Risks activities should cease immediately until further control measures to mitigate the risk are introduced.

Medium risk equals 9 to 15.

Medium Risks should only be tolerated for the short-term and then only whilst further control measures to mitigate the risk are being planned and introduced, within a defined time period.

Low risk equals 1 to 8.

Low Risks are largely acceptable, subject to reviews periodically, or after significant change etc...

LIKELIHOOD	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		SEVERITY				

LIKELIHOOD (L) = Frequent (5) - Probable (4) - Occasional (3) - Improbable (2) - Remote (1)
 SEVERITY (S) = Catastrophic (5) - Major (4) - Reportable (3) - Serious (2) - Minor (1)
 Degree of Risk (DR) = LIKELIHOOD x SEVERITY
 **Residual risk is the level of risk that remains after suitable and sufficient control measures are

Ref.	Risk description	Risk*			Assessment	Risk Control Measures	Risk Control Measures			Assessment
		L	S	DR			L	S	DR	
1	Lack of management capacity to support service delivery and business development	3	4	12		Develop new service specifications including capacity, cost and outcomes for each service and to identify indirect costs and management capacity. Development of a management strategy to manage existing and future capacity to be reviewed quarterly	3	3	9	
2	Unclear MoU accountabilities affect compliance.	3	4	12		Work with partners to rationalize MoU and clarify extent and spirit of joint working.	2	3	6	
3	ICT & Information system inadequate to support Business Plan.	3	4	12		Commission technology strategy. Ensure reserve of funding for replacement IT	2	3	6	
4	Poor / Inflexibility in business model	3	4	12		Shift from services that cannot be sustained to appropriate delivery of services that offer demonstrable outcomes at local level Ensure partnership structure is fit for purpose.	2	3	6	
5	Quality of services is poor	3	4	12		Routinely monitor and evaluate everything we do Development of a service delivery improvement plan based on feedback, again to be reviewed quarterly Work efficiently through tightened processes and procedures, IT and CMS	2	4	8	

Ref.	Risk description	Risk*			Assessment	Risk Control Measures	Risk Control Measures			Assessment
		L	S	DR			L	S	DR	
6	The policy environment changes significantly	5	4	20		We deliver credible and effective services We are well connected We develop strong working relationships with peer agencies and funders Keep on top of political developments, feed in to strategy	4	3	12	
7	Competition from other support services in relation to new ideas we develop e.g. training delivery	3	4	12		The delivery of credible and effective services is key with core values and ethos central to everything we do development of closer partner working identification of key competitors. Explore formal partnerships. Explore strategic options Identify unit cost and prepare template service specification	3	3	9	
8	Continued viability	4	4	16		Accurate and up to date financial analysis Purchase effective software Ensure finance policy and procedures are in place Regular reporting to the strategic project board.	4	4	16	
9	Core funding is lost and we cannot meet our objectives and obligations	4	4	16		Monthly reports to Board Ensure performance and objectives within the Business plan are achieved and reviewed annually. Identify new and diverse sources of income	2	3	6	
10	Reliance on one contract	4	4	16		Diversify Income Investigate options for other forms of contracting and partnerships Make VFM savings in limited areas of costs control. Ensure start-up costs are front loaded in contract negotiations. Ensure true costs are worked out and pricing / charging policy is produced for each bid/ project.	2	3	6	
11	Loss of assets - Security of IT/ phones etc.	3	4	12		Develop Asset Register Review data protection policies	2	3	6	
12	Loss of premises	3	3	9		Ongoing monitoring of lease Seeking of alternative premises / sharing of office space with partners / non- competitors	1	2	3	

Ref.	Risk description	Risk*			Assessment	Risk Control Measures	Risk Control Measures			Assessment
		L	S	DR			L	S	DR	
13	Constitution does not reflect our work	2	3	6		Regularly review against business plans	1	3	3	
14	Regulatory requirements not met	2	4	8		Review and ensure all obligations / requirements are met and archived on an annual basis Transparency in any conflicts of interest	2	3	6	
15	Staff grievance leading to tribunals	2	4	8		HR sub contract Regular review of policies Public liability insurance Regular supervision and performance management	3	3	9	
16	Major complaint / suing / legal difficulties	2	4	8		Legal advice and correspondence	3	4	12	
17	Poor governance / skills and knowledge	2	4	8		Ensure the board has the correct skill mix to meet current and future strategic planning requirements. Identification of skills gap and either train the Board and or actively recruit to ensure skill is gap is filled	2	3	6	
18	Loss of skills and knowledge (staff and Board)	2	4	8		Staff involvement in changes (change management) Planned succession Development of knowledge management strategy	2	3	6	
19	Poor levels of Board involvement	2	4	8		Use Trustees skill set / knowledge to be more involved in the running and shaping of the organisation	2	2	4	
20	Objection from local community	3	3	9		Ensure we are taking communities on the journey and they're involved in service development	2	2	4	
21	Partners unwilling to engage	3	3	9		Ensure partners are involved in project development Evidence project benefits	2	3	6	
22	Potential service users do not wish to engage in the project	2	4	8		Ensure community voice and involvement in project development Project is user-led	2	2	4	

Section 10
Legacy

“Where, after all, do universal human rights begin?

In small places, close to home – so close and so small that they cannot be seen on any maps of the world...

Such are the places where every man, woman and child seeks equal justice, equal opportunity, equal dignity without discrimination.

Unless these rights have meaning there, they have little meaning anywhere.”

-Eleanor Roosevelt



East Anglia will be a region comprised of resilient and respectful communities where people feel safe and heard, have a sense of belonging and equal access to services and opportunities.

The Legacy of the Community Pathways Partnership

This partnership has formed in order to drive seismic shifts in the way we deliver service to, and facilitate activities within, communities. With growing disparity between people, reducing public welfare provision, more competition for funding and more challenging complex issues within families we all have a duty to do a stock take of our roles in the future of communities in the UK.

The legacy of this project will be the impact it has on the people and the communities it touches.

Legacy for organisations:

We will deliver transformation through generous leadership – sharing best practise and learnings throughout in order to influence policy, to inform and upskill staff and to develop a sustainable community of volunteers.

Embedded throughout the project is data and information gathering, managed by qualified researchers who will interpret, collate and share the findings. This will be essential for lean and responsive project management but will also be a robust and trusted source of information for policy makers.

Sharing of knowledge, skills and expertise within the partnership will develop more effective staff – who will develop as greater resources.

This knowledge will also be shared with partners - schools, social services, mainstream charities, faith groups, police, healthcare staff, amongst many others all of whom are already working with CALD people.

Setting up the hub and spoke model provides an opportunity for those ‘spokes’ or pop-up centres to develop into more permanent hubs should the need be evident.

Delivery of high-quality, culturally and linguistically diverse information, advice and guidance will increase across the region.

Through constant evaluation, we will get this development right. When we do, what we identify currently as stigmatised communities will be better understood and therefore better supported by mainstream providers and ultimately will not require specialist provision such as ours.

For communities:

Less fear and misunderstanding of people within neighbourhoods thereby reducing conflicts that often arise from relatively small issues.

Stigmatised ‘groups’ of people living alongside one another in local communities will develop more respect and responsibility for one another.

Residents will work together to achieve better outcomes for their neighbourhood.

Resilience to cope effectively with the ‘ups and downs’ of life will be improved in both individuals and communities reducing the need for crisis intervention.

For individual people:

The legacy of the project will live on through:

Maria and her sons, now free to live a life free from domestic abuse and fear.

Daniel supported to grieve the loss of his mother and continue to live with his only remaining family.

Kirsty and her children able to sleep at night, not fearing the knock of a bailiff and the loss of their family home.

Paulina able to live in her community and supported with her mental health issues.

Alexander free from his traffickers, from torture, exploitation and abuse.

If you invest in this project and enable us to fulfil our vision for the Community Pathways Partnership, the legacy it creates will be a contribution to ensure that all our local communities are respected, respectful, resilient and stronger together.

