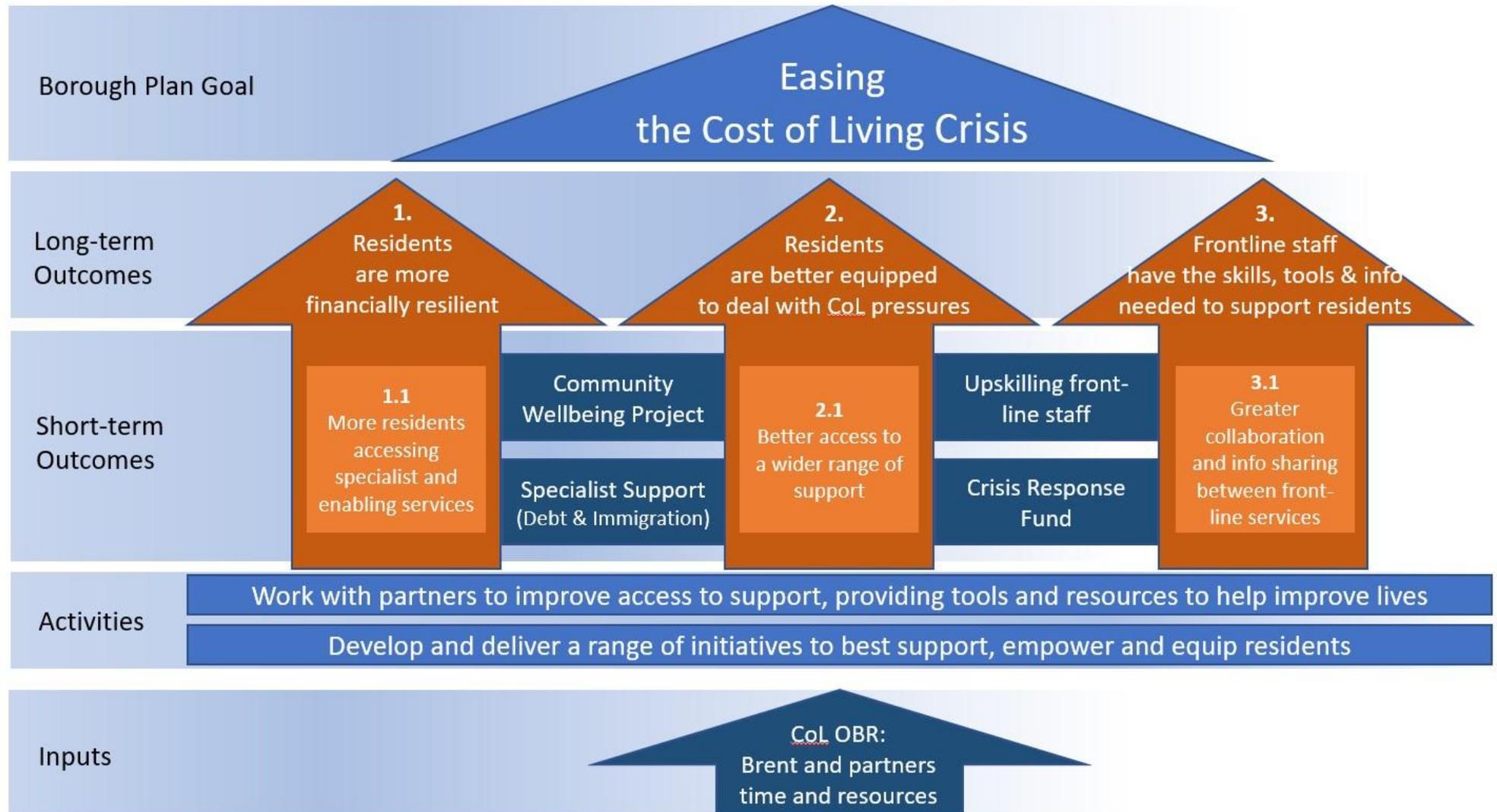


Appendix 1:

A1: Cost-of-Living OBR Pilots: Monitoring Framework



A2: Monitoring Framework Community Wellbeing Project

Community Wellbeing Project						
Key Elements		Monitoring / Evaluation				
The Issue / Challenge	Drivers	Inputs	Activities	Outcomes (short-term)	Outcomes (Medium-term)	Impacts
		<p>Levels of poverty in Brent are high, leading to our residents being one of the worst impacted by the Covid-19 pandemic and the cost of living crisis.</p> <p>To address this, easing the effects of the cost of living crisis became a strategic priority for Brent Council with an aim to provide more holistic support, tailored to complex needs and co-designed with local stakeholders.</p> <p>The Cost of Living OBR identified that some feel there is stigma associated to accessing certain support services, such as food banks. The OBR also picked up on the importance of community resilience. With Brent recently becoming a Right to Food borough, this paves a unique opportunity for alternative models of support for residents with complex needs.</p> <p>Resources:</p> <ol style="list-style-type: none"> Staff <ol style="list-style-type: none"> Project staff Other staff ie. project support, support from other VCS orgs. Funding (statutory and charitable) Partnerships - with local community organisations and food aid charities. Suitable premises (with commercial kitchen) <p>Relationships:</p> <ol style="list-style-type: none"> Buy-in from local community Buy-in from local organisations Partnerships with local community organisations <p>Political will: Local government focus on tackling effects of the cost of living crisis and poverty.</p> <p>Communication: Sharing best practice and success stories</p>	<p>• Cost of Living Outcomes Based Review research, identifying need for wraparound support in tackling the crisis.</p> <p>• Engagement with residents and VCS sector representatives.</p> <p>• Partnership with delivery partner Sufra NW London, existing food aid charity in the borough.</p> <p>• Funding for staffing costs, food contribution and set-up and ongoing project costs.</p> <p>• Council-owned property with suitable facilities.</p> <p>• Partnership with specialist organisations in Brent.</p> <p>• Partnership with Brent Hubs.</p> <p>• Support from internal services eg Employment and Skills Service, Public Health.</p>	<p>• OBR Research</p> <p>• Community engagement; pop-ups, workshops, ethnographic interviews.</p> <p>• Engagement with VCS professionals</p> <p>• Visioning Day outcomes</p> <p>• Prototyping session with Transformation Team</p> <p>• Liaison with Sufra NW London around partnership working on the model.</p> <p>• Arrangements around Brent Council's funding of project.</p> <p>• Coordination and preparation of suitable premises, to fit-to-use condition.</p> <p>• Arrangements to prepare commercial kitchen.</p> <p>• Purchase of equipment for shop and hire of kitchen equipment and storage facilities.</p> <p>• Ongoing project support.</p> <p>• Promotion of programme internally and externally.</p> <p>• Extension of programme for Phase 2 between Aug-23 to Mar-24, all necessary arrangements inc. lease, grant arrangements, equipment hire extension and continued partnership and support from Brent services.</p>	<p>• Residents supported with access to affordable food and other essentials, through on-site hot meals and take away weekly food shops.</p> <p>• Residents supported with initial assessments and identification of personal needs.</p> <p>• Residents receive advice and support from Brent Hubs advisors.</p> <p>• Residents referred to relevant partner organisations based at Bridge Park.</p> <p>• Residents booked on to relevant themed workshops hosted at Bridge Park.</p> <p>• Creation of personal development plans.</p> <p>• Residents feel dignified when accessing support.</p> <p>• Residents able to access a social community space.</p>	<p>• Increased levels of financial resilience for members of the programme.</p> <p>• Improved mental and physical wellbeing.</p> <p>• Improved awareness and ability to access local support services.</p> <p>• Improved access to affordable food, increasing food security.</p> <p>For Phase 2 (Aug-23 to Mar-24), as well as the above:</p> <ul style="list-style-type: none"> Improved access to employment, skills and training support.
Idea / Concept	Key Considerations (around the idea / concept)					
	Assumptions	Barriers	Enablers			
<p>To mitigate the effects of the cost of living crisis by aiming to reduce food poverty and build community resilience amongst local communities in Brent. To do so by working in collaboration with local organisations and charities, to put in place targeted interventions that benefit residents with complex needs and tackle the underlying causes of poverty.</p>	<ul style="list-style-type: none"> Residents in Brent were harshly affected by effects of the cost of living crisis. Wraparound support is important towards financial resilience Some residents in Brent have poor access to food and groceries. There is a level of stigma attached to accessing some support services such as food banks. Community resilience is important towards facilitating strong, connected communities. 	<ul style="list-style-type: none"> Property - suitable space is required to host the programme. Commercial kitchen required as well as sufficient space to host a shop, cafe, assessments, workshops, drop ins. Financial resource - costs associated with preparing premises to usable standard and ongoing costs including facility and equipment hire. Access to food. 	<p>Operational:</p> <ul style="list-style-type: none"> Momentum from Cost of Living OBR and Visioning Day. Partnership working with local food aid charity Sufra, delivery partners for the project. Partnership and support from Brent Hubs and other Brent services such as <p>Strategic:</p> <ul style="list-style-type: none"> Easing effects of the cost of living crisis became a strategic priority for Brent Council Brent Council recently became a Right To Food borough. Local charity organisations who support new models of delivery. 			

A3: Monitoring Framework Crisis Response Fund

Crisis Response Fund							
Key Elements		Monitoring / Evaluation					
The Issue / Challenge	The Resident Support fund has faced increased demand due to the cost of living crisis, offering up to £1000 of support for residents facing unforeseen financial issues. The wait for RSF applications has been between 4-8 weeks meaning that residents needing urgent support have to seek financial support elsewhere, and potentially risk accruing more debt.	Inputs <ul style="list-style-type: none"> Cost of Living OBR research identified residents struggling financially and having to go into debt for unforeseen expenses, e.g. broken white goods. Engagement with residents via ethnographic interviews Engagement with VCS partners via interviews and attending relevant forums to understand COL impact Crisis Response Fund idea brainstormed with partners during the Visioning Day, empowering partners to identify residents in need of urgent financial support 	Activities <ul style="list-style-type: none"> OBR research, involving horizon scanning and data analysis Community engagement; ethnographic interviews Visioning Day involved engagement with VCS sector and internal partners to brainstorm solutions to COL crisis Prototyping session with Transformation team to develop CRF approach Internal meetings to agree eligibility and process with RSF team Agreement of eligibility and criteria with RSF team, Brent Hubs and partners. Briefing sessions for 3 partners to outline the process. Expanding the programme to Family Wellbeing Centre triage officers. 	Outcomes (short-term) <ul style="list-style-type: none"> Residents supported when faced with an emergency situation. Residents referred onto other relevant services. Greater communication and links built between partners and council services. 	Outcomes (Medium-term) <ul style="list-style-type: none"> Stronger links built between partner organisations and Brent services. Sharing of information about support across the Council. Residents develop trusted relationships with partners and Council services. 	Impacts <ul style="list-style-type: none"> Residents supported in an emergency. Reducing reliance on exploitative credit sources. Better links and sharing of information between partners, local charities and Brent services. Better understanding of the emergencies faced by residents across the borough, helping to inform long-term strategies/policies to prevent such situations where it is possible with Council intervention. 	KPI's <p>Quantitative indicators:</p> <ul style="list-style-type: none"> Number of residents supported across prototype Value of support delivered Types of support received (e.g. food, energy fuel, clothes etc) Turnaround time <p>Qualitative impact indicators</p> <ul style="list-style-type: none"> Referral onto other services (internal and external) captured in case studies Case studies Feedback from partners
	Drivers						
Idea / Concept	The Crisis Response Fund aims to address the long-wait times for the RSF by providing emergency financial support up to £200 (up to £400 for white goods). The CRF is a partnership project with several internal teams and trusted VCS partners, who are able to identify residents who require financial support in emergencies, such as broken white goods, flooding or needing money for essentials.	Key Considerations (around the idea / concept)					
		Assumptions <p>Residents facing emergencies will seek to receive the Resident Support Fund, partners will be able to identify residents and complete the application on their behalf to receive crisis support within 48h.</p>	Barriers <p>From initial feedback from partners, the value of £200 is often not enough to cover the complex financial struggles faced by residents, e.g. long-term large debts.</p> <p>Partners are often seeing mental health issues exacerbated by financial struggles and the RSF cap of £1000 has had an impact in lowering expectations of the support that is available.</p> <p>Partners are also referring residents to other types of support e.g. NHS, Acts 435 grants so CRF might not be the first type of support received.</p>	Enablers <p>Operational:</p> <p>Expanding the programme to the Family Wellbeing Centres will help to identify families which have been affected by the cost of living crisis. Often struggling with more unforeseen expenses, e.g. school uniforms.</p> <p>Strategic enablers:</p> <ul style="list-style-type: none"> Helping to ease the pressures of the cost of living crisis on residents finding themselves in unforeseen emergencies Reducing the reliance on unsustainable credit sources Preventing residents getting into debt for items such as white goods 			

A4: Monitoring Framework Upskilling Front-line workers, including Debt Advice Service

Upskilling Front-line workers							
Key Elements		Monitoring / Evaluation					
		Inputs	Activities	Outcomes (short-term)	Outcomes (Medium-term)	Impacts	Evidence / KPI's
The Issue / Challenge	To build resilience amongst residents at an individual level. The outcome based review found that information sharing about support / advice available would be key to ensuring residents could access the help they needed throughout the cost of living crisis. They would be better equipped to support themselves and their families at a time where the council is facing significant financial and resource pressures.	<p>All prototype work streams</p> <ul style="list-style-type: none"> Transformation team resource / time existing organisation and individual experience / expertise of council staff and partnership staff (VCS) <p>Information sessions</p> <ul style="list-style-type: none"> Information session resource google drive with presentations, recordings and written Q&A development of <p>Debt Advice Brent Hubs</p> <ul style="list-style-type: none"> apprenticeship levy funding for Brent hubs staff <p>Debt Advice A4R</p> <ul style="list-style-type: none"> partnership staff time and resources to deliver debt advice (information, advice, guidance, and /or advocacy case work £50K Brent council grant funding 	<p>All prototype workstreams</p> <ul style="list-style-type: none"> OBR research Visioning Day <p>Information sessions</p> <ul style="list-style-type: none"> Developed and agreed timetable of information sessions secured session leads secured front line colleague participants delivered 8 information sessions between January - March 2023 developed resource folder to include presentations, recordings and Q&As developed feedback form and registration form <p>Debt Advice Hubs</p> <ul style="list-style-type: none"> regular meetings with HoS, Apprenticeship manager secured expressions of interest from hubs advisers shared expression of interest document ran information session met with Corporate Director Resident Services, Director of Transformation and Director of Customer Access <p>Debt Advice A4R</p> <ul style="list-style-type: none"> regular meetings with A4R Authority to Award report to lead member for Jobs, Economy and Citizens Experience proposal document monitoring meetings 	<ul style="list-style-type: none"> Improved knowledge amongst residents and council officers on how to navigate internal council processes to seek support Improved awareness of support and advice services greater communication between council, VCS and partners increased number of residents referred to relevant support in the community improved understanding of how the cost of living crisis is affecting residents improved capacity to support residents 	<ul style="list-style-type: none"> Improved referral pathways between internal teams e.g. housing and family wellbeing centres Improved referral pathways between external organisations and internal teams greater joined up working between the council, VCS and partners increased level of professional skill and ability in the workforce <p>Debt Advice A4R & Hubs</p> <ul style="list-style-type: none"> Reduction in the amount of debt in the cohort of cases seen by A4R and hubs colleagues improved money maximisation amongst cohort of cases seen by A4R and hubs colleagues 	<p>All prototype work streams</p> <ul style="list-style-type: none"> residents have access to support and advice for residents A joined up approach to between council and external organisations such VCS and NHS to supporting residents during the cost of living crisis Front line colleagues upskilled with a wider breadth of knowledge beyond their specialisms and on how to support residents the council and its partners have an understanding of how debt affects residents the council has an understanding how the cost of living crisis is affecting residents and providers of support in the community <p>Debt Advice A4R & Hubs</p> <ul style="list-style-type: none"> Residents have assistance with income maximisation review Residents are supported with their personal debt Residents are able to access other financial support organisations such as those provided by VCS and key partners 	<p>Information sessions</p> <ul style="list-style-type: none"> number of front line colleagues who have been able to use the information to support a resident number of queries supported with information learnt during the programme survey feedback reflective session feedback with participants informal feedback during sessions number of access points to support and advice for residents <p>Debt advice A4R</p> <ul style="list-style-type: none"> amount of debt across the cohort of cases seen at Brent Hubs Evaluation report on the cohort of cases received via the RSF from Brent Council RSF team number of referrals to grants / credit unions / other support providing organisations Qualitative feedback from participants to be recorded after 6 months or once a case has been closed whichever happens sooner Evaluation report to be provided at end of project <p>Debt Advice Brent Hubs</p> <ul style="list-style-type: none"> number of residents to receive debt advice support amount of debt across the cohort of cases seen by Brent Hubs debt advisers quantitative feedback through feedback form case studies and interviews with sample of cases
	Drivers						
Idea / Concept	To mitigate the negative impact of the cost of living crisis on Brent residents by working with teams in the council and voluntary community sector partners to share practical information on how best to access local support and advice with front line colleagues who are best placed to use this information to support residents.	Key Considerations (around the idea / concept)					
		<p>Assumptions</p> <ul style="list-style-type: none"> Information on support and advice services is key to mitigating the impact of the cost of living crisis residents with debt will fall into further and more complex debt residents who are on the cliff edge will fall into debt for the first time front line colleagues have the skills to use this information in the best way to support residents internal and community based information and support sharing is the best way to deliver the programme to tackle the cost of living crisis 	<p>Barriers</p> <ul style="list-style-type: none"> Conflict of interest in Brent council providing debt advice as a creditor front line colleagues are already at capacity with their core roles and may not have time for training some negative impacts of the cost of living crisis are influenced by national and local government policy which cannot be changed by actions of project staff due to lack of funding A4R are only able to provide debt advisors for the 6 month pilot which means beyond the pilot without funding there will be no capacity to A4R to provide debt advice which includes a post prototype review. This will limit the ability to evaluate success 	<p>Enablers</p> <p>Strategic</p> <ul style="list-style-type: none"> Easing the negative impact of the cost of living crisis became a strategic priority for the council partnership development and stakeholder engagement work <p>Operational</p> <ul style="list-style-type: none"> the diversity of experience and expertise session leads bring to the information sessions momentum of the cost of living sessions which took place in October provided a solid foundation for this work to take place 			

A5: Monitoring Framework Immigration Advice Service

Immigration Advice Prototype NWLLC/Brent Hubs							
Key Elements		Monitoring / Evaluation					
The Issue / Challenge	<p>This project addresses a gap seen advice provision for specialist legal advice at the Brent Hubs and will increase the capacity to support residents with immigration, housing and benefit advice. The Northwest London Law Centres has extensive experience of providing specialist immigration legal advice covering asylum and non-asylum immigration work. The funding will be used to test this approach and to develop options for future delivery.</p>	Inputs	Activities	Outcomes (short-term)	Outcomes (Medium-term)	Impacts	KPI's
Drivers	<p>Resources:</p> <ul style="list-style-type: none"> NWLLC staff carrying out advice provision in the Hubs Hubs Triage officers identifying staff for advice Transformation team to help with monitoring progress and outcomes of project <p>Relationships:</p> <ul style="list-style-type: none"> Hubs, NWLLC and Transformation creating link between other services in the Council to identify residents requiring support with immigration <p>Political will:</p> <ul style="list-style-type: none"> Immigration has been a priority for the Council given the large proportion of Afghan and Ukrainian refugees who have been placed in Brent Furthermore, Brent has a large population of migrants who need support with visa applications and EU settled status <p>Communication:</p> <ul style="list-style-type: none"> Work to advertise the service to relevant communities 	<ul style="list-style-type: none"> Review of NWLLC proposal Meeting with NWLLC and Brent Hubs manager to discuss needs of the project Transformation team set up a framework for monitoring the programme Approval process for Cabinet report, Grant Agreement Comms and advertising the service, internal and external advertising 	<ul style="list-style-type: none"> Work to review the proposal and create a monitoring framework Writing a Cabinet member report Work to create and approve a Grant Agreement with support from Legal and Finance Liaising between NWLLC and Hubs to finalise delivery and schedule of the programme Monitor progress when project is set up, first month review with Hubs and NWLLC Work on spreading awareness of the service to other internal service areas that are seeing residents with immigration issues 	<ul style="list-style-type: none"> Residents supported with immigration issues, housing or benefits advice Support on the following matters:: Providing asylum and immigration advice and support Appeals and representation in the lower and higher courts including First Tier and Upper Tribunals Working with high-risk victims of domestic abuse to help them access legal advice and other services to keep them and their children safe. Supporting victims of trafficking to access advice and support Spouse visas EU settled status applications for complex or vulnerable people Settlement applications on the basis of long residency Indefinite leave applications Support people to are subject to no recourse to public funds restrictions Judicial review applications subject to public funding restriction 	<ul style="list-style-type: none"> Establish the service in the Hubs as a trusted source of advice Understanding the issues faced by residents seeking to gain indefinite right to remain, what are the common challenges impact on residents able to resolve their immigration status 	<p>Immigration</p> <p>Matters where indefinite leave to enter/remain (ILR) is granted (including where this is after a period of leave has already granted);</p> <ul style="list-style-type: none"> Matters involving a successful family reunion application; Matters involving a successful application for settlement; Matters involving a successful application for remain in the UK permanently on the basis of marriage. Where a spouse is granted limited leave to enter or remain in the country; Where refugee status is granted for 5 years (or a lesser period). Matters involving successful application for citizenship. <p>Housing</p> <ul style="list-style-type: none"> Resident able to access housing advice Resident retains home and homelessness prevented Resident able to plan and manage affairs better <p>Welfare Benefits</p> <ul style="list-style-type: none"> Client receives lump some or regular payments Client advised and better able to plan and manage their affairs 	<ul style="list-style-type: none"> Number of residents seen by immigration advice staff Number of active cases/ number of cases progressed/resolved Types of advice provided Attendance and duration of appointments Resident satisfaction of service Case studies
Idea / Concept	<p>The Brent Hubs have seen increased demand for specialist advice needed to support residents with No Recourse to Public Funds, as well as continuing residents from the EU make application to the Settlement Scheme (EUSS). This will create more capacity in the Hubs to provide immigration advice.</p>	Key Considerations (around the idea / concept)					
	Assumptions	Barriers	Enablers				
	<ul style="list-style-type: none"> Increased demand for specialist immigration advice across Brent residents with NRPF as well as EU residents 	<ul style="list-style-type: none"> Making sure that NWLLC has the capacity to record a good level of data and detail from their casework, creating a straightforward process for feedback on the prototype project. 	<p>Strategic</p> <ul style="list-style-type: none"> Easing the negative impact of the cost of living crisis became a strategic priority for the council Partnership development and stakeholder engagement work <p>Operational</p> <ul style="list-style-type: none"> Momentum of the cost of living sessions which took place in October provided a solid foundation for this work to take place 				