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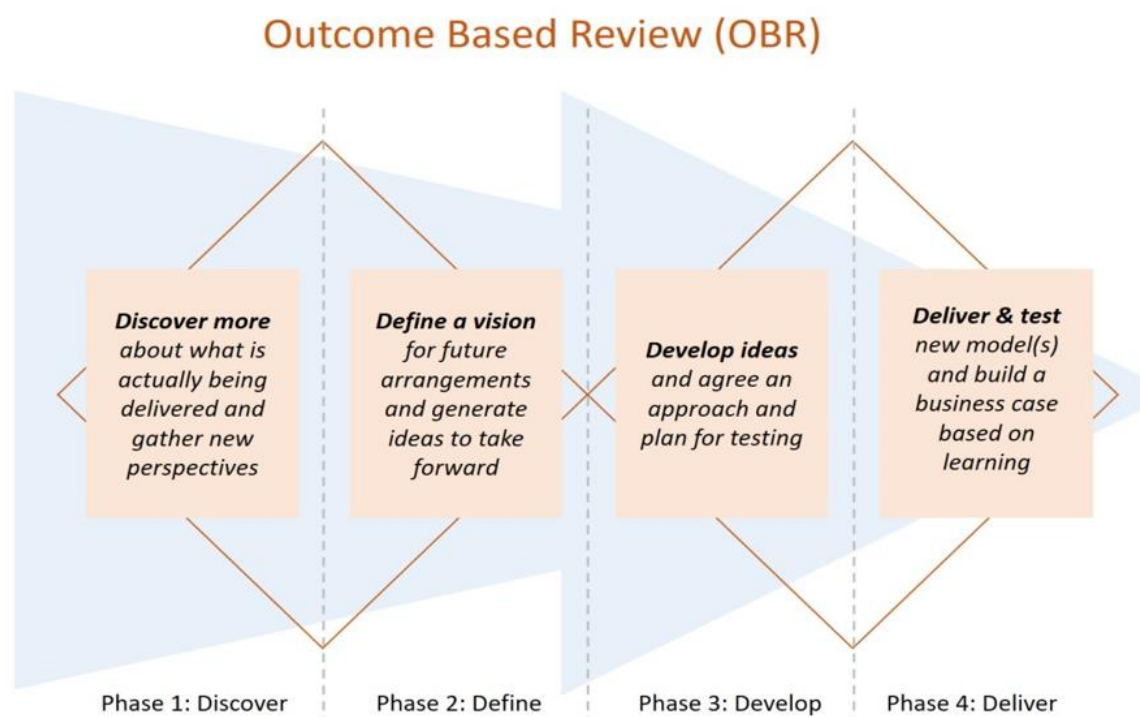
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Overview

In 2022, Brent Council carried out a Cost-of-Living themed Outcomes Based Review (OBR) aimed at developing tailored solutions to best support our residents through the ongoing Cost-of-Living crisis. OBR's constitute a cross-council and cross-organisational review, bringing together diverse groups of stakeholders, to collaborate using design-led methodologies across four phases: Discover, Define, Develop and Deliver. The review set out to gather rich insights and understands the issues residents were facing as a result of the ongoing crisis, as well as experiences of frontline staff and the Voluntary Community Sector supporting our residents, to collaborate towards creating new solutions, relationships, and ways of working to best support our residents.

The OBR enabled a joined-up approach across the council and partner organisations, shifting the focus from individual services to achieving the shared outcome of a model that minimises the impact of the Cost-of-Living crisis for Brent residents and businesses, ensuring that the voice of local people is at the centre of our response. Image 1 below shows the OBR process.

Image 1: Outcome Based Review Approach



Process

The Outcomes Based Review commenced in June 2022 and the discovery phase spanned three months. During this process, Brent Council worked with partners and communities to understand where there might be gaps in support and how we can ensure that those most in need can access the support they require – both in the short term and to ensure their situation improves in the long term. A range of discovery research methods were used, including extensive community research such as ethnographies (one-to-one interviews with individuals to understand their daily life and experiences), community pop-ups, workshops and interviews with frontline professionals and practitioners.

The insights from our community research were shared at a Visioning Day Event in September 2022, attended by over 80 partners and stakeholders engaged throughout the OBR process. Attendees were invited to listen to resident's stories, discuss their own experiences and review our discovery findings and data, to collaboratively generate ideas which address the challenges and opportunities highlighted through our discovery phase.



From the ideas which emerged, attendees were given the opportunity to define priority areas. Key priorities which emerged were:

- A community shop model, comprising of a range of interventions in one space, including elements of food support, various support services and a space for socialisation.
- A designated pot of money for frontline staff and trusted VCS organisations in the borough to distribute to those dealing with emergencies e.g., those needing white goods, fuel or food support.
- Increasing the capacity for specialist support for residents in the borough.
- A programme to train and upskill frontline staff and key workers, increasing understanding of the support and guidance available across Brent Council and the VCS sector, to increase early prevention and intervention efforts.

Several pilot projects emerged and were taken forward for testing and development in partnership with various stakeholders of the Outcomes Based Review and local organisations. Table 1 below shows the visioning day priorities and corresponding pilot projects.

Table 1: Visioning Day Priorities and Pilot project(s)

Visioning Day Priority	Pilot project(s)
Community Shop Model	<ul style="list-style-type: none"> • Community Wellbeing Project
Fast-tracked crisis payment	<ul style="list-style-type: none"> • Crisis Response Fund
Increasing specialist support capacity	<ul style="list-style-type: none"> • Debt Advice Service • Immigration Service
Upskilling frontline staff	<ul style="list-style-type: none"> • Upskilling Keyworkers Training Sessions • Debt Advice Apprenticeship • Practitioners Network

1. Community Wellbeing Project (CWP) pilot

The first idea emerging from the Visioning Day was a ‘Community Shop’ model, bringing together various wraparound interventions under one roof, enabling residents to access a host of support including support services and food support, with ease. The emerging project was the Community Wellbeing Project, a collaboration with delivery partners Sufra NW London, a local food aid organisation working to address the causes and consequences of poverty and social isolation in the borough. Sufra NW London was a key stakeholder in the Outcomes Based Review process and attendees at the Visioning Day Event.

What is it?

The Community Wellbeing Project (CWP) sets out to bring together various interventions in one community space, aiming to increase community resilience, tackle food insecurity and provide holistic interventions to better support residents in the long term and to prevent vulnerable families from experiencing severe financial crisis.

The pilot is based on a membership model. Members enrol to take part in the scheme for 3 months, and for a £4 per weekly fee members, and their families, get access to:

- A self-selected weekly food shop worth approx. £25, and an additional bag of perishable items from the Community Shop
- Free hot lunch and snacks from the daytime Café (between noon-18:00)
- Free three-course meal at the evening Kitchen (between 18:00-20:00)

- An initial 1-2-1 assessment with a Brent Hubs advisor, including creation of a personal development plan based on individual need
- Welfare, health and wellbeing and employment advice, themed drop ins and workshops from 15+ partners
- Free access to Bridge Park Leisure Centre gym facilities
- Other social activities

The Community Wellbeing Project pilot is based at Bridge Park Leisure Centre, Harrow Road, Stonebridge, NW10 0RG and is operational on Mondays and Tuesdays, between 12:00-18:00 for the Community Shop and Café, and 18:00-20:00 for the Community Kitchen evening meal. All elements of the project are based on the open space of the mezzanine floor of the leisure centre. Eligibility criteria for the pilot programme, whilst flexible, includes:

- Being local to Stonebridge or Harlesden
- Family, with any number of children
- In receipt of any means tested benefit

The Café and Kitchen provides free hot meals to members of the programme and is open to the wider community at discounted prices. During evening dining hours of 18:00-20:00 on Mondays and Tuesdays, the mezzanine floor of Bridge Park Leisure Centre is prepared to seat up to 80 residents at a time.

Personal Development Plans are always co-created with the member and an advisor, and are a personalised goal-orientated plan centred around finances, personal wellbeing and resilience. Areas of action are identified with an advisor, and an action plan is co-created.

What does it aim to achieve?

The pilot is evaluated against a monitoring framework, found in the Appendix (A2). The overarching, longer-term outcomes for the pilot are:

- Greater financial resilience for members
- Improved mental and physical wellbeing
- Improved knowledge of and ability to access local support services
- Improved access to affordable food and other essentials

Findings

The initial pilot phase of the project operated over a 6-month period between February 2023 and August 2023. During this period, the pilot reached full capacity with 200 residents, and their families, supported with a 3-month membership.

Uptake and interactions

Over the first 6-month period, the scheme enabled:

- 1359 weekly shops
- 1750 member visits to the daytime Café for free lunch
- 783 member visits to the evening Kitchen
- 185 non-member visits to the daytime Café
- 1975 non-member visits to the evening Kitchen
- 249 attendances at tailored advice workshops











Wider project engagement:

- 190 members using leisure centre facilities
- 56 volunteers engaged in the project, almost 60% of who live locally in HA9 or NW10, covering Stonebridge and Harlesden.
- 1843 hours of volunteering dedicated to the project
- 18 residents who began as members and began volunteering at the CWP, commenting on the sense of community it has given them.

It has been calculated that a member could save a potential maximum of £612 from engaging in the project across their 3-month membership. This figure is substantially higher if members are attending with others from their household too.

As well as collecting data on project uptake and interactions, members are asked to complete comparative baseline surveys at the beginning of their membership, and the same 27-question survey at the end of their membership to track responses across a range of indicators. Under each outcome are several relevant questions to demonstrate impact. Table 2 shows average baseline vs end-of-membership responses, from 33 like-for-like surveys:

Table 2: Findings from Community Wellbeing Project

Outcome	Proxy indicator	Baseline survey avg. response	End-of-membership avg. response	Impact
Greater financial resilience	On a scale of 1 – 10 (1 is low, 10 is high): how stressed are you about money?	6.7	6.4	0.3 point improvement 
	On a scale of 1-10, when 1 is 'Not at all confident' and 10 is 'very confident' how confident do you feel about budgeting?	4.6	6.1	1.5 point improvement 
	On a scale of 1-10 (1 is low, 10 is high) how would you rate your financial stress on your relationships with your friends and family?	5.9	4.8	1.1 point improvement 
Improved mental and physical wellbeing	I've been able to relax (Scale 0-5, with 0 strongly disagree and 5 strongly agree)	2.2	3.2	1 point improvement 
	I've been feeling optimistic about the future (Scale 0-5, with 0 strongly disagree and 5 strongly agree)	2.4	3.6	1.2 point improvement 
Improved knowledge of and ability to access locals support services	On a scale of 1 (low) and 10 (high) how would you rate your knowledge of welfare benefits?	3.9	6.0	2.1 point improvement 
	On a scale of 1 to 10, where 1 is "Not at all confident" and 10 is "Very confident", how confident are you in accessing debt related services?	3.5	5.5	2 point improvement 
	On a scale of 1 (low) and 10 (high) how would you rate your knowledge of other services in the borough?	4.3	6.3	2 point improvement 
Improved access to affordable food and other essentials	I can afford to buy the items that I want to eat	3% agree	39% agree	36% point increase 
	I feel like I can budget well for my weekly food shop	24% agree	45% agree	21% point increase 

More evaluation becomes available over the course of the pilot and is monitored and evaluated with Sufra, to ensure member needs are driving the project and our offer remains targeted.

Referral pathways

During Phase 1 of the pilot, there were multiple referral pathways between Brent Council and Voluntary Sector Organisations, which will be built upon for Phase 2 of the pilot. Brent Hubs

advisors are present in the space on every open day to carry out initial assessments, as well as making follow-up appointments and supporting with:

- Council tax
- Housing benefit queries
- Universal Credit Journal queries
- Calling utility companies
- Referrals to babybanks/other partners

Through presence of the Green Doctors, CWP members could access our Well and Warm scheme, with referrals made by Brent Hubs and Green Doctors directly in the space. Support from Public Health Brent included Brent Health Matters, who conducted adult health checks in the space, as well as NHS Trusts who carried out infant feeding information stands and Oral Health checks for children.

Referral pathways were also in place with the below partner organisations, who provided regular drop-ins and workshops on site:

- Department for Work and Pensions
- Brent Start
- Shaw Trust
- Green Doctors
- Advice4Renters, who were able to administer the Crisis Response Fund
- Public Health
- Central London Community Healthcare NHS Trust
- Central and North West London NHS Foundation Trust
- Citizen's Advice Bureau
- Law Stop
- Christian's Against Poverty

Sarah's Story

Situation Before

Sarah sought assistance from the CWP due to significant financial hardship. The added challenge of being disabled exacerbated her circumstances, as the closure of disability specific services in the area had left her feeling isolated. In addition, Sarah also grappled with debt and mental health issues.

Support from CWP

The CWP brought a renewed sense of hope and positivity into Sarah's life. Increased access to groceries and high-quality food preserved her dignity and made her feel respected. The programme enabled Sarah to establish connections within the local community and meet others, addressing a crucial aspect she felt had been lacking in her life.

Situation Now

As part of her Personal Development Plan, a Personal Independence Payment (PIP) review began to ensure her income fairly reflects her situation. Regular check-ins with advisors on the application progress, as well as referrals into local mental health services have ensured Sarah isn't left to cope alone. With 14 interactions with the programme so far, Sarah enjoys scheduling an afternoon at Bridge Park.



2. Crisis Response Fund

The second idea emerging from the Visioning Day centred around a designated pot of money, a crisis fund, for frontline staff and trusted VCS organisations in the borough to distribute to those dealing with emergencies e.g., those needing white goods, fuel or food support. Officers who complete applications on behalf of residents also ensure that those who access this fund are also referred to other relevant services.

What is it?

The Crisis Response pilot is a subsidiary of the Resident Support Fund (RSF), aiming to link people in urgent need with immediate financial support such as emergency food and fuel support, as well as access to items such as clothes and white goods. Eligible residents can receive up to £200, and up to £400 where white goods are concerned within 48 hours to help with emergencies.

Several trusted officers are currently able to complete CRF applications, including officers from:

- Advice 4 Renters
- Sherriff's Centre
- Brent Reach
- Brent Council Family Wellbeing Centres
- Brent Council Single Homelessness Team

What does it aim to achieve?

The pilot is evaluated against a monitoring framework, found in the Appendix (A3). The overarching outcomes for the pilot are:

- Residents supported when faced with an emergency situation.
- Residents referred onto other support services.
- Stronger links built between partner organisations and Brent services.

Findings:

The pilot commenced in February 2023 and completed in July 2023. Following positive evaluation, the CRF recommenced on 21st August 2023 and will continue until March 2024.

Between February and December 2023, the CRF has received 152 applications, of which 130 have been awarded a crisis payment with an average award of £254 and a total of £33,000. Of these applicants, 54 had previously applied to either the RSF or CRF in the past 12 months. 22 applications have been rejected, with common reasons for rejection including the resident having more than £6000 in savings or not being a Brent resident.

Common reasons for application to the CRF have included food and fuel, clothing, school uniform, school equipment, white goods and furniture including beds and washing machines.

“I am a single mother of 4 and times are really tough due to the cost of living. Receiving this money means I am able to buy new school uniform and shoes for my children. They were able to return to school, in new uniform ready for the term, looking just like the other children”

“Thanks to this money I am able to buy new school uniform in particular trousers for my daughter who has a disability and is always on her knees. The money has made a difference as she will no longer be in trousers with holes in. Thank you!”

“I can now get a carpet to keep our rooms warmer”

“I was able to get a bed for my twin daughters to share, thank you”

Saanvi

Situation Before

A single mother with two young children, one under the age of 2, is facing financial difficulties, particularly with purchasing children’s clothing and pampers. The children are already known to Brent Early Help services and attend sessions and activities.



Support from CRF

The FWC team were able to complete a CRF application for Saanvi, to support with purchasing baby clothes



Situation Now

Saanvi was awarded the funding and was able to purchase necessary baby clothing and pampers, expressing her gratitude.



3. Specialist support

Another priority which emerged centred around increasing the capacity for specialist support for residents with complex needs in the borough.

The existing Brent Hubs service currently works with residents who find it difficult to access the support they need through mainstream services. There are currently seven Hubs located across Brent, offering a physical space for a range of local organisations and voluntary and community sector services to work together under one roof, working with residents to solve their problems and build knowledge, understanding and resilience. The Living Room Hub continues to offer specialist employment, training, and skills support.

Building on this existing provision, two pilot projects were rolled out to trial the delivery of a specialist Debt Advice service, and a specialist Immigration advice service to be hosted within our Brent Hubs.

3.1 Debt Advice Service

What is it?

The Debt Advice pilot is a partnership with Advice 4 Renters, a legal and financial advice service working to ensure those in rented accommodation have holistic, person-centred support. Advice for Renters were a key stakeholder in the Outcomes Based Review process and have been responsible for the delivery of the project to date.

The Debt Advice Service pilot entails two dedicated debt advisors situated across our Brent Hubs providing specialist debt advice, income maximisation reviews, application support for benefits and support funds and referrals onto other support organisations as required. The advisors are also able to issue debt relief orders to residents and have capacity to manage 22 cases, ongoing or new, per week.

What does it aim to achieve?

The pilot is evaluated against a monitoring framework, found in the Appendix (A4). The overarching outcomes for the pilot are:

- Residents receive assistance with income maximisation reviews
- 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

Findings

The initial 6-month phase of the pilot began in February 2023. During the first six months between February 2023 and August 2023, the debt advisors saw 162 unique clients, with 266 customer interactions and £565,758 worth of accumulated debt across the 162 clients. These clients have seen a total of 326 interactions across the Brent Hubs locations and pop-ups at the Community Wellbeing Project.

To date, 10 clients have been referred to the Brent Crisis Response Fund and Advice 4 Renters officers have facilitated 34 applications to the Brent Resident Support Fund. Many clients pose with complex case requiring repeat visits, however to date clients have been supported with £98,936 in income maximisation as well as establishment of more affordable repayment plans, repayments due to previously inaccurate bills and referrals to other organisations such as Green Doctors

Following evaluation, the pilot has been extended to operate until February 2024 and will continue to be regularly monitored against the evaluation framework.

Abraham

Situation Before

Abraham is a 70 year old pensioner, suffering from chronic diabetes and helps to support his 10 grandchildren. At the time of approaching the debt advice service, Abraham was sleeping on a broken bed, had a broken fridge freezer, no wardrobe and approximately £500 of debt.



Support from debt advice service

Debt advisors supported Abraham with an application to the RSF, and Abraham was awarded £1000 to support with buying a fridge, bed and wardrobe. The advisors were able to further support with applications to other grants, to support with paying off bank charges and utility debt. Advisors negotiated an affordable repayment plan with the utility company and the resident was able to clear most of their debt through the income maximisation provided.



Situation Now

Abraham cleared most of his £500 debt and the remainder is on an affordable repayment plan. He stated he feels happier, lighter and can think of other ways to improve his quality of life.



3.2 Immigration Advice Service

What is it?

The Immigration Advice pilot is a partnership with Northwest London Law Centre (NWLLC), a charity aiming to support vulnerable residents with free and independent legal advice and representation in employment, housing, welfare benefits, asylum and immigration law for people living, working and studying in Brent and Camden.

The Immigration Advice service is a 12-month pilot aiming to trial the delivery of a new immigration advice programme, designed to support Brent residents with immigration, housing and benefit advice. Specialist immigration advisors are available in the Kilburn and Wembley (Civic Centre) Hubs, across two days per week. The pilot aims to support between 100-150 residents with immigration advice.

What does it aim to achieve?

The pilot is evaluated against a monitoring framework, found in the Appendix (A5). The overarching outcomes for the pilot are:

- Residents receive trusted, free legal advice across a range of issues including immigration, asylum and welfare benefits
- To understand the issues residents in the borough face
- Positive impact on residents who are facing difficulty or challenges with immigration related issues

Findings:

The pilot began in June 2023. In the 3 months between June and September 2023, 46 unique clients have accessed the service for a range of support including guidance and support with the EU Settlement Scheme process and applications, spouse visa requirements, citizenship applications and asylum claims.

4. Upskilling Frontline Staff

Several trial initiatives were developed to train and upskill frontline staff and key workers, to increase understanding of the support and guidance available across Brent Council and the VCS sector and increase early prevention and intervention efforts. The initiatives include:

- **Upskilling Frontline Staff Training Sessions:** A programme of information sessions designed to upskill frontline staff on the various support and services available to residents.. Eight sessions were delivered between January and March 2023, with an average of 10 participants. On average participants gave rated the session 5/5 for usefulness and were very likely to attend future programmes.
- **Debt Advice Apprenticeship:** A debt advice apprenticeship was offered to Brent Hubs staff to upskill in offering specialist debt advice. The apprenticeship lasts 12 months and began in the Summer of 2023. The hope is in 2 years time, several advisors will have gone through the apprenticeship and be accredited in providing specialist debt advice in the Brent Hubs.
- **Practitioners Network:** A network bringing together key staff from across the council and providing a space to share learning and improve access to existing support. The network has been expanded to include external VCS sector and local community partners. To date, sessions have been themed around Cost-of-Living Support, Public Health, Digital Inclusion, Climate Change and the Cost of Living, as well as presentation from local community partners on the support available from their organisations.

All pilots mentioned are closely interlinked. Brent Hubs have closely supported our Community Wellbeing Project, with dedicated Hubs advisors based at the project on Mondays and Tuesdays to carry out initial assessments, create personal development plans and referring members to our specialist debt and immigration advice services. Advice 4 Renters are one of the partners at the Community Wellbeing Project offering workshops and drop-ins and can administer the Crisis Response Fund to members of the programme in need.

Responding to demand

Over the course of the pilots, we have continued to monitor, evaluate, and make changes as necessary. Access to the Crisis Response Fund was extended to Sufra NW London, to enable dedicated officers to able to administer the CRF to their foodbank users and Community Wellbeing Project members, improving alignment between the pilots. We have also expanded partnership of the CRF to Brent's Single Homelessness Team and officers at the Family Wellbeing Centre's who work closely with residents. We continue to monitor the demand and capacity of the fund.

Several changes were made over the course of the initial testing of the Community Wellbeing Project. Initial eligibility criteria included at least one adult in the household to be in employment,

part-time or full-time. As referrals began, we found that many residents in need of this support were not in employment. Whilst the criteria was flexible, 'in employment' was removed as a criteria.

Following further evaluation of the Community Wellbeing Project, from August 2023 we are also increasing access to the wraparound support to members of the programme from 3 months to 6 months, as well as working to improve and build on the current advice provision. Access to the food support will conclude after the initial 3-month membership period, however members will continue to have access to the wraparound support for an additional 3 months.

Employment support

Enabling residents to support themselves with improved employment and skills is key to ensuring residents see sustainable outcomes to improve their situations in the longer-term. Whilst an employment offer was in place for the first phase of the CWP, officers are working to align more closely with existing Brent services providing employment support for the second phase of the scheme. Brent Works will have a regular presence on-site and work closely with our CWP advisors to support members with skills, training and employment opportunities.

A stakeholder session will take place focused on improving the future employment offer, with relevant internal and external stakeholders.

Brent Council is also carrying out an Employment and Skills focussed OBR, the outcomes of which will be used to develop a bespoke employment offer.

Monitoring Frameworks

An overarching monitoring framework is in place to monitor all Cost-of-Living OBR related initiatives (Appendix, A1). With a central goal of aiming to ease effects of the cost-of-living crisis, across all initiatives the longer-term outcomes we are aiming to attain are:

1. Residents are more financially resilient.
2. Residents are better equipped to deal with Cost-of-living pressures
3. Frontline staff have the skills, tools and information needed to support residents.

The short-term outcomes for the initiatives are:

1. More residents accessing specialist and enabling services.
2. Better access to a wider range of support
3. Greater collaboration and information sharing between frontline services.

Each pilot initiative is monitored and evaluated against their own, tailored and more detailed Monitoring and Evaluation Framework. Full monitoring and evaluation frameworks can be found in the Appendix (A2, A3, A4 and A5)

APPENDIX:

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

Individual Pilot Monitoring and Evaluation Frameworks

A2: Monitoring Framework Community Wellbeing Project

A3: Monitoring Framework Crisis Response Fund

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

A5: Monitoring Framework Immigration Advice Service

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



A2: Monitoring Framework Community Wellbeing Project

Community Wellbeing Project							
Key Elements		Monitoring / Evaluation					
The Issue / Challenge	<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>	Inputs	Activities	Outcomes (short-term)	Outcomes (Medium-term)	Impacts	KPI's
	<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>	<ul style="list-style-type: none"> Cost of Living Outcomes Based Review research, identifying need for wraparound support in tackling the crisis. Engagement with residents and VCS sector representatives. Partnership with delivery partner Sufra NW London, existing food aid charity in the borough. Funding for staffing costs, food contribution and set-up and ongoing project costs. Council-owned property with suitable facilities. Partnership with specialist organisations in Brent. Partnership with Brent Hubs. Support from internal services eg Employment and Skills Service, Public Health. 	<ul style="list-style-type: none"> OBR Research Community engagement: pop-ups, workshops, ethnographic interviews. Engagement with VCS professionals Visioning Day outcomes Prototyping session with Transformation Team Liaison with Sufra NW London around partnership working on the model. Arrangements around Brent Council's funding of project. Coordination and preparation of suitable premises, to fit-to-use condition. Arrangements to prepare commercial kitchen. Purchase of equipment for shop and hire of kitchen equipment and storage facilities. Ongoing project support. Promotion of programme internally and externally. 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. 	<ul style="list-style-type: none"> Residents supported with access to affordable food and other essentials, through on-site hot meals and take away weekly food shops. Residents supported with initial assessments and identification of personal needs. Residents receive advice and support from Brent Hubs advisors. Residents referred to relevant partner organisations based at Bridge Park. Residents booked on to relevant themed workshops hosted at Bridge Park. Creation of personal development plans. Residents feel dignified when accessing support. Residents able to access a social community space. 	<ul style="list-style-type: none"> Increased levels of financial resilience for members of the programme. Improved mental and physical wellbeing. Improved awareness and ability to access local support services. Improved access to affordable food, increasing food security. <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. 	<ul style="list-style-type: none"> Improved financial resilience. Improved mental and physical wellbeing. Improved awareness of support services and how they can be accessed Increased access to affordable food for residents with complex needs. <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. 	<p>Short term / Quantitative usage indicators:</p> <ul style="list-style-type: none"> No. of referrals into programme No. of registered members. No. of weekly food shops No. of members accessing the cafe and kitchen. No. of non-members accessing cafe and kitchen Registration and attendance at workshop sessions. Registration and attendance of members at leisure facilities included in membership. <p>Medium/Longer term measures:</p> <ul style="list-style-type: none"> Baseline, mid-way and end of programme survey, questions centred around medium-term outcomes. Case studies Informal feedback during visits Week 6, mid-way and end monitoring and evaluation report. Focus groups.
Idea / Concept	Key Considerations (around the idea / concept)						
	Assumptions	Barriers		Enablers			
	<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	<p>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.</p>	Inputs	Activities	Outcomes (short-term)	Outcomes (Medium-term)	Impacts	KPI's
Drivers	<p>The need for a quicker way to respond to the cost of living crisis was highlighted throughout the Outcome Based Review process, and the Visioning Day. Drivers: Brent Hubs, RSF Team, Transformation Team, Advice 4 Renters, Brent Reach, The Sheriffs Centre</p> <p>Resources:</p> <ul style="list-style-type: none"> Officers from RSF team checking CRF applications from partners Briefing sessions with partners (Transformation team) Partner officers identifying residents who are eligible for the fund <p>Relationships:</p> <ul style="list-style-type: none"> RSF team, partner officers, transformation team and Family Wellbeing Centres <p>Political will:</p> <ul style="list-style-type: none"> Brent council sees cost of living crisis as a strategic priority <p>Communication:</p> <ul style="list-style-type: none"> Briefing sessions Internal networks (practitioners network, cost of living working group) 	<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 	<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. 	<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. 	<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. 	<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. 	<p>Quantitative indicators:</p> <ul style="list-style-type: none"> Number of residents supported across prototype Value of support delivered (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
Idea / Concept	<p>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.</p>	Key Considerations (around the idea / concept)					
	Assumptions	Barriers	Enablers				
	<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>	<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. 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. 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>	<p>Operational: 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. 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"> QBR 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)					
		Assumptions	Barriers	Enablers			
		<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 	<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>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 				