

Department
Chief Executive
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Person Responsible
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Background

Harlesden Community Hub

In 2016, Brent carried out three Outcome Based Reviews (OBRs) aimed at developing radical solutions to deliver better, sustainable service models and outcomes for Employment Support and Welfare Reform, Housing Vulnerable People and Regeneration (physical, environmental and social, with a specific focus on Harlesden). The starting point for this work was talking with residents - learning from their experiences and gathering their views on housing and employment issues, as well as speaking to residents in Harlesden about their local area. A range of community research methods were used, including ethnographies (spending time with individuals to understand their day-to-day life), focus groups, community pop-ups, and interviews with professionals and practitioners. The community research provided insights into where improvements in current approaches could be made as well as developing a better understanding of the things that are important to people and how to support and enable them to address the challenges they face.

The insights from the community research were shared with a wide range of stakeholders at a visioning event in June 2016. Attendees were invited to listen to people's stories and generate ideas to address both the challenges and the opportunities highlighted through the community research. The development of a community hub was one idea generated and was a common theme across the employment, housing and regeneration OBRs. It was agreed to take this idea forward for testing and to understand how a community hub model could work in practice.

Following a successful two week community hub prototype, the Harlesden hub pilot has provided an opportunity to see what impact a community hub model could have over a longer period in developing a clearer understanding of who accesses it, how it is used and in what ways local organisations can contribute and benefit from the hub.

The hub operates 12 hours of contact time per week, with an average footfall of 48 visits per week.¹ People are visiting the hub to deal with a number of issues, with some individuals needing support over a significant period of time. Building on our learning from the pilot model in Harlesden and on the basis of the positive findings from the hub research it is proposed to expand the hub across the borough, developing more coordinated and tailored access to support and advice for Brent's residents.

Extending the hub model

¹ Based on weekly footfall data for June/July 2018

The vision is to develop hubs across Brent, developing a local network offering residents a new way to connect with community groups and local organisations and access the information, advice and support they need early to address the issues and challenges they face and to stop these issues from escalating. The ambition is for the hub network to create an environment which supports vulnerable residents to help themselves through facilitating resilience and providing the support needed to reduce long-term dependency on services.

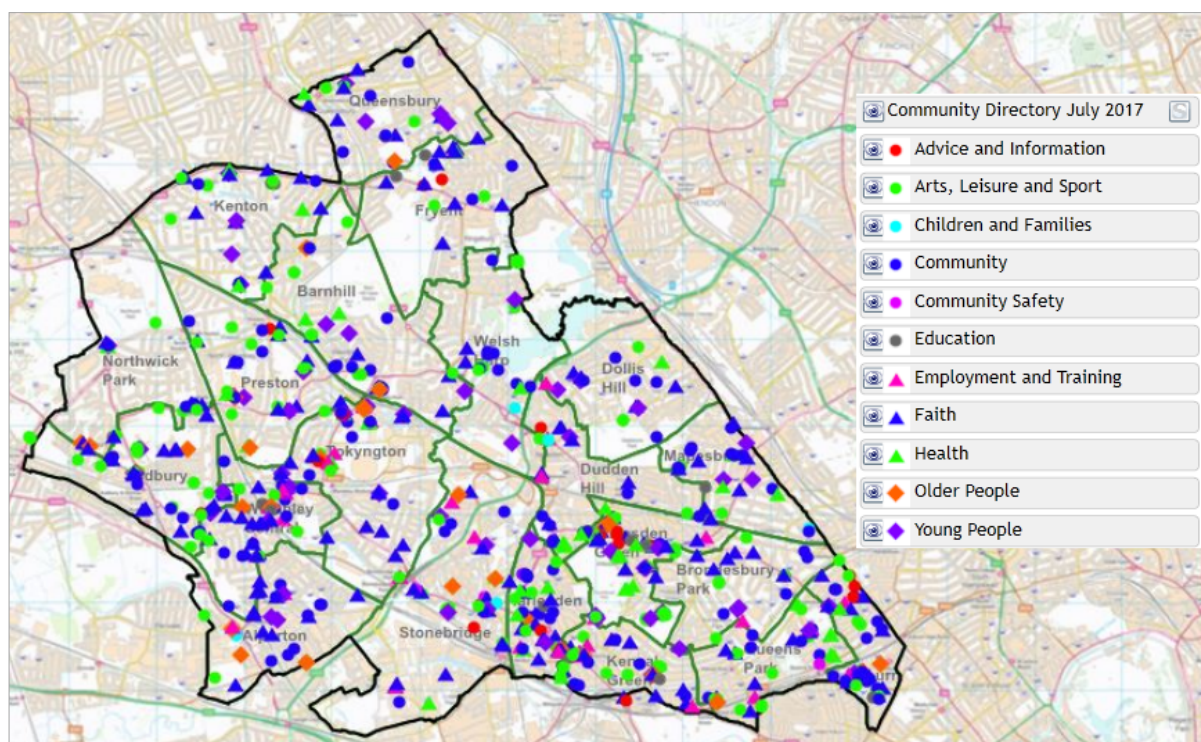
The vision will be delivered through a network of hubs which is independent from the Council, supported by true collaboration with the voluntary and community sector, public sector partners and residents. Working closely with the Brent Advice Partnership, Brent Community Advice Network and supported by the Brent Advice Fund, the hub will provide opportunities to develop strong partnerships on a locality basis and support a neighbourhood working approach. Hubs will provide both a base for engagement with residents and a place for professionals from the council and other local organisations to work together around issues and cases, approaching them in a more holistic way.

Stakeholders

The core hub offer will be common across each location, but there will be local variance with the range of support and activities tailored to local need.

The local offer for each location will be informed by and co-designed with local residents and stakeholders. The roll-out of the hub model to new locations will be through a phased approach taking 23 weeks for each location - beginning with community research, engagement of local partners and establishment of a steering group; through to prototyping of arrangements, development of the offer and official launch of the hub.

A wide range of voluntary and community groups in each locality will be invited to participate in this process. The image below provides an overview of the known local presence in each area:



As the hub model extends across the borough, the involvement of partner organisations will be critical to its success. To inform the development of the Harlesden Hub pilot, a steering group including CVS Brent, Citizens Advice, Advice4Renters, Crisis Brent, Harlesden Neighbourhood Forum and Brent Council was established. This approach will be replicated at each new hub location, with steering group membership appropriate to the local area. Likewise, to ensure that services at each location can meet and adapt to local needs, a wider group of local voluntary sector and community organisations will be engaged as potential new hub partners.

The proposals impact on equality characteristics

The Hub Model has been designed to provide support for more vulnerable residents with complex needs who may find it challenging to access mainstream services. The hub approach aims to engage a wide range of residents in an accessible and inclusive environment. During development of the hub model, consideration has been given to the needs of disabled residents, people whose first language is not English, parents with children and carers, older residents and young people.

Equality implications will continue to be considered and comprehensive diversity monitoring will be introduced as part of the development of future models to ensure that the services meet the needs of residents and service users.

During the Harlesden pilot, data has been collected to measure the number of hub visits and the reasons for the visit from March 2017 to date. This data is limited in terms of capturing the equality characteristics of Harlesden Hub users and does not include figures for all partners operating in the pilot. However, work is underway to develop a bespoke client management

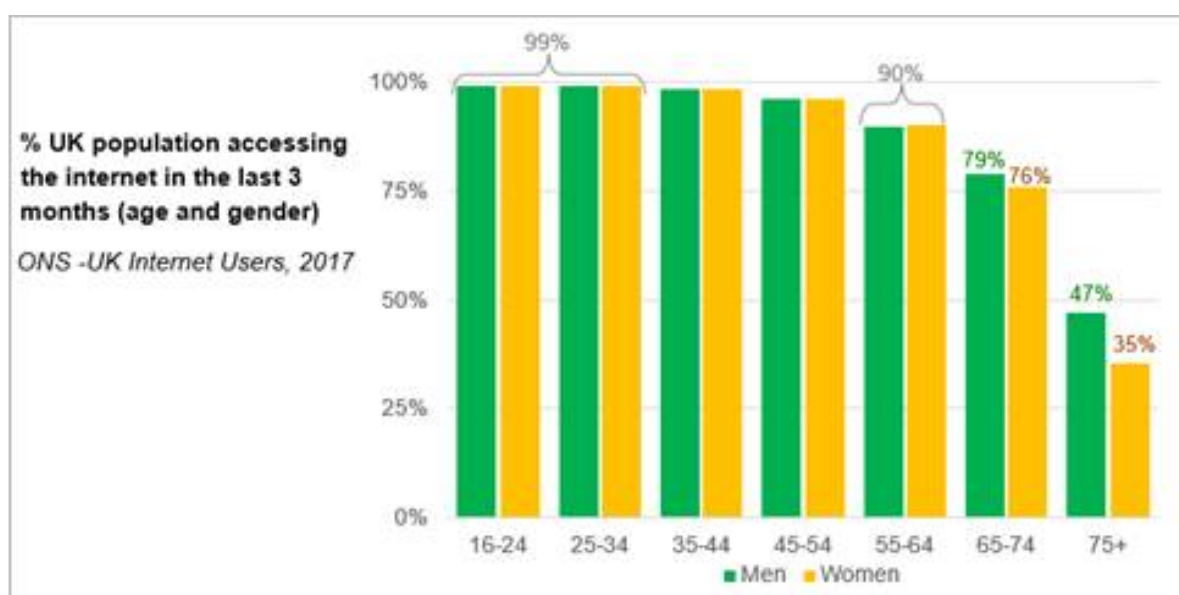
system within the council's new Dynamics system to address this. Moving forward this system will be used by all partners across the hub network, capturing needs and outcomes for all groups and informing ongoing development of the model in each location.

To identify suitable locations for hubs, work to consider the requirements of the population in locality areas has been carried out. Further work to understand local need is scheduled as part of the community engagement element of the phased roll out of the model. Pre-work has already begun to understand demand and needs in the Kilburn area based on historic data for the Kilburn Housing office.

Age (positive impact)

The hub model aims to provide assistance and support to all client groups, including people of all ages, through its core offer and tailored services based on local needs. All hub services are delivered in an accessible and inclusive environment.

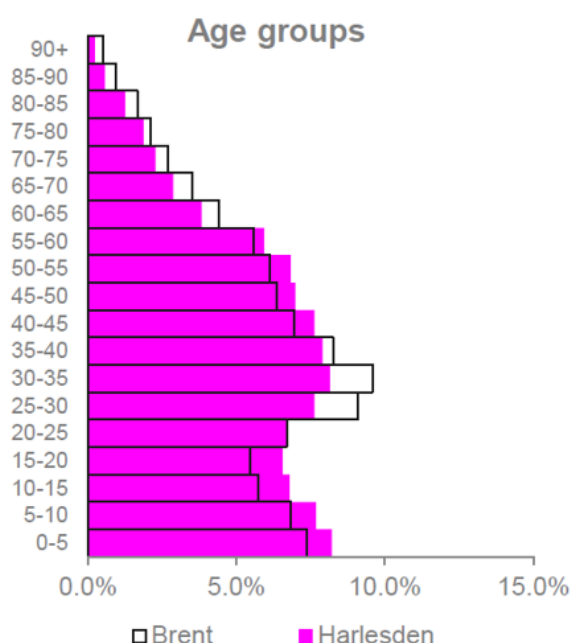
Digital support is a key element of the model's core offer and national data shows that age is a key indicator for the level of digital inclusion, with older people being most vulnerable to digital exclusion.



The hub network will help ensure positive outcomes for older people that require digital support to participate online.

Harlesden Pilot

Independent research was conducted in March 2018 to explore who is using the Harlesden hub and how it is helping and benefiting people. The research was conducted through observations and interviews carried out in the hub over three separate days. It showed that Harlesden hub users are mostly working age, some with children. The research identified key areas in which core hub services accessed by these cohorts has a positive impact, including helping them to find work and keep their homes.



Appendix 1² of this analysis shows the breadth of partner organisations that have participated in the Harlesden Hub pilot. This includes services aimed at delivering positive outcomes for all ages.

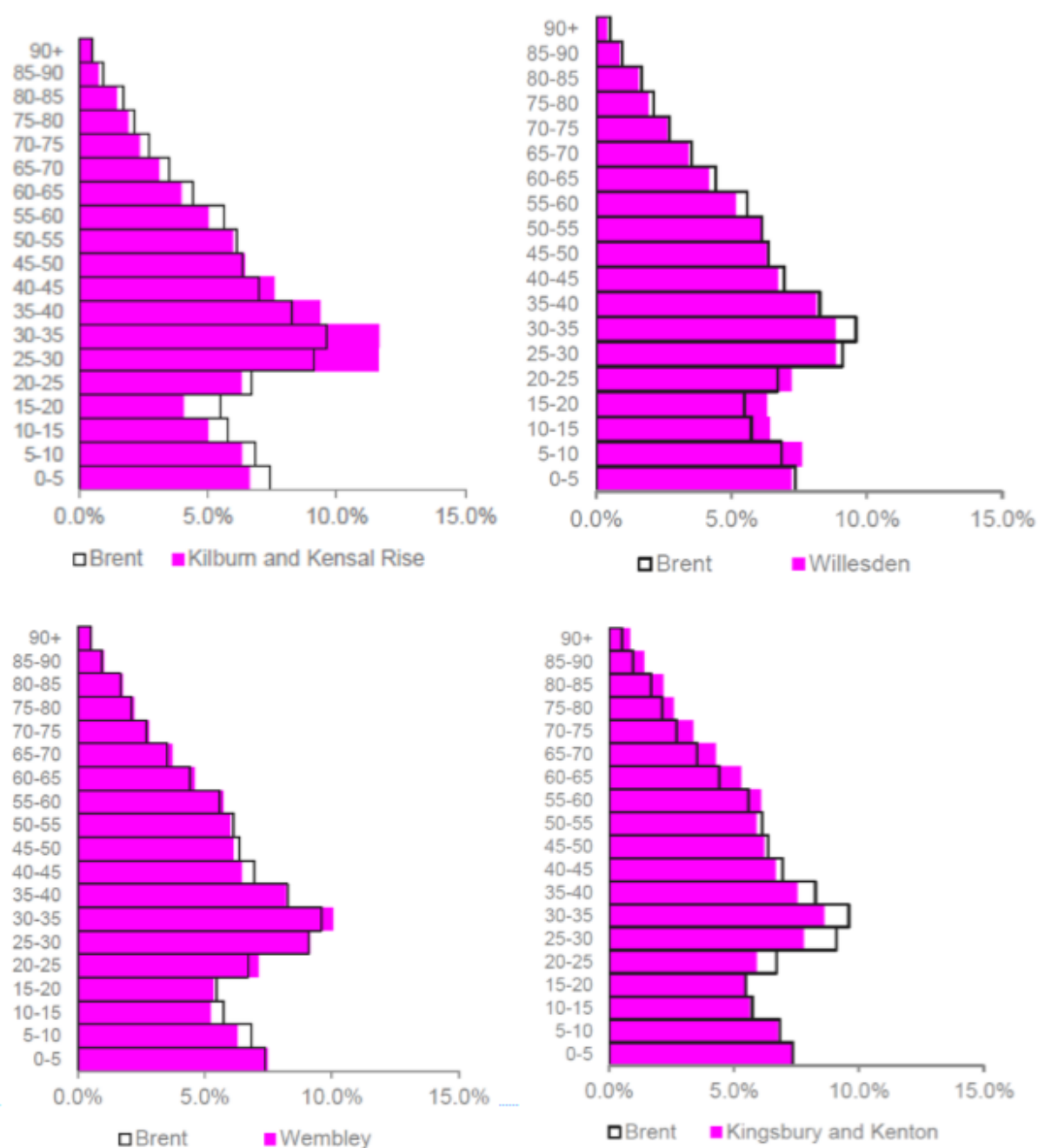
In comparison to the rest of Brent, Harlesden has a higher proportion of children and young people. Services and activities trialled during the pilot specifically targeted at improved outcomes for this group (and their parents) include Children and Families Information, College of NW London, Diamond Kids coaching and Ultra Education Business Club programme. (See Appendix 1 for more details.)

Future hub locations

Based on the findings of the hub pilot it is anticipated that users of new hubs will also be mostly working age and will receive positive outcomes from the core services at their local hub including general advice, housing advice, benefits / CTS, financial inclusion, employment advice and digital support.

The rollout of the model will use the same approach to engaging partners that provide services and activities to meet identified local needs, including services targeted at specific age groups. For example, it is anticipated that the Kingsbury Hub will include additional services targeted at its comparatively older population (as shown in the data below), such as offers to tackle social isolation. It is also anticipated that the delivery of these services within the local community will make them more accessible to some older people who may not be comfortable travelling further afield to access them.

² GLA Estimates



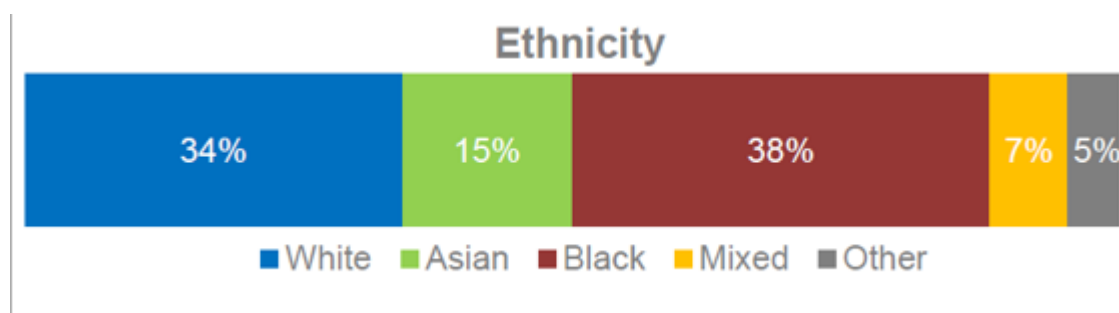
Pregnancy and maternity - (positive impact)

Although services are not specifically aimed at this category, many services within the core hub offer are relevant to this client group and would be more easily accessible in a local setting. This indicates that the hub will provide positive outcomes for this group overall.

Race (positive impact)

The hub model aims to provide assistance and support to all client groups, including people of all races, through its core offer and tailored services based on local needs. All hub services are delivered in an accessible and inclusive environment.

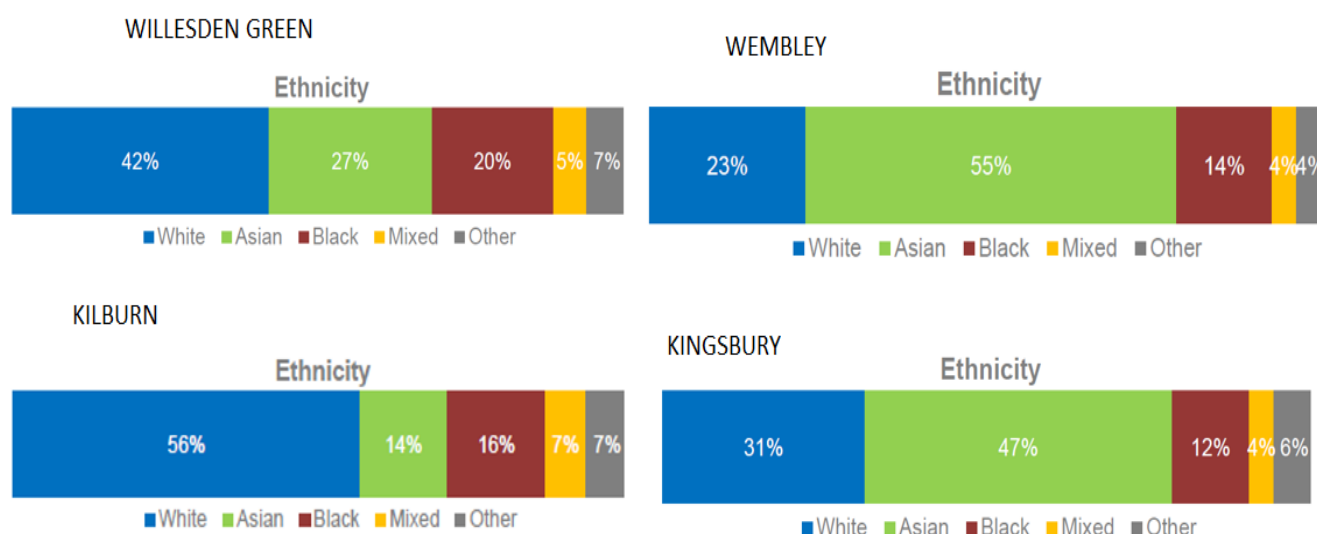
Harlesden Pilot



In Harlesden, the hub pilot has had success in bringing partner services into the model that can provide tailored support to local cohorts. Key partners currently delivering these services include SAAFI (Somali Advice and Forum of Information), and the Bosnia and Herzegovina Community Advice Centre. In addition to service delivery and helping to promote the hub offer across a diverse range of communities, these types of organisations can also act as intermediaries with residents that require support in accessing core hub services, which has been demonstrated in Harlesden through assistance with language barriers.

Future Hub Locations

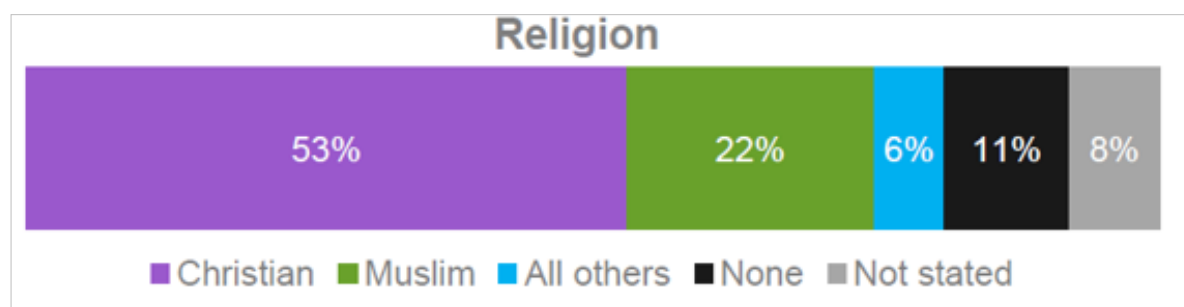
The rollout of hubs across the borough will use the same approach to identifying and working with key partners in the community that can provide services tailored to local needs, helping to ensure positive outcomes for all races. For example, groups that provide services and support tailored for Asian residents will be key partners for the Wembley based hub.



Religion or belief (Positive impact)

The hub model aims to provide assistance and support to all client groups, including people of all religions or beliefs, through its core offer and tailored services based on local needs. All hub services are delivered in an accessible and inclusive environment.

Harlesden Pilot

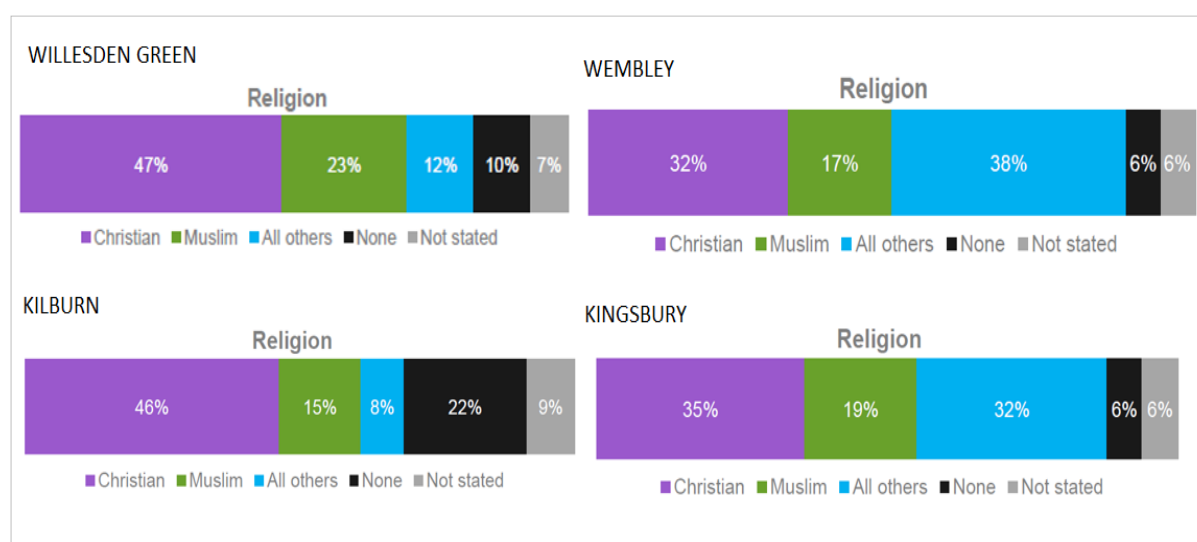


There is no data available to evidence the impact of the hub pilot on clients using the services based on their religious beliefs. However, in Harlesden, work has been undertaken to engage with local faith groups in developing the local hub offer. A notable example of this is the Harlesden Methodist Church, who have been a key partner in publicising the hub within their network to improve take up of services, as well as working in partnership to develop referral pathways between the hub and a foodbank run from the church location (Tavistock hall).

Consideration has also been given for the scheduling of hub events so as not to conflict with notable dates and religious events.

Future Hubs

The religious breakdown of each future hub locality is shown below.



The same approach of engaging with local faith groups will be taken when expanding the hub model across the borough. The next stage for the hub roll out will be to identify the key partners

for each locations. Preliminary work for the prospective Kilburn hub has included identifying approx. 20 faith related groups within the Kilburn locality. These organisations will be approached pending Cabinet approval of the hub model, and will have the opportunity to help shape the hub offer in the area.

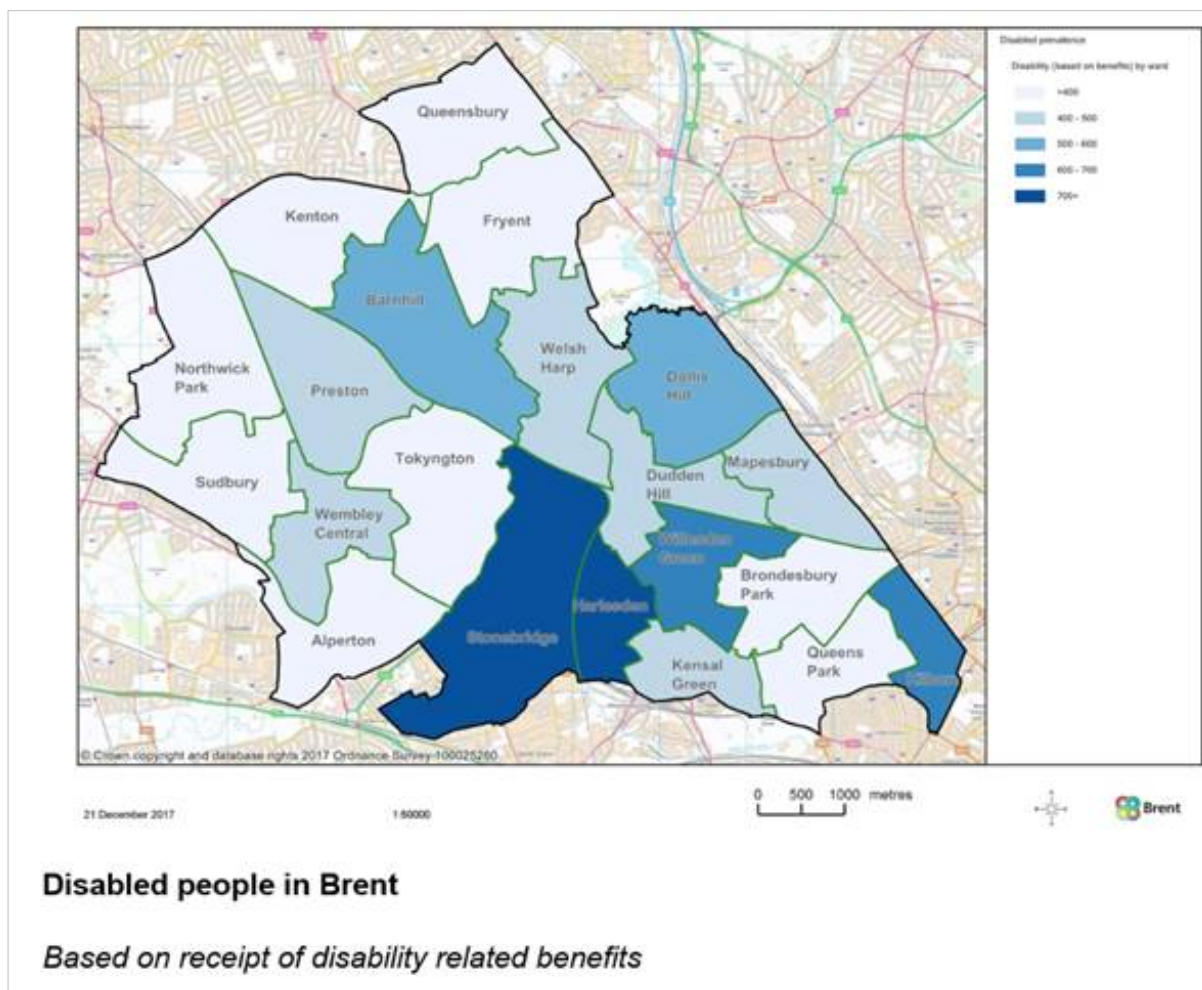
Disability (positive impact)

The hub model aims to provide assistance and support to all client groups, including people with disabilities, through its core offer and tailored services based on local needs. All hub services are delivered in an accessible and inclusive environment.

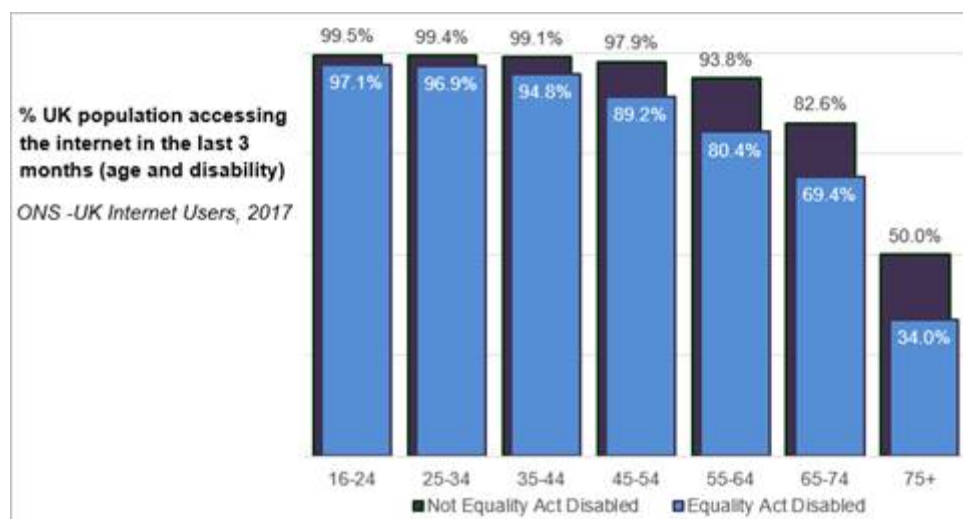
Harlesden Pilot

Harlesden library offers disabled access and facilities; including a lift from street level, automatic doors when entering the Library and disabled toilets. The hub location within the library is immediately accessible to the right of the entrance for those with limited mobility.

The map below shows disabled people in Brent based on receipt of disability related benefits at a ward level; with two of the Harlesden locality wards (Harlesden and Stonebridge) being home to comparatively more disabled people.



Quantitative data from the Harlesden Hub pilot identified benefits assistance as its most popular core service (which was primarily accessed by local people). Qualitative data from the service provider demonstrates positive outcomes for disabled people accessing benefits support within the hub (who may not have been able to access it elsewhere), as well as crucial digital support for other services; which aligns with national data demonstrating that disability is a key indicator for digital isolation.



Appendix 1 of this analysis shows the breadth of partner organisations that have participated in the Harlesden Hub pilot. This includes services aimed at delivering positive outcomes for people with disabilities, such as Brent Mind and Brent Carers Advice Surgery (who have established a regular presence at the hub).

Future Hubs

All future hubs will be designed to accommodate for the access needs of disabled people. In the case of hubs located in libraries, which already have disabled access, this will include consideration of the most appropriate space within the library to deliver the hub offer. In non-library locations, including Kilburn, more comprehensive refurbishment works will be undertaken to develop a new space with improved access arrangements.

The rollout of hubs across the borough will use the same approach to identifying and working with key partners in the community that can provide services tailored to local needs, helping to ensure positive outcomes for disabled people within the five hub localities.

Marriage or civil partnership (neutral impact)

The hub model aims to provide assistance and support to all client groups, including people of all partnership arrangements, through its core offer and tailored services based on local needs. All hub services are delivered in an accessible and inclusive environment.

No information is available linking the hub model and marriage or civil partnership. Consideration will be given to capturing this data when developing the bespoke hub client management system.

Gender reassignment (neutral impact)

The hub model aims to provide assistance and support to all client groups, including people that have undergone gender reassignment, through its core offer and tailored services based on local needs. All hub services are delivered in an accessible and inclusive environment.

No information is available linking the hub model and gender reassignment. Consideration will be given to capturing this data when developing the bespoke hub client management system.

Sex (neutral impact)

The hub model aims to provide assistance and support to all client groups, including people of all sexes, through its core offer and tailored services based on local needs. All hub services are delivered in an accessible and inclusive environment.

No information is available linking the hub model and sex. Consideration will be given to capturing this data when developing the bespoke hub client management system.

Sexual orientation (neutral impact)

The hub model aims to provide assistance and support to all client groups, including people of any sexual orientation, through its core offer and tailored services based on local needs. All hub services are delivered in an accessible and inclusive environment.

No information is available linking the hub model and sexual orientation. Consideration will be given to capturing this data when developing the bespoke hub client management system.

Summary

Overall, this proposal would have a positive impact on communities across the borough offering residents a new way to connect with community groups and local organisations and access the information, advice and support they need early to address the issues and challenges they face and to stop these issues from escalating.

The key finding of this analysis confirmed the need to engage and work closely with local organisations that deliver services and improved outcomes for different groups, tailored to local need. This methodology is already designed into the roll-out approach for new hubs, which will include co-design with local residents and stakeholders.

Does the proposal relate to an area with known inequalities?

The proposal relates to the whole of Brent, with the ambition to establish a network of hubs with a presence in each of the five localities. Each hub aims to create an environment which supports vulnerable residents to help themselves through facilitating resilience and providing the support needed to reduce long-term dependency on services.

Is the proposal likely to be sensitive or important for some people because of their equality characteristics?

The proposal is likely to be important to disabled residents, carers, older residents and people whose first language is not English; as it aims to generate positive outcomes for vulnerable people with these equality characteristics, as well as all other groups.

Does the proposal relate to one of Brent's equality objectives?

Priority 1, 2 and 3. They are as follows:

1. To know and understand our communities.
2. To involve our communities effectively.
3. To demonstrate leadership in equalities and human rights, both in the council and amongst partners, and organisational commitment to excellence.

Recommend this EA for Full Analysis?

Yes

Additional equalities work will be progressed throughout the rollout of the hub network.

Could any of the impacts you have identified be unlawful under the Equality Act 2010? Prohibited acts include direct and indirect discrimination, harassment, victimisation and failure to make a reasonable adjustment?

No

Appendix 1 - Organisations that have participated in the Harlesden Community Hub prototype and pilot

Partner / Session name	Offer
Advice4Renters	Advice4Renters (A4R) is the only advice organisation in London for private renters. Our goal is to transform the private renting sector through legal advice services for tenants, as well as through campaigning – telling policy makers what the problems are and what can be done to solve them.
BCAN	Brent Community Advice Network aims to connect local community voluntary organisations which offer information, advice or guidance for the residents of Brent and coordinate provision across the borough.
BAM (Mentors)	Brent Advice Matters (BAM) - online advice for people in Brent to help you solve your problems
Crisis progression coaching	We support people out of homelessness for good. We do this through education, training and support with housing, employment and health.
Brent Customer Services (Benefits, Council Tax)	Information, advice and guidance with your benefits or council tax
Harlesden Neighbourhood Forum	The Harlesden Neighbourhood Planning Forum - to give us our full name - is group of local people working together to make Harlesden a better place in which to work and live.
PLIAS Employment Support	Resettlement support for ex-offenders. This includes help with employment, IT, CV writing, interview techniques, confidence building, mentoring and counselling, one-to-one personal development and life coaching.
Groundwork London - volunteering	The opportunity to find out more about working as a volunteer in Brent to improve the community and gain new skills and experience that can help you get back into paid employment.
Catalyst Housing Employment Advice	We work with local partners to transform the prospects of local residents and the areas where they live.
Brent Start: Employability	Start is for anyone who wants to learn new skills, get into employment, find a better job or improve

	<p>themselves.</p> <p>Family Learning</p> <p>ESOL</p> <p>Level 2 traineeships</p>
Brent Works	Brent Works is a no cost service providing job and apprenticeship opportunities for local people, across a range of sectors.
REED Employment	Career advice including interview skills.
Public Health	Information on general health and wellbeing including nutritional advice, babies and young children and mental health support
Brent Carers Advice Surgery	Brent Carers Centre is the leading independent unpaid carer support charity in Brent. Providing support to those who care (including family carers) is a vital part of the service we offer.
Change Grow Live	<p>We work with people who want to change their lives for the better and achieve positive and life-affirming goals.</p> <p>Our areas of expertise include:</p> <ul style="list-style-type: none"> •Substance misuse •Children and young people's services •Family services •Accommodation & homelessness •Clinical services •Criminal justice
Health & Wellbeing	Information on general health and wellbeing including nutritional advice, babies and young children and mental health support
College NW London	We specialise in vocational courses focused on the delivering the technical skills and qualifications necessary to help our students get a job, enter a trade or progress to university.
Introduction to Mindfulness Drop in	A drop in session teaching you how to manage stress, anxiety and depression through mindfulness

	and lead a happier life
Human Rights Education for children	A session for children to educate them on Human Rights
Drug & Alcohol Awareness	Advice for those affected by substance misuse issues
Family activity during school holidays	A session for parents and children to keep the little ones entertained in the school holidays
Hestia	We help people find a permanent home, manage their finances, take care of their health, and access work, training or education, as well as providing emotional and practical support to help people succeed in their daily lives.
Children and Families Information	Information on a range of services and activities for children and young people aged 0 to 19 years old (or up to 25 years for young people with special needs).
Saafi	Somali Advice and Forum of Information (SAAFI) is a community based initiated and led by Somali-British mothers from refugee background in Brent to help each other and their families and to support others in need.
Red Cross (social isolation project)	Help to explore your interests and start doing the things you want. This might be: <ul style="list-style-type: none"> • meeting new friends • rediscovering your interests or finding new ones • Building your confidence.
South Kilburn Trust	Entrepreneurial and Business Support.
Bosnia and Herzegovina Community Advice Centre	Provides advice around welfare benefits & housing and can provide support in the Serbo – Croat language
Brent Mind	Support for those with mental health needs in their recovery through a personalised approach focused on wellbeing, resilience and independence.
Sufra Foodbank and kitchen	Provides a life-line to people in crisis – empowering them to improve their wellbeing, learn new skills, find work and become financially stable.
Age UK Brent	A range of services and projects to support, inform, advise and inspire older people.

Unlocking Potential	Aim to transform life chances for children. They deliver outreach programmes to schools and aim to provide a wide variety of services for them.
B3	Provide peer support and advocacy to drug and alcohol service users in Brent
Challenge House Children's Centre	Offers a range of learning and development opportunities for children and their families. They provide attractive crèche facilities with a secure outdoor play area for children, meeting rooms and office space.
Diamond Kid Coaching	Coaching sessions aimed at children aged 5 – 11. Building Healthy Mind-sets, Confidence and Happiness through fun and interactive activities.
Harlesden Lets	Set up to address inequalities within the private rented sector in Harlesden
Harlesden Town Team	Improving the community and town centre through a team of diverse and skilled local volunteers
Hyde Housing	Housing group
Love London Working	A partnership of 16 major social housing providers in London which aims to help those in long term unemployment
Project Stride	Provide 1:1 coaching to help people release their ambitions and potential
Royal Voluntary Service	A volunteer group who aim to enrich the lives of elderly people and their families across Britain
Sheriff Centre	Providing impartial advice to those experiencing financial difficulty due to utility debts, rent and council tax arrears, overpayments of benefits and other emergencies such as eviction, disconnection and repossession
Ultra-Education	ULTRAKids Business Club programme. Aimed at children aged 7-12 years who could be young entrepreneurs.
Brent Advice Partnership	Aim to provide personalised, specialist accessible advice, information and nondigital support across a range of areas: