



Equalities Committee

Tuesday 2 May 2017 at 7.00 pm

Board Room 4 - Brent Civic Centre, Engineers Way,
Wembley HA9 0FJ

Membership:

Members

Councillors:

McLennan (Chair)

Davidson (Vice-Chair)

Harrison

Mashari

Thomas

Substitute Members

Councillors:

Conneely, Crane and Hylton

Councillors:

Kansagra and Maurice

For further information contact: Nikolay Manov, Governance Officer
020 8937 1348, xxxxxxxx.xxxxxx@xxxxxx.xxx.xx

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The press and public are welcome to attend this meeting.

Agenda

Introductions, if appropriate.

Item	Page
1 Apologies for absence (if any)	
2 Declarations of interests Members are invited to declare at this stage of the meeting, any relevant personal and prejudicial interests and disclosable pecuniary interests in any matter to be considered at this meeting.	
3 Minutes of the previous meeting	1 - 8
4 Matters arising (if any)	
5 Deputations (if any)	
6 Brent Dementia Peer Support Project (verbal update) Members will be provided with a verbal update about services provided to the community as part of The Dementia Peer Support Project. This is a community based service for people living with dementia and their carers.	9 - 10
Ward Affected: All Wards	Contact Officer: Andrew Davies, Programme Manager, Community Wellbeing Tel: 020 8937 1609 xxxxxx.xxxxxx@xxxxx.xxx.xx
7 Delivering the Next Phase of the Harlesden Community Hub This report provides an update on second phase of the community hub model in Harlesden which was officially launched on 2 March 2017.	11 - 20
Ward Affected: Harlesden	Contact Officer: Peter Gadsdon, Director of Performance, Policy and Partnerships Tel: 020 8937 1400 xxxxx.xxxxxxx@xxxxx.xxx.xx
8 Draft 2017/18 Equality Strategy Action Plan The item presents to the Committee the Draft 2017/2018 Equality Strategy Action Plan.	21 - 22
Ward Affected: All Wards	Contact Officer: Andreyana Ivanova, Head of Equality

Tel: 020 8937 3154

xxxxxxxxx.xxxxxxx@xxxxx.xxx.xx

9 Progress update on the work with Eastern European communities in Brent (verbal update)

Members will be provided with a verbal update on the work undertaken with Eastern European Communities living in Brent.

Ward Affected:
All Wards

Contact Officer: Andreyana Ivanova, Head of
Equality
Tel: 020 8937 3154
xxxxxxxxx.xxxxxxx@xxxxx.xxx.xx

10 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting in accordance with Standing Order 64.

11 Date of next meeting

The next scheduled meeting of the Equalities Committee will be confirmed at the Annual Council meeting in May 2017.



Please remember to **SWITCH OFF** your mobile phone during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public.

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MINUTES OF THE EQUALITIES COMMITTEE **Monday 20 February 2017 at 6.00 pm**

PRESENT: Councillors McLennan (Chair), Harrison, Mashari and Thomas

Also Present: Councillors Farah and Mahmood

Apologies were received from: Councillor Davidson

1. Declarations of interests

There were no declarations of Interests made by Members.

2. Minutes of the previous meeting

RESOLVED that the minutes of the previous meeting, held on 6 December, 2016 be approved as an accurate record of the meeting.

3. Matters arising (if any)

The Committee heard that Section 4.3 of the Task and Finish Group's Progress Report on Eastern European Communities living in Brent had been updated to include **schools** as a venue for holding local drop-in information sessions. This had been done in accordance with Resolution (iii) of Minute No 8 of the minutes of the meeting held on 6 December 2016.

4. Deputations (if any)

None.

5. Impact and mitigation of the Overall Benefit Cap

David Oates (the Council's Head of Customer Service and Benefits) delivered a presentation on the impact and mitigation of the Overall Benefit Cap (OBC). He informed Members that the reduced OBC had been introduced in November 2016 and it had limited further the funds available to benefit claimants living in the Borough (£442.31 per week for working age couples and single parents and £296.35 per week for single persons living in the London area). He stated that 1,500 people in Brent had been affected by the OBC, with 600 of them subject to the previous cap and single claimants aged 35 or over living in privately rented accommodation being the most heavily impacted client group. Moreover, 80% of capped claimants were unemployed, 40% of which received Job Seekers Allowance (JSA), 35% received Income Support and 25% received Employment Support Allowance (ESA). In terms of demographic impact, there was a large amount of people whose ethnicity was unknown, but data available broadly reflected the Revenues and Benefits caseload and Brent's areas of deprivation. Mr

Oates informed the Committee of the four options available to claimants to address the impact of the OBC, stating that most likely, residents had to find somewhere more affordable to live (including outside Brent) or find work sufficient to qualify for Working Tax Credit. He noted that the Council's approaches had changed to implementing more partnership work and strategic engagement rather than using an interventionist approach. Measures which had been implemented to mitigate the impact of the OBC included targeted publicity (emails, texts, publications in the Brent Magazine); the addition of a central Hub of information to be used by partners, a benefit calculator, and a budget calculator on the website; the targeting of the Local Welfare Assistance Scheme and Discretionary Housing Payment Fund to assist or incentivise affected residents; and the improvement of the interaction between services in the Customer Services Centre 'triage' in Brent Civic Centre.

Members of the Committee asked questions which related to partnership working arrangements, including compatibility of Information Technology (IT) systems, sharing of information and working agreements with third parties such as housing associations and the Department of Work and Pensions (DWP). In response, Mr Oates explained that the Council had been sharing data and engaging with the relevant specialist agencies rather than trying to develop expertise in various matters. In terms of IT, good data sharing between parties had existed despite the fact that systems had not been fully compatible. Furthermore, collaboration with the DWP had been promoted by their representation at meetings of the Welfare Team.

In response to a request for aggregated information on gender, disability and ethnicity (by community) of those impacted by the OBC, Mr Oates explained that gender breakdown of affected claimants would be provided at the next meeting of the Committee. He clarified that the categories used by the service should be reflective of the corporate template. He also reminded Members that despite the fact that twenty-two ethnic groups existed, over one third of claimants did not disclose their diversity information and therefore it would be challenging to provide a fully accurate picture on ethnicity. As far as disability was concerned, Mr Oates noted that people who had qualified for an exemption through receiving a disability benefit had not been affected by the Cap.

A Member of the Committee enquired about measures being taken to ensure that the most vulnerable residents did not 'slip through the net' and asked what Brent did differently from other Local Authorities in order to mitigate the effect of the OBC. Mr Oates responded that information had been limited as claimants received less income, but it had not been possible to find out how they spent it. In terms of mitigation, he highlighted that people who were likely to be affected had been contacted prior to the Cap being introduced via a targeted campaign. Moreover, Council staff working with vulnerable residents had been trained and a considerable amount of work had been done to ensure that those who were most vulnerable did not 'slip through the net' and were effectively signposted to the services they were entitled to. In addition, when English was not the first language of the claimant, members of staff at the Customer Service Centre speaking the same language or a relative or a friend of the claimant could help them complete the application. However, Mr Oates emphasised that while support options had been available, often people had not responded to communication until they had been affected by the Cap.

Councillor Mahmood, who was present at the meeting, enquired what actions were being taken to engage ethnic minorities who had been affected by the Cap and who

might need to move out of the Borough. Mr Oates explained that the Cap had had a disproportionate effect on Brent residents and, as a result of this, some of them had to move out of the Borough. He assured the Committee that Brent had tried to make the process as smooth as possible – for instance, residents who had been relocated had received a pack containing information on support services, healthcare and schools in their new area. Moreover, an officer had been based in the Midlands to assist former Brent residents on their arrival.

Members of the Committee commented that residents had to be encouraged to take ownership of the situation and engage with the services provided as the impact of the OBC could be worse without cooperation on their part.

The Committee requested information on the impact of a potential further reduction of the OBC, including whether residents who had already been displaced would have to relocate again. Members also enquired about the number of housing association residents that had been affected by the OBC and asked for an assurance to be provided that none of the Looked After Children (LAC) or foster carers who looked after LAC had not been adversely affected by the Cap.

RESOLVED that:

- (i) The contents of the Impact and Mitigation of the Overall Benefit Cap report be noted;
- (ii) Information on the number of housing association residents affected by the OBC be provided to a future meeting of the Committee;
- (iii) Aggregated information on gender, disability and ethnicity of those impacted by the OBC be provided to a future meeting of the Committee; and
- (iv) Information on the impact of a potential further reduction of the OBC, including whether residents who had already been displaced would have to relocate again, be provided to a future meeting of the Committee.

Councillor Mashari entered the meeting during discussion of the above item at 6:07 pm.

6. European Union Referendum and the Impact of Uncertainty on Brent Residents

Anne Kittappa (the Council's Senior Policy Officer, Strategy and Partnerships) introduced the report, which looked at the impact of uncertainty on Brent residents and services following the European Union referendum. She noted that the 2011 Census, indicated that 11.5% of Brent's population were born in Europe. This share had spiked in 2014 and then decreased over time by 2015, with the number of babies born to European mothers declining as well. Mrs Kittappa highlighted that European nationals had been overrepresented in the Electoral Register as they constituted 16% of the electorate in January 2017, with the majority of the population being concentrated in Wembley Central and Alperton wards. She noted that Brent had been aware of a small proportion of cases of fraud when Brazilian,

Russian and Ukrainian nationals had been buying counterfeit Portuguese and Hungarian passports respectively. In terms of employment, European nationals constituted a small proportion (up to 13%) of staff at the London North West Healthcare National Health Service Trust, Central and North West London National Health Service Foundation Trust and London Ambulance Service. Mrs Kittappa noted that the proportion of applications to nursing courses made by European Nationals had declined over five years from 3.1% to 2.5%.

Members enquired about the next steps following the report and Carolyn Downs (the Council's Chief Executive) asked if numbers of European nationals employed by the Council were available. David Veale (the Council's Director of Human Resources and Organisational Development) said that ethnicity data was collected but not nationalities data so the team would look at that information might be collected.

As the report focused on European nationals living in Brent, it was suggested that it should be renamed to 'European Union Referendum and the Impact of Uncertainty on European Union Nationals Living in Brent'.

The Committee heard that the number of rough sleepers had increased with Romanian citizens constituting the largest proportion of rough sleepers. Members highlighted that homelessness and casual illicit labour (as per paragraph 11.4 of the report; page 27 to the Agenda) were linked and enquired how the Council worked with Her Majesty's Revenue and Customs (HMRC) and the Police to tackle employers who hired casual labourers. This led to a discussion about potential services targeted at Eastern Europeans which could provide stability for these communities, and the work and recommendations arising from the Task & Finish Group on Eastern European communities, the scope of which was to identify and address socio-economic barriers and challenges facing these communities. Members were reminded that a report was presented to them on 6 December 2016 but that a progress update would be provided later in the year.

Ms Downs highlighted that key issues Brent had to address included overcrowding in Houses of Multiple Occupation and street drinking. She said that the Council had not been connecting well with Eastern European communities and pointed out that these communities were probably under-represented in the workforce. Pascoe Sawyers (the Council's Head of Strategy and Partnerships) informed the Committee that a Community Engagement strategy was being developed and one of its key themes would be engaging with European communities. He also proposed a session for Members, building on this report, on the implications and impact of Brexit in the Borough once more information had been gathered.

It was noted that addressing the issue of hate crime (paragraph 8.1 of the report on page 25 to the Agenda) had been a priority for Councillor Miller, Cabinet Member for Stronger Communities.

RESOLVED that

- (i) The contents of the European Union Referendum and the Impact of Uncertainty on Brent Residents report, be noted;

- (ii) The report be renamed to 'European Union Referendum and the Impact of Uncertainty on European Union Nationals Living in Brent'; and
- (iii) A report examining whether Brent, as a borough, would be worse off in the aftermath of the European Union Referendum be provided to a future meeting of the Committee;

Councillor Mahmood left the meeting at 6:59 pm.

7. Brent's Equality Analysis process

Andreyana Ivanova (the Council's Head of Equality) introduced Brent's Equality Analysis process report, explaining that it focused on the Equality Analysis (EA), also known as Equality Impact Assessment, process adopted by the Council to assess equality impact of Council's decisions on service users and communities. The Council also has an internal EA process for assessing impact on employees with protected characteristics from restructures but this is not within the scope of this report. She reminded Members that in early 2015 the Council introduced an online EA system, which was supported by a comprehensive communications and face-to-face programme.

The system incorporates an initial screening and a second stage full equality impact assessment. The online system provides users with guidance of every stage of the process and they can access useful statistics and examples of best practice. Apart from a mandatory e-learning module, the Equalities team provide face-to-face training and ongoing support to service areas. Equality considerations are part of the Council's business processes and Equalities implications have to be considered in all decision-making. Directors have to sign the final version of the analysis; and the EA has to be published as part of the relevant decisions and reports. However, Ms Ivanova pointed out that the system had not been used efficiently as some report writers preferred to complete the paper version of the EA. The Equalities team sought feedback from EA users who acknowledged that the system had not been very intuitive and user-friendly. In addition, the reporting and monitoring function of the system is very limited and in order to extract relevant Equalities Analysis information (e.g. negative, positive, neutral impacts identified) the team has to interrogate the EAs manually.

Ms Ivanova highlighted that the annual contract for the software had been due for renewal and a decision had to be made whether the system was fit for its purpose. The Chair commented that if the Council had been paying £1,000 per year for a system that had not been efficient, other options had to be explored. David Veale (the Council's Director of Human Resources and Organisational Development) explained that the team had been considering the introduction of an internal electronic form on the Intranet if necessary.

In responses to questions that related to the functionality of the system, accessibility of EAs by Members, data available, and any potential training, Ms Ivanova explained that Appendix 1 (page 37 to the Agenda) showed what the system interface looked like, with the only difference being that Members couldn't see the relevant supporting information and guidance which provided useful context

to EA writers. In addition, the Equalities team would overview the draft EA and make comments and suggestions. Sometimes one EA would be reviewed by the team two or three times until a comprehensive version had been developed. EAs are included in all relevant reports that are presented to committee meetings. Mr Veale encouraged Lead Members to approach the Equalities team if they had specific questions on Equalities.

RESOLVED that

- (i) The contents of Brent's Equality Analysis process report be noted; and
- (ii) An update on the decision regarding the contract renewal of the Equality Analysis online system, and the potential implementation of any changes, be provided to a future meeting of the Committee.

8. Progress update on the 2016-17 Equality & Diversity Action Plan

Andreyana Ivanova (the Council's Head of Equality) provided an update on the progress of the Equality Strategy Action Plan. She drew Members' attention to page 41 to the Agenda pack. She highlighted that in January 2017 the Council had been ranked among the top 200 Lesbian, Gay, Bisexual and Transgender-inclusive employers by the 2017 Stonewall Workplace Equality Index, which constituted almost a hundred points improvement since the previous year. She also emphasised that all status updates had turned 'green' as all objectives had been completed.

Ms Ivanova informed the Committee that the Equalities team had started working on the 2017/2018 Equality Strategy Action Plan, which linked to the current plan and would be informed by key activities and initiatives in individual service plans. The committee requested that the Women's Budget Group and Runnymede Trust publications be considered during the preparation of the 2017/2018 Equality Strategy Action Plan.

RESOLVED that

- (i) The annual progress update of the 2016/17 Equality Strategy Action plan, be noted.
- (ii) The Women's Budget Group and Runnymede Trust publications be considered during the preparation of the 2017/2018 Equality Strategy Action Plan; and
- (iii) The draft 2017/2018 Equality Strategy Action Plan be provided at the next meeting of the Committee.

9. Exclusion of Press and Public

RESOLVED that under Section 100A (4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of Agenda Item Number 10 on the grounds that it involved the likely disclosure of exempt

information as defined in Paragraph 3 of Part 1 of Schedule 12A, as amended, of the Act:

Paragraph 3

“Information relating to the financial or business affairs of any particular person (including the authority holding that information).”

10. **Equal Pay Audit benchmarking (verbal update)**

Following a request from Members at the last meeting held on 6 December 2016, David Veale (the Council’s Director of Human Resources and Organisational Development) provided a verbal update comparing Brent’s Gender Gap Audit data to other London Boroughs. He noted that reporting Gender Gap Audit data would become a legal requirement for local authorities from April 2017, with a requirement to publish reports no later than March 2018. Data from the Local Government Association Earnings Survey 2014/15 indicated that Brent had been comparable with other West London boroughs and its position had been reasonably good when compared with other boroughs in London. A Member of the Committee commented that Brent had to continue benchmarking against other authorities to ensure that it was performing well and identify potential improvements.

RESOLVED that the verbal update be noted.

11. **Any other urgent business**

There was no other urgent business.

12. **Date of next meeting**

The date of the next meeting of the Equalities Committee was scheduled to take place on 2 May 2017 at 6 pm.

The meeting closed at 7.56 pm

COUNCILLOR MARGARET MCLENNAN
Chair

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About the project

The Dementia Peer Support Project is a community based service for people living with dementia and their carers.

This project is the result of feedback from members of the community living with dementia, about the gap in service provision following a diagnosis of dementia.

The aim of the project is to improve well-being, share information, reduce social isolation and empower people living with dementia as well as their carers.

As a result of joining the project, people may be less likely to require health services at crisis point.

Peer support can run at different locations as required.

Contact

For further information about joining the Dementia Peer Support Project, please contact: Clementine

Brent Dementia Peer Support Project
Ashford Place
60 Ashford Road
Cricklewood
London, NW2 6TU

Telephone: 020 8208 8590
Extension: 214

Email:
clementine.femiola@ashfordplace.org.uk

To learn more about Community Action on Dementia, visit our website:
www.cad-brent.org.uk

Funded by Brent CCG

NHS
Brent
Clinical Commissioning Group

Brent Dementia Peer Support Project

What the service offers



What services does The Dementia Peer Support Project offer?

The Dementia Peer Support Project provides a number of services to the community, for both those living with dementia and their carers. These services include:

One-to-one peer support between people living with dementia

Group peer support between people living with dementia

Empowerment and confidence building for people living with dementia

Advice and information for people living with dementia as well as their carers, using the experience of people living with dementia

Advocacy and signposting to a range of other services available in the community

Stimulating activities to improve personal independence and develop skills

Support for people living with dementia and their carers to understand and deal with their feelings, in order to avoid crisis and reduce stress

A safe space to develop strategies to live well with dementia

Organised visits to places of interest as chosen by members of the Dementia Peer Support Project

Support to continue with hobbies and to develop new ones

For more information about these services, please visit our website:

www.cad-brent.org.uk



 Brent	<p>Equalities Committee 2 May 2017</p> <p>Report from the Director of Performance, Policy & Partnerships</p>
<p>Wards affected: Harlesden</p>	
<p>Delivering the next phase of the Harlesden Community Hub</p>	

1.0 Summary

- 1.1. Brent Council worked in partnership with the local community and partner organisations to develop and test a community hub model in Harlesden in November 2016. The prototype was developed as part of three Outcome Based Reviews (OBRs) carried out in 2016 focusing on housing, employment and regeneration. The OBRs set out to help us reimagine future services through a better understanding of the issues and challenges people face, as well as the things that can support and enable them.
- 1.2. The prototype was developed to trial a community hub model in Harlesden and test how it could work in practice over a two-week period. The approach enabled the model to be tested quickly and without the need for huge investment. It brought together a range of partners to work together in one place to offer access to advice and guidance and a range of community activities. The prototype was also an opportunity to see whether there was an appetite among the local community and partners to jointly build a longer-term model.
- 1.3. Following the success of the prototype, it was agreed to further test the approach by setting up a short-term model to run from Harlesden Library for two days a week as the second phase of development. The short-term model provides further opportunities to trial the approach and to continue to develop the hub partnership while building a business plan for a longer-term, sustainable model. The second phase of the Harlesden Hub was officially launched on 2nd March 2017.

- 1.4. A report on the OBRs and community hub prototype was presented to the Committee in December 2016. This report provides an update on phase 2 of the community hub model in Harlesden.

2.0 Recommendation(s)

- 2.1. The Committee is asked to note the progress and next steps for the development of the Harlesden hub.

3.0 Detail

Background

- 3.1. Brent Council carried out three OBRs, using design-led processes, focusing on employment support and welfare reform, housing for vulnerable people and regeneration in 2016. The OBRs set out to:

- gather rich insights and understand challenges through new perspectives;
- create something different (new solutions, different relationships and ways of working);
- build new capabilities in service design processes and innovation capacity; and
- deliver improved outcomes for Brent residents.

Delivering a customer-centred approach was a key component of this work, engaging residents and partners in research, visioning, design and testing.

- 3.2. Working closely with communities we set out to better understand the challenges people face and develop ideas for how we can work together to address these. The team conducted community research including ethnographic research. The ethnographies put the voices of residents at the centre of our learning, enabling us to listen to their stories, journeys and experiences to better understand challenges from an individual perspective. While some of the review work was carried out across Brent, there was a particular focus on Harlesden.
- 3.3. One key area which came out of the research was the difficulty some individuals and professionals face in navigating the system, knowing which organisations to connect with or refer to. Through a stakeholder visioning event and co-design workshops, principles and ideas for new models of resident support were developed. The idea of a community hub was a key theme across all three OBRs and it was agreed to run a prototype in Harlesden. The development of a hub prototype was identified as a way to test how we could create well-connected communities, bring together local organisations to work under one roof and to jointly address needs. The community hub prototype was designed to create something different which offered a more localised, personalised and holistic approach.
- 3.4. The temporary hub was developed through a co-design process with partners and ran for a two-week period from 31st October to 12th November 2016 in Harlesden town centre. The community hub prototype provided a physical

space enabling a range of local organisations to work together with a focus on offering a cross-agency advice, support and well-being solution with a range of local organisations, focusing on prevention/early intervention work, targeted approaches for people with complex and multiple needs, and support for people in crisis. There were over 600 visits to the hub during the two weeks of operation.

A continued focus on learning

- 3.5. We were keen to build on the momentum and success of the prototype phase of the community hub and at the same time ensure we maintain a focus on learning in developing a flexible model, responsive to local needs. Key learning from the prototype included:

- the benefits of a multi-skilled team working together in one space to support people to tackle often complex and wide-ranging issues
- the importance of targeting the approach to local needs
- the need for a flexible space and friendly atmosphere
- the benefits of working with the community and local organisations to build on local knowledge, positive work and strong networks
- the added value of bringing local groups together to make connections

This learning informed the development of the second phase of the hub model.

Getting phase 2 up and running

- 3.6. A core group of partners was formed in December 2016 to start work on plans to get the next phase of the hub up and running. This focused on delivering the hub at a small scale in setting up a short-term project in Harlesden, operating two days per week, to expand the offer and provide a live environment to further design and test the approach with partners and residents. The branding, partnership and ideas and experiences were already in place. Harlesden Library was identified as a location for the Harlesden hub and a plan for minor works required to create a hub space within the library was put in place. The library offered a visible location with direct access from the street, provided a space with an established footfall and, as a Council building, the ability to get the hub in place quickly.

- 3.7. The core partners include:

<i>Organisation</i>	<i>Key areas</i>
Brent Council	Responsible for setting up the hub premises and coordinating resources including involvement of council services (e.g. benefits advice) and other public services in the hub delivery
Brent Advice Partnership	Coordination of local organisations' involvement, including Brent Community Advice Network (BCAN) and Advice4Renters, and provision of information and advice
Crisis Brent	Provide risk of homelessness support and deliver a range of activities including employment, housing, art and gardening within the hub. Also ensure links with Harlesden Working Together place shaping programme.

Harlesden Neighbourhood Forum	Coordinating links with the community regeneration agenda and local community representatives
Local resident volunteer	Providing outreach and community links
Harlesden Town Team	Helping shape and inform the hub approach

- 3.8. Phase 2 consists of a core offer of advice and support services with a wider programme of themed events and activities, as well as outreach activity to ensure the hub is reaching residents who most need support. The vision for the hub, developed by the core group of partners, is outlined below:

The vision for the hub is to connect and empower local organisations and initiatives so we can work together to inform, guide, support, develop and celebrate the diverse communities of Harlesden.

In delivering this vision, the hub will be:

- Sustainable
- Responsive
- Collaborative
- Aspiring
- Empowering
- Inclusive
- Adding value

- 3.9. A core team was onsite from early February 2017 and phase 2 of the Harlesden hub was officially launched at the beginning of March 2017, with an event attended by the Mayor, Leader, Deputy Leader, local councillors, partner organisations and residents.
- 3.10. The hub operates on a drop-in basis, with no appointment required. The aim is to support residents within the hub and to minimise the need to signpost. This may involve supporting the resident with making phone calls, arranging for other professionals to come into the hub or working with a resident over a period of time. The library has regular footfall and the team has seen visits to the hub build during the time onsite, with some residents returning on a regular basis.

Developing the partnership

- 3.11. The partnership is the foundation of the hub model and the growth of this partnership during the prototype phase of the work was a key success of the approach. During the prototype the partnership grew from 17 organisations, community groups / residents and services to 29 (as illustrated in Figure 1). An invitation was extended to all these groups to continue to be involved in the second phase of the hub, whether this was through a regular presence or running ad hoc community events or activities.

Figure 1 – Hub partnership at prototyping phase



3.12. While keen to build on the partnership developed through the prototype and wider OBR work, it was acknowledged that resourcing an ongoing hub would provide additional challenges for some partners. The core partners are resourcing a multi-agency team who are on site two days a week and a wider group of organisations and local residents are delivering support to residents and activities in the hub (as illustrated in Figure 2).

3.13. With a range of organisations and residents working in the hub, the current offer includes:

- Support with housing related and benefit issues
- Support with form filling
- Employment, housing, volunteering / community involvement, wellbeing and positive relationships and networks for people at risk of or who have experienced homelessness
- Employability skills, education and training advice, support with CVs and job search
- Health and well-being information and advice, including healthy lifestyles, drug and alcohol awareness and mindfulness tasters
- Childcare information and advice
- Family activities including training for parents and children on human rights, face painting and school holiday activities
- A place to have a tea or coffee and a conversation

Figure 2 – Hub partnership in phase 2



Feedback from hub users

3.1.4. Some examples of hub users:

Case study 1

A woman came into the hub who had been made redundant as her cleaning company had gone into liquidation. She was seeking help in applying for a new job, but felt intimidated and apprehensive as she was in her early 50s, not computer literate and did not have access to the internet. The Team Hub advisor was able to sign her up to the library so she could access the internet and computer services from there, making it easier to eventually apply for jobs. The advisor then set an email address up together with the woman and wrote down steps to remind her how to access her account.

The adviser went on to make an appointment for the woman with the Brent Start Team who could offer her further advice and assistance finding work and signposted her to Brent Start for information on entry level computer courses to help with her online job search. Finally, as she no longer had a working income, the Team Hub Adviser was able to direct her to the job centre, to not only get help applying for Job Seekers Allowance but also to enquire about the National Careers Service available for claimants who were looking for work. The woman had come into the hub with an issue and had left with multiple means of getting help towards resolving this problem and much better informed.

Case study 2

A local woman, originally from Somalia, came to the hub to seek advice about an employment application. She had experience working in healthcare but required support to navigate the complex application form for a permanent NHS position. A Team Hub advisor was able to help her complete the form and she was very happy to be able to access this support as she was not aware that any help was available unless she was out of work. In return she has agreed to plan a henna hand painting workshop at the Hub that she will invite members of the hard to reach Somali community to participate in.

Case study 3

A local man in his 50s first came into the hub prototype for support with a problem with his housing benefit. He is a self-confessed alcoholic with mental health issues. Follow up work by a Team Hub adviser has included arranging a support worker for the man, referring him to the Salvation Army and a local food bank to get access to food, liaising with Brent Housing Partnership to arrange for an assessment of his property which had fallen into disrepair, arranging for clothes vouchers via the Local Welfare Assistance team and providing action plans to support him in making improvements to his lifestyle. The man attends the hub regularly for support and has also volunteered to help out in the hub by putting up posters. This support is ongoing.

Case study 4

A man came into the hub and said he was having problems getting around and accessing services. The Team Hub adviser printed out a Blue Badge, Freedom Pass and Taxi Card application form for the man and assisted him to complete the parts he felt he could not do unaided. He agreed to take the forms home with him when we had finished, complete the sections he felt confident filling in and then send the forms off. The Team Hub adviser also then went through a Brent Care Place assessment with the client, which at the end indicated he may be entitled to some care support and so took his details and submitted these with the form.

Two weeks later the man returned informing the hub team that he had completed an assessment for the Freedom Pass, Blue Badge and Taxi Card and had been awarded these, and was now just waiting on a response from Brent Adult Social Care Team about his eligibility for care. The client felt a sense of independence he had received assistance with aspects of the forms but had ultimately taken on the responsibility to complete the rest of the forms and submit them.

Some comments from hub users:

"When I go to Brent [Civic Centre] I get stressed out. Since coming to the hub the help has been good and not stressed. I've been helped with Council Tax, housing benefit and other queries. Everyone is helpful and patient. I've been telling people about it."

"The help at the Harlesden Hub is very good. I come and you help me. Very helpful. Very good because I don't understand very good English and I not go to Civic as I have crutches."

“Thank you so much for all your hard work and being a valuable member of Team Hub that developed a service that the Harlesden community needed so badly. I will pass on my experience of visiting the hub to others.”

“What a great service Team Hub gave me around my issues today, I came wanting them to sort out two issues but ending up getting four issues sorted.”

“I had no one who could help me do these things. This is a good and important service and a good thing for the people of Harlesden”.

“The hub has been brilliant, it has helped me with a range of issues. I am off sick from work but the hub is helping me to prepare to return. I can't praise you highly enough, I feel like I can start to be myself again.”

Measures of success

3.15. The design and testing of a community hub was not about re-inventing what already exists but creating something different and bringing together resources, skills and expertise to address local needs. The hub model is being developed through an iterative process and phase 2 of the hub allows us to continue to engage a wide range of partners in the process of testing a hub approach and an opportunity to learn, experiment and try something new.

3.16. At the start of this work we set out to understand how a hub model could deliver against the following four areas:



3.17. A set of measures will be established to assess how effective the model is in delivering against these key areas. The recent focus has been on getting the next phase of the hub up and running but work is now underway to design the evaluation process for the hub and agree on measures of success. The evaluation process will be co-designed with partners and community members involved in running the hub at an event in early May 2017. Possible measures which may be included are:

- a growth in the number of visits
- tracking outcomes for individuals accessing support and advice (including employment and housing outcomes)
- an increase in the number and range of groups working through the hub
- the number of residents engaged in an outreach programme to ensure the hub is reaching out to those in most need who may not otherwise engage

- 3.18.1 The evaluation will also consider how well the approach builds and strengthens relationships between the Council and key partners to develop and establish a sustainable model.

Future development of the model

- 3.19 The longer-term arrangements will be developed through three phases:
- **Delivering at small scale** (*current arrangements*) – setting up a short-term project in Harlesden to expand the offer, delivering core advice and support around employment, housing and benefits for two days a week, as well as a programme of themed community activities. This will offer a live environment to design and test new assessment pathways, extend the partnership, develop a volunteering base and carry out further evaluation of impact and financial implications.
 - **Embedding the hub** – having a dedicated core resource across partners in place to deliver services from both a centre and outreach basis. This phase will include opportunities to share best practice.
 - **Ongoing delivery** – an established hub in the community connecting the whole system.
- 3.17. The learning from the Harlesden hub will also help inform an approach for adapting the model to meet the needs of other parts of Brent. There are discussions currently taking place to look at other possible areas for testing the approach, including within a health setting.

4.0 Financial Implications

- 4.1. Costs to establish the second phase of the hub have been kept to a minimum. Initial set up costs of approximately £4,300 were incurred in establishing phase 2. This includes minor works to prepare the space in the library, as well as purchasing furniture.
- 4.2. There are ongoing running costs associated with the hub, including backfilling of customer service staff at a cost of £2,115 per month and resource / refreshment costs. Arrangements to fund a full-time coordinator post to support the development of the hub model are currently being explored.
- 4.3. The future financial implications will be need to be assessed as part of the business case development for the longer-term community hub model.

5.0 Legal Implications

- 5.1. None at this stage.

6.0 Equality Implications

- 6.1. The hub approach aims to engage a wide range of residents in an accessible and inclusive environment. In developing the hub 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 diversity monitoring will be introduced as part of the development of future models.

- 6.2. An equality analysis will be carried out as we develop the blueprint for the hub model, informed by learning from phases 1 and 2.

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1. There is a need to provide sufficient staffing levels to meaningfully engage residents as they come into the hub, as well as ensuring a range of skills and expertise to support residents with a range of needs. This is delivered through a multi-agency approach, bringing together resource and expertise from a range of organisations and community groups. There is, however, a need for a minimum level of Council staff at this stage of the hub development. To resource this, backfilling arrangements have been put in place for customer services staff working in the hub. There is also an identified need for a dedicated coordinator post to oversee the running of the Harlesden hub and to continue to build the partnership. Arrangements for this post are being discussed with partners.

- 7.2. Future staffing arrangements will be considered as part of the business case development for the longer-term model.

Background Papers

Update on Outcome Based Reviews and the Harlesden Community Hub – Report to the Equalities Committee (December 2016)
<http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=471&MId=3238&Ver=4>

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DRAFT 2017/18 Equality Strategy Action Plan

Ref EO	Equality objective	Brent 2020	Action	Outcome	Action Owner	Due Date
EO1	To know and understand all of our communities	Demand management	Further streamline and re-launch the Council's Equality Analysis (EA) process to ensure it effectively informs and supports decision-making	Council's EA process is an effective tool informing and supporting decision-making	Andreyana Ivanova	Jul-17
			Carry out an equality analysis of the impacts of the Government's reduced Benefit Cap on Brent residents with protected characteristics (e.g. gender, ethnicity, age) and socio-economic status (incl. family status and household composition) to inform the Council response to the identified needs and gaps	A cross-Council action plan is put in place to help alleviate some of the identified disproportionate impact on Brent residents with protected characteristics	David Oates Andreyana Ivanova	Oct-17
EO2	To involve our communities effectively	Employment and skills	Implement the recommendations agreed by the Equalities Committee and the Task and Finish working group on Eastern European communities:	Emerging Eastern European communities have access to Council services and information about services	Andreyana Ivanova Genevieve George Anthony Jemmott	Jun-17
			- Hold an Open Doors event for local Eastern European communities in June 2017			Sep-17
			- Hold at least two drop-in information sessions in local churches, cafes, schools and community hubs on relevant themes identified			Oct-17 (ongoing)
		Demand management	- Work with Advice4Renters to offer tailored information, advice and assistance for Eastern European residents	Communities are more resilient and cohesive Under-represented groups are effectively involved	Pascoe Sawyers Andreyana Ivanova	Dec-17 (ongoing)
			- Provide support and training to capacity build the organisations and groups working with local Eastern European communities			Mar-18
EO3	To demonstrate leadership in equalities and human rights, both within the council and among partners	Employment and skills	Submit an application to further improve Brent's position on the Stonewall Workplace Equality Index	The Council is an exemplar of good practice on equality, diversity and human rights	Andreyana Ivanova Relevant services and staff networks	Sep-17
		Demand management	Work in partnership with local Deaf communities and organisations to become the third Local Authority that has signed the British Sign Language (BSL) Charter			Dec-17
			Implement the new legal requirements into the Council's annual Gender Pay Gap auditing and reporting processes			Mar-18
EO4	To ensure that local public services are responsive to different needs and treat users with dignity and respect	Employment and skills	Establish a cross-Council Task and Finish group to look at the socio-economic barriers and inequalities experienced by newly emerging Latin American communities and identify recommendations to address these, in partnership with relevant community organisations	Emerging Latin American communities have access to Council services and information about services	Andreyana Ivanova Genevieve George	Mar-18
		Demand management	Establish a cross-Council Task and Finish working group to map out and assess the accessibility of Council services for customers with disabilities, and work in partnership with relevant local community organisations to agree recommendations to address identified inconsistencies and gaps	People with disabilities have a fair access to Council services and information about services they are entitled to	Andreyana Ivanova Margaret Read Relevant services	Mar-18

Ref EO	Equality objective	Brent 2020	Action	Outcome	Action Owner	Due Date
EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Employment and skills	Refresh the Equalities & Diversity training offer available to employees and managers (Cultural Diversity, Inclusive Leadership, relevant front-line services training)	The Equalities & Diversity training offer is refreshed, in line with the Council's Workforce strategy and Brent 2020 Vision	Andreyana Ivanova David Veale	Oct -17
			Revisit and re-launch the Council's Reasonable Adjustments (RAs) process to ensure that employees' needs are effectively identified and addressed	The needs of employees with disabilities and long term illnesses are effectively identified and addressed where possible	Andreyana Ivanova Relevant staff equality networks	May-17
			Roll out a face to face RAs training for managers to further increase their awareness of and confidence in dealing with RAs	Managers feel confident in initiating conversations about and dealing with employees' RAs requests		
			Achieve the Timewise accreditation to drive cultural change and best practice on flexible working	The Council is recognised for and builds on its best practice on flexible working	David Veale Matthew Dibben	Mar-18