

Northolt Project– Update Report

KEY TASKS for this meeting – the LSP is asked to:

1.	Support the approach proposed for delivery of the final phase (to end March 2019) of the Northolt Project, including Year 2 targets
2.	Note the status of the Community Capacity workstream
3.	Note the implications for future sustainability and the links to the wider Future Ealing agenda

A. Scope

The scope of the Northolt Project is to reduce unemployment, build community capacity and improve health outcomes for the residents of Northolt West End and Mandeville wards. The target cohort is:

- Working age adults in receipt of benefits who reside in Northolt West End or Mandeville wards (i.e. 1058 residents at time of project plan, March 2017)
- The Community Champions also take wider referrals from the Northolt Community.

The project aims to: (key measures)	Target Year 1 – 15 months (Jan 2017 –March 2018)	Target Year 2 – 12 months April 2018 – March 2019
Reduce unemployment by getting these minimum numbers of long-term unemployed people back into employment	100 (DWP) – 150 achieved 110 (FSF providers) – 49 achieved	200
Recruit and train 15 Community Champions by June 2018	Complete to end March 2018	Inactive – see Section D
Engage 10 community groups so they are ready to sustain community champions by October 2018	Inactive – see Section D on status of readiness to sustain champions as at July 18	

Full details are set out in the [Northolt Project Plan](#).

B. Progress summary and strategic direction

Lead: Olivia Hargadon, DWP

There have been several factors which have impacted on the planning and delivery of the project at the start of Year 2:

- The Community Capacity workstream is now inactive (see Section D for details), the impact of which is that the involvement of Community Champions in the project is compromised.
- The end of the contracts with external providers under the FSF funding provision at the end of March and the changeover in leadership of the project from Bally Janagal to Olivia Hargadon contributed to a temporary lull in delivery focus. However, we have now re-grouped and are re-energising the partnership arrangements. The rollout of Universal Credit and the commencement of the Work and Health Programme also reflect a

changed delivery landscape, which offer opportunities on which the project aims to capitalise during Year 2.

The areas for development outstanding from the 2017 Action Plan remain valid. In order to progress, we have now agreed:

- With key partners their commitment to Year 2, and to increased presence at the library Thursday hub (also working with further partners to increase the presence)
- to refresh the arrangements at the hub, including a register and calendar of events
- how to address the barriers on the ‘back-end’ of the referrals process between organisations and DWP. These are being actioned by DWP who will establish the referrals process and explain to partners.
- Agreed the data protection arrangements would need to be lead by DWP as the lead partner.
- Agreed that Catalyst would share relevant Northolt customer postcodes with DWP to establish potential cohort for shared working
- Agreed to refresh the mapping of service provision and actively use this with residents at the hub, so that residents have increased access to the most appropriate provision for their circumstances.

Future areas for development remain considering the potential for a resident-led assessment process and improving the progression routes for residents to inform learning on how job and health outcomes can be sustained.

With the project entering its final phase, we will take care during Year 2 to align the project with the aims of Future Ealing including its focus on enabling residents to help themselves and each other. This will build on the learning from the peer-to-peer support aspects of the project as well as how the role of the work coach, and partnership support, needs to flex to best support residents when working in a neighbourhood-based way.

C. Implementation: Reducing Unemployment Workstream	Lead: Vishal Kumar DWP
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The focus for Year 2 of the project is to maximise the opportunities for improved partnership working through the hub at Northolt Library. We are contacting key partners to agree increased presence at the hub – with partners such as Shaw Trust, Twinings and Catalyst Housing recently committing to attending the hub. This increased presence will support a more joined-up offer for residents and enable the project to realise improved outcomes for residents.

D. Implementation: Community Capacity workstream	Lead:, Llainya Offside-Kevaini, GNP
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The Community Capacity workstream commenced in autumn 2016 and runs to October 2018. Funding was provided jointly by the CCG and LBE Public Health (£25k each, plus £10k from Community Safety) at the commencement of the project, but covering a 2 year delivery period. To date, a total of £55k has been invoiced and paid. The funding supported the appointment of a part-time Community Champions Co-ordinator post. The project is monitored jointly by Public Health and the CCG.

During 2017, the Community Champions played a valuable role in supporting fellow residents on the project. There was a natural turnover of champions – with success stories including several champions gaining employment themselves. The sustainability elements of the workstream were emphasised as a priority focus for the latter half of the project.

However, the activities under this workstream faltered in Spring 2018, largely due to absence of the Community Champion Co-ordinator who has left GNP. There are no plans to replace the Co-ordinator for the final phase of this workstream, which is due to end in October 2018.

Expected outputs	By when e/o	Status at July 18
Up to date mapping of the community and residents' groups in the area	Jan 2017	There was positive data for Year 1 of the project, but since April 2018 there is no further activity due to the issues highlighted above and no data to report.
All groups informed about the Northolt Initiative and the Community Champions through email, literature and/or visit	April 2017	
10 groups engage with Development Support (inc. funding support)	May 2017	
15 Community Champions recruited Health Champion (2 days), Mediation awareness and communication skills (1 day) and are trained to by Co-ordinator	April 2017	
PAMs Training session provided to Community Champions and the Community Champions to carry out PAMs Assessments.	July 2017	No PAMs Assessments received by CCG to date.
A secure NHS email account for non-NHS organisations to be created. CCG Network Relationship Manager supported Community Champions Co-ordinator to set up NHS account for sending secure electronic referrals to the Care Co-ordination team.	March 2018	Account incomplete as further verification details and paperwork required from GNP. GNP to update where they are with this?
Referral Pathway from GNP to Care Co-ordination Team created by CCG with GNP. Referrals expected from Community Champions.	February 2018	No referrals received to date. GNP to update where they are with this?
15 Community Champions provided with initial and ongoing training	Dec 2016 (ongoing)	
Community Champions signpost the equivalent of 30 new people to local services per week for 74 weeks = 2220 including Connecting people to health services and activities in the community Connecting people to Domestic violence services Connecting people to legal advice and debt counselling Connecting people to adult learning and language support Long term health issues referred to care co-ordinator ASB issues referred to Community Safety Team Employment issues – JC+ team	May 2017-e/o Oct 2018	
Delivers 16 group supervision sessions for the Community Champions	e/o Oct 2018	
GNP to put in funding applications for additional monies –	By e/o August	

Award for All, Ward Forum, Lloyds? /People's Postcode etc to make up shortfall etc	2017	
Provides monthly written and/or verbal updates	throughout	
Attends regular multi agency meetings and if appropriate Joint Care Mtg	throughout	
10 groups are ready to support Community Champions	e/o Oct 2018	

OUTCOMES

Community Champions	<p>Increased knowledge of services</p> <p>Increased skills and qualifications</p> <p>Increased network of support and partners</p> <p>Increased confidence</p> <p>Improved employability</p>
Community Organisations	<p>Improved links with statutory services and other voluntary sector orgs</p> <p>If required, improved policies and procedures and infrastructure</p> <p>Increased partnership working</p> <p>Raised profile in the community and with the LA</p> <p>Increased capacity of staff and volunteers</p>
Community	<p>Increased access to services</p> <p>Improved confidence in local community groups</p> <p>Increased support networks</p>
Initiative	<p>Sustainability</p> <p>Improved take up of services</p> <p>Information/ services embedded in the community</p>

E. Governance

Lead: Noel Hatch/Jackie Fisk

Milestones	When	Who	Status
Co-ordinating Group meets regularly:	3 May, 7, 27 June, 21 & 29 September, 30 November	JF	Complete
Working Group – Customer Journey workshops	16 and 23 May 2017	JF	Complete
Referrals workshop – covering referrals, tracking and info-sharing	11 July 2017	Sub-group	Complete
Working Group workshops – progressing Action Plan, phase 1 & 2	2 Aug & 21 Sept 2017	JF	Complete
Re-group Co-ordinating Group of partners for Year 2	11 June 2018	JF	Complete

F. Communications

Lead: Co-ordinating Group

During 2017, the Co-ordinating Group regularly agreed the key communications messages to ensure the wider stakeholder group was kept up to date and informed on progress. We have celebrated the work of the Community Champions through magazine article and social media, and used this to promote recruitment of champions. We have circulated a leaflet about the offer available through the Northolt Library Hub. Information about the Northolt Project has featured in a report to Overview and Scrutiny Committee in December 2017 and an article in the LSP Annual Report.

The focus for communications has now shifted to operational communications, including stimulating referrals from wider community partners and operational partnership communications e.g. informal anonymised case-conferencing.

Milestones	When	Who	Status
Communications Plan	April 2017	Co-ord Group	Complete
Regular updates to Working Group, including updated on outcomes of Customer Journey/Delivery Plan workshops and ensuing Action Plan	2017	JF	Complete
Leaflet promoting Hub at library and setting out the offer; Around Ealing and social media promoting the work of Community Champions; Community Champions engagement event on 15 December.	Nov/Dec 17	Steering Group/Hub partners/GNP	Complete
Communications and regular updates between operational partners	2018	DWP	Tbc

H. Risks and Issues Log

Scoring= Probability and impact scale 1 (low) – 5 (high). Max score = 25

No	Risk/Issue	Prob-ability	Impact	Score	Mitigation	Status
1	Resident engagement levels are too low	4	5	20	Sustainability planning through Community Champions/Engagement workstreams.is compromised by absence of a Community Champion Coordinator role since April 2018 Lack of register of attendees at Northolt Library being addressed by DWP – this will give an additional tool for measuring engagement with multi-agency team at hub.	Red
2	Insufficient Community Champions recruited	5	5	25	Whilst this was successful, and overall targets for the project achieved in Year 1, the absence of activity from	Red

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					April 2018 onwards will impact on the recruitment and sustainability of champions in the last phase of the project.	
3	Insufficient referrals	5	5	25	DWP addressing issue of barriers on referral pathways and exploring how best to meet optimum customer journey– to be addressed through Partnership Action Plan. Currently red pending set up and testing of referral pathways	Red
4	Introduction of Universal Credit impacts on DWP capacity to support the project	5	4	20	Dedicated named person allocated to Northolt Project.	Green
5	Year 2 will be impacted if no further external funding identified (currently FSF funding for external providers)	4	5	20	DWP reviewed Year 2 support and once it has refreshed partnership working arrangements at the hub, will explore via Dynamic Purchasing System should gaps in needs being addressed be identified.	Amber
6	CCG set up Referral pathway with GNP Community Champions Co-ordinator in February 2018. No referrals made to date to the NHS Care Co-ordination team. Referral pathway option available to DWP.	5	5	25		Red
7	Patient Activation Measures(PAMS) Training was provided to Community Champions by CCG. No PAMS Assessments received by CCG to date. Training available for DWP staff	5	5	25		Red