

Northolt Project– Update Report

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

1.	Note the status of the project, and progress against targets in delivering the final phase of the Northolt Project (to end March 2019)
2.	Note the evaluation report requested by the LSP is delayed and will be brought to the January 2019 LSP meeting. This will focus on 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	Target was 100 (DWP) – 150 achieved Target was 110 (FSF providers) – 49 achieved	Target is 200 (DWP) - 52 achieved to date, with records for a further 70 residents being checked
Recruit and train 15 Community Champions by June 2018	Complete – by end of Year 1, 20 Champions recruited with average of 7 active Champions.	3 new Community Champions recruited taking total to date 23 recruited. 6 currently engaged.
Engage 10 community groups so they are ready to sustain community champions by October 2018	Information awaited – to be covered in January 2019 evaluation report	

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

B. Progress summary and strategic direction

Lead: Olivia Hargadon, DWP

Following the lull in project activity at the end of Year 1 as reported at the last LSP meeting, a more ambitious target of 200 long term unemployed residents into employment was agreed for Year 2.

We can report that 122 Northolt customers are no longer in receipt of benefit, of whom **52 are as now in employment**. This exercise is currently ongoing as there have been some

challenges in engaging with customers now that they are no longer claiming benefit. The DWP team is attempting to contact the remaining 70 to confirm their employment status.

See Section D for an update on progress on the Community Capacity workstream, which has now regrouped for the final phase of its delivery. Funding for the Community Capacity workstream by CCG and Public Health was always due to finish at the end of October 2018, and GNP are uncertain if they can commit to continuing to have a presence post October. DWP is in discussions to establish if there is additional funding what activity can GNP commit to delivering for the remaining five months

Activity at the Hub at Northolt Library continues – see Section C for an update.

We held a partnership Co-ordinating Group meeting in October 2018, however this was attended only by DWP, Ealing Council and Catalyst with apologies from other partners. There is still lots to do to improve operational communication and joint working in order to maximise the benefits to Northolt residents. Therefore, we plan to hold a wider partnership event later in the autumn.

DWP had also underestimated the level of resource required to manage this Project effectively given the wide scope of partnership activity and administration required to ensure data capture. We have now recruited a Project lead to review the strategic direction of the Project and take responsibility for maximising delivery for the remainder of the operational year- including line management of the two DWP staff members undertaking outreach activity. The new DWP Lead will be providing an evaluation report with recommendations for next steps which they will present at the January LSP. This will include customer insight from Northolt residents.

C. Implementation: Reducing Unemployment Workstream

Lead: Ned Sharpe DWP

The focus for Year 2 of the project is to maximise the opportunities for improved partnership working through the Hub at Northolt Library. A key component of this has been the introduction of themed events at the Hub which are aimed at addressing specific issues that some Northolt customers face, or at promoting a specific training or employment opportunity that a delivery partner is offering. The appropriate delivery partners are invited to attend the Hub when the theme is relevant to them, and Jobcentre Plus staff ensure they invite customers that are most likely to benefit from the services that are on offer. This arrangement allows delivery partners to focus their resources more effectively, and ensures that the customers that are invited have the best chance of receiving support that is appropriate to their situation.

The following is a list of the events that have taken place in recent weeks at the Northolt Hub:

- The Health Trainers Programme sent a representative to offer free health check-ups to Northolt customers on the 30th of August 27th of September, and the 11th and 25th of October. The representative accepted both pre-booked appointments and walk-ins, and offered to measure customers' blood pressure, height, weight, and BMI. They were also able to offer health and lifestyle advice as and when appropriate. An average of 10 customers would make use of the service on each of the above dates.
- GNP held a health fair on the 27th of September and throughout October to provide customers with information and advice on health related activities and opportunities in the local area. Advice was offered on an ad-hoc basis to anyone who was interested,

and their presence provided an opportunity for customers to follow up on any advice offered to them following a health check-up.

- Healthy Homes Ealing sent representatives on the 6th and the 20th of September. This allowed customers to book a Green Doctor home visit, in which they would receive free advice on how to make their homes healthier environments to live in, with a focus on ensuring they were well prepared for the winter months. This would help customers to reduce their energy bills. Details of referrals in table below.
- Pinnacle People sent representatives on the 20th of September to promote their Launchpad programme, which is an employment programme targeted towards helping lone parents get back into work. Ealing JCP staff booked-in over 15 lone parents to attend this session.
- Since the 27th of September, GOSAD have offered free English classes to Northolt customers on Wednesdays and Thursdays. These have proven very popular, and continue to be well attended, and are now in fact operating at full capacity.
- The Shaw Trust has also been sending a representative every week since the 27th of September to take referrals to the Work and Health Programme, and to provide information on the WHP to customers who may benefit from it. The number of bookings for the Shaw Trust ranges between 8-11 customers each week. As with the English classes, the Shaw Trust will continue to attend regularly.
- GetSet have sent representatives to the Hub on various dates in October to deliver employability training sessions to customers enrolled on a programme aimed at securing them flexible employment in the catering industry. GetSet also used the opportunity to promote their organisation more broadly on a drop-in basis.
- Strive Training sent a representative on the 18th of October to give a presentation on a training and employment programme designed to get candidates work as warehouse stock-takers. This event was set up at very short notice, so it was only possible to book four customers in to attend, but a positive relationship has now been established with Strive, and the possibility of future events remains open.

The Hub has also been attended by Disability Employment Advisers and Catalyst Housing, each of which offered drop-in sessions. In both cases, however, there was limited attendance at the Hub, and both organizations felt they could not justify committing the resources necessary to attend regularly without assurances that they could expect more interactions with potential customers.

Going forward, Ealing JCP staff are in discussion with additional potential delivery partners to offer similar themed events. These include the YMCA (who conduct programmes aimed specifically at young people), and Kennedy Scott (who offer a bespoke support programme to help particularly vulnerable customers get back into work).

D. Implementation: Community Capacity workstream

Lead:, Lainya Offside-Keivani, GNP

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. It supported the

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appointment of a part-time Community Champions Co-ordinator post. The project is monitored jointly by Public Health and the CCG. Following a lull in activity at the end of Year 1 with an extended period of sickness then departure of the coordinator, the workstream has regrouped and recent activity has included:

Expected outputs	By when e/o	Status at Oct 18
Up to date mapping of the community and residents' groups in the area	Jan 2017	Ongoing
Detail Initial mapping completed. Full scale mapping of the community is an ongoing task.		
All groups informed about the Northolt Initiative and the Community Champions through email, literature and/or visit	April 2017	Ongoing
Details Work continues through regular promotion using email updates to local community groups (43 groups), residents associations, primary schools GNP Facebook page (375 followers), ECVS e-newsletter, face-to-face outreach at events, talks, fitness classes, word of mouth: neighbours, parents at school, friends.		
10 groups engage with Development Support (inc. funding support)	May 2017	Ongoing
15 Community Champions recruited Health Champion (2 days), Mediation awareness and communication skills (1 day) and are trained to by Co-ordinator	April 2017	Achieved
Details ongoing as Champions move on to employment and new Champions recruited		
PAMs Training session provided to Community Champions and the Community Champions to carry out PAMs Assessments.	July 2017	New session needed for new recruits.
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	Not achieved
Referral Pathway from GNP to Care Co-ordination Team created by CCG with GNP. Referrals expected from Community Champions.	February 2018	Not achieved
15 Community Champions provided with initial and ongoing training	Dec 2016 (ongoing)	Achieved
Detail Latest training for new CCs: <ul style="list-style-type: none"> - X2 Make Every Contact Count MECC training referrals - 2-day RSPH "Help Your Health" Community Health Champions training: CC signed up to attend on 15/16 Nov in Hanwell - First Aid training: CC signed up to attend on Fri 2 Nov at Grand Union Village Community 		

Centre		
- Mindfood Growing Wellness courses x2		
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/0 Oct 2018	Ongoing
<p>Detail</p> <p>Recent health-based activity:</p> <ul style="list-style-type: none"> - CCs led health fair in July. - Weekly Health & Community information Stall August – October at Hub Offering signposting and leaflets/booklets about various health issues and barriers, physical activity focus throughout August, self-care, cancer awareness, signposting to local events, programmes and exercise classes. - 30 August: Ealing One You health check offered: 12 Blood Pressure (BP) checks, - 3 referrals to free 6-week health trainers programme, - 1 GP referral - 06 September: Ealing Healthy Homes (12 people visited the stall to talk to specialist advisor, 4 Green Doctor referrals for home visits) - (12 people) engaged on health and community info stall discourse blood pressure - 13 September: Spectra health checks (11 health checks), sexual health info, BP checks (13), HIV checks (1), GP referrals (8) + health and info stall - 20 September: Ealing Healthy Homes (3 people visited the stall, 1 Green Doctor referral for home visit) + health and community info stall (7 people visited), 27 September: Ealing One You health checks + health and community info stall - 03 October: Health and community info stall, mental health awareness focus throughout October - 11 October: Ealing One You health checks (4 BP checks, no referrals required) + health and community info stall - 18 October: Health and community info stall (3 people) - 25 October: Ealing One You health checks (15 BP checks, + health and community info stall (10 people) <p>Recent outreach activity:</p> <ul style="list-style-type: none"> - 30 June: Greenford Carnival, Ravenor Park (information made available to 215 people, community champion supported the GNP healthy eating activity and health info stall) - 15 August: Diabetes awareness talk by community champion Anna at Elm Lodge Carers Centre, Northolt (11 carers) - GNP “Ladies only” Zumba class, Greenford Community Centre (16 ladies reached, community champion Mona volunteering) - GNP “Ladies only” multi-sports sessions, Hall next to Pure Gym Northolt (12 ladies reached, champion Mona volunteering) - 16 September: Perivale End of Summer Fayre and Parade, Perivale (171 people, 12 people referred to Northolt Hub, champion Mona supported the event) - 22 September: The Big Scout Event Northala Fields, Northolt (60 people, 2 people referred to 		

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Northolt Hub) <ul style="list-style-type: none"> - 29 September: Apple Day at Horsenden Farm, Perivale (75 people, 3 people referred to Northolt Hub, Champions Manjit and Mona supported the event) - Vicar’s Green Primary School, Northolt: Mona left information for the head of school to consider and spoke to parents at the school (12 parents) - Teacher Support training referral participant starts on Friday 2 Nov - Harrison’s catering training referral participant awaiting decision after attending interview - ESOL English classes referrals at least 1 lady joined as a result of GNP signposting 		
Delivers 16 group supervision sessions for the Community Champions	e/o Oct 2018	Achieved
GNP to put in funding applications for additional monies – Award for All, Ward Forum, Lloyds? /People’s Postcode etc to make up shortfall etc	By e/o August 2017	Ongoing
Provides monthly written and/or verbal updates	throughout	Ongoing
Attends regular multi agency meetings and if appropriate Joint Care Mtg	throughout	Ongoing
10 groups are ready to support Community Champions	e/o Oct 2018	Awaiting outcome of bid.
Detail Outcome of Community Connectors bid will impact the capacity of groups to support Community Champions.		

OUTCOMES

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

E. Governance

Milestones	When	Who	Status
Co-ordinating Group meets regularly:	3 May, 7, 27 June, 21 & 29	JF	Complete

	September, 30 November		
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
Co-ordinating Group Year 2 (limited partnership attendance)	29 August	DWP - OH	Complete
Wider Partnership meeting to be convened to progress final delivery phase	Autumn 2018	DWP - OH	Pending

F. Communications

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 2017.

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
Review and re-circulate flyer for the Hub	Autumn 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	5	5	25	<p>Sustainability planning through Community Champions/Engagement workstreams.</p> <p>Lack of register of attendees and a themed calendar at Northolt Library being addressed by DWP – this will give an additional tool for measuring engagement with multi-agency team at hub.</p>	Amber
2	Insufficient Community Champions recruited	1	5	5	<p>Monitoring of project plan, and considering additional channels for engagement using partner influence and reach.</p> <p>Sustainability of existing expectations of CCs and ways to improve what the Project offers to them under consideration.</p>	Amber
3	Insufficient referrals	5	5	25	<p>DWP addressing issue of barriers on referral pathways and exploring how best to meet optimum customer journey.</p> <p>Recent increase in activity at Thursday Hub has increased referrals (e.g. to Shaw Trust, Strive, etc.). Aim is to build on this progress through increasing attendance and improving variety of delivery partners engaged.</p> <p>Currently, 3 partners attend regularly; 3 others attend periodically; relationships with several additional potential partners being developed.</p>	Amber
4	Introduction of Universal Credit impacts on DWP	5	4	20	Dedicated Project Lead appointed autumn 2018 to oversee final phase.	Green

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	capacity to support the project				Opportunities to adapt service of Northolt Project to needs of UCFS customers currently being scoped. Proposals to follow in due course.	
5	Year 2 will be impacted if no further external funding identified (currently FSF funding for external providers)	2	5	10	DWP reviewed Year 2 support and confirmed will explore via Dynamic Purchasing System should gaps in needs being addressed be identified.	Green
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	GNP to follow up with CCG. Consideration of changes to existing pathway to be completed in advance of March 2019.	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	GNP to follow up with CCG.	Red