

Ealing's LSP Executive Board

Item number 5

Title of report: Future approach for the LSP

Date of meeting: 5 November 2018

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Lead Board Member: Cllr. Julian Bell, Chair of the Ealing LSP

Summary

1. The LSP is a key contributor to maintaining Ealing's strong partnership working ethos. As the LSP agrees a forward-looking vision in the Borough Plan and to maintain this focus, it is timely to consider whether the project approach adopted by the LSP over the last few years remains the most appropriate format for the future. Given the stretched resources and capacity of all partners, it is important to ensure that the LSP is confident in the added value of its work programme and how it is supported.

Background - strong partnership working in Ealing

2. The LSP last reviewed its approach and terms of reference in January 2015. There was strong endorsement of the LSP's continued role as a strategic partnership forum for influencing the high-level challenges facing Ealing. Given that the partnership funding pot previously available through the LAA arrangements was no longer available, the LSP Board agreed to shift its approach to one where partners collaborated and aligned resources and activity around common causes. This resulted in the LSP agreeing to work on a small number of joint priorities where it could add value, with tightly scoped areas of focus and a collective commitment from board Members to work together with a named Board member acting as lead.
3. Ealing benefits from strong partnership working, for which it was commended by the recent LGA Peer Review. Partnership working happens at many levels – whether collaboration between front-line workers, at an organisational level such as between voluntary sector and statutory organisations, or through formal strategic and delivery partnership meetings and bodies. The LSP complements other key partnerships such as:
 - The Health and Wellbeing Board whose members work together to deliver the priorities set out in the Health and Wellbeing Strategy and wider health outcomes to improve the health and wellbeing of residents and reduce inequalities.
 - The Safer Ealing Partnership, which is the community safety partnership for Ealing, co-ordinating and monitoring the combined actions of all agencies tackling crime and anti-social behaviour and its cause and effect.
2. The LSP Executive Board is well supported by its members with an overall good attendance record, including at the occasional extended workshop sessions. In addition to the focus on agreed priority areas, partners share valuable regular updates and network informally. Over the last year, the LSP has worked together to develop the partnership approach to Future Ealing. Future Ealing is the programme of work to develop a shared vision for the borough over 2018-22 through the Borough Plan. The

LSP has agreed to act as the strategic over-arching governance board for partnership activity in relation to Future Ealing.

Recent LSP work programme

- Since the 2015 review, the LSP work programme has focussed on a small basket of priority projects. At its January 2018 meeting, the Board agreed to have a focus on the growing economy and healthy and active outcomes. Whilst other areas have been touched on, in practice the LSP work programme is currently:

Future Ealing Outcome	LSP Projects	Status
Outcome1- A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes and skills.	Employer Engagement; supporting young people aged 16-25 with learning disabilities into employment	Inactive
	The Northolt Project – intended as a demonstrator of cross-systems working to support the Health and Wellbeing Strategy	Live
Outcome 4- Residents are physically and mentally healthy, active and independent.	<i>Let's GO Southall</i>	Live

- The Employer Engagement Project:** was initiated at the January 2018 meeting and is sponsored and lead by West London College. An initial partnership workshop to scope the project was held in the spring and there is strong agreement from partners on the added value it could bring. The college supports the project in principle and agrees that to be successful such a partnership project needs to have robust project management. However, the college is unable to provide the capacity to adopt this co-ordination role. The project is therefore inactive.
- The Northolt Project:** is a 2-year project aimed at reducing unemployment, building community capacity and improving health outcomes for the residents of Northolt West End and Mandeville wards. The sponsor and lead partner is DWP. Whilst now in delivery phase (until it finishes in March 2019) and pro-actively lead by DWP, the lack of clear project support arrangements at the outset of the project in autumn 2016 necessitated a review in March 2017 and a year's programme support was provided by the council.
- Let's Go Southall** is a Sport England funded project to increase levels of physical activity and decrease levels of sedentary behavior as a means of improving health and wellbeing amongst Southall residents. Reporting to the LSP has not yet commenced, but will be requested as it enters its implementation phase.

Issues arising

- Structure and approach:** Since 2015, the LSP has adopted a project approach on identified opportunities where there is common cause. It looks to align resources and activity, pinpointing where to focus effort, identifying the scale of change required and how best to deliver it. Given the increasingly strained capacity and resources across partners to support, including the investment needed to co-ordinate and manage such projects, it is now timely to review this approach including role and membership.

Similarly, other London authorities are reviewing their partnership structures to reflect the changing policy and financial landscape.

Some partners have experienced changes in governance in recent years – for example the London wide reconfiguration of BCU areas.

The recent election of a new leadership team to Ealing Community Network may also mean that it is appropriate to test whether the current format is the best way of delivering on the shared priorities between VCS/Council and CCG set out in the Compact.

Currently, business members on the board are MakeitEaling, Danone and Chamber of Commerce. Danone's premises have moved out of the borough and whilst they would have preferred to continue to attend, due to resource pressures they have stood down from the board. Ealing Chamber of Commerce has not been an active board member and has recently closed its local branch. Depending on the future direction of travel for the LSP, business representation on the board may be one of the topics to revisit.

5. **Areas of focus:** The LSP aims not to duplicate areas of work covered by the successful delivery partnerships in Ealing such as the Safer Ealing Partnership, but to add value. It has focussed recently on two outcomes – economic growth and healthy and active. Given that there are opportunities through the Health and Wellbeing Board to collaborate on the healthy and active outcome, the Board may wish to focus more, for example, on how strategic partnership working on economic growth could be best addressed.
6. In choosing its projects, the LSP has aimed to identify those which can add sufficient value such as the Northolt Project which was intended as a demonstrator of cross-systems working to support the Health and Wellbeing Strategy. The LSP may wish to consider if this project approach remains the most appropriate and how to ensure the focus on added value can be maintained for the future. Given that any projects agreed by the LSP also tend to address known gaps in delivery of shared strategic priorities, the LSP needs to consider how these will be addressed through other partnership fora, if not through its own work programme

Options on way forward

7. Some (non exhaustive) ways forward for the future approach for the LSP could include:
 - Continue with the current model with a renewed commitment to resourcing project activity
 - Adopting a singular focus on the economic growth, employment and skills outcome. The membership, role and ways of working is reviewed in the light of this.
 - Retaining the over-arching governance role for Future Ealing but shifting to a focus on strategic networking, without a dedicated work programme.
 - Continuing with a project approach on joint priorities where there is clear added value, with partners making a financial contribution to support co-ordination and project management of this work programme.
8. For the Board to discuss and agree a way forward for the LSP, it is proposed that the council co-ordinates a review of the LSP by:
 - engaging individually with each LSP partner during November

- arranging group meetings in early December, as appropriate, on areas of common interest
- Summarising discussions and bringing recommendations to the January meeting

Recommendations

- **That the LSP agrees to review the LSP approach and structure, and approves the suggested process above**