

Local Strategic Partnership Executive

AGENDA

21st January 2019

Committee Room 1, Ground Floor, Perceval House, Ealing
4.30pm – 6.30pm (networking from 4.30pm)

Time	Report title	Leading	Comments	Purpose
5.00	1 Welcome and Apologies Minutes and Matters Arising	Cllr Julian Bell <i>Leader of the Council LBE</i>	Minutes from 5th November 2018 meeting	To agree the minutes of the previous meeting as correct.
5.05	2 LSP review – our new approach	Kieran Read <i>Director of Strategy and Engagement LBE</i>	Responding to recent partner engagement. Supporting paper attached that present high level messages Leading on to a partner discussion on how the LSP can improve how it works	Feedback to be captured from this discussion session and added to the individual consultation responses Will form a proposal for the LSP Exec Board to agree on the 1 st April 2019
5.45	3 Let's go Southall project update	Janpal Singh Basran <i>Vice Chair, ECN</i> Chris Bunting <i>Assistant Director of Leisure LBE</i>	Presentation on the Let's go Southall project, providing update on the project	For information
5.55	4 Brexit – Update from Ealing partners	Paul Najsarek <i>Chief Executive, LBE</i>	Scene setting presentation on the Council position Partnership discussion to establish where organisations are in relation to Brexit negotiations	For discussion, information share and future planning
6.15	5 Partner updates on key issues and Close	Cllr Julian Bell <i>Leader of the Council LBE</i>		Key partner updates

Membership of the Executive Board

Board Member	Title	Organisation
Julian Bell (Chair)	Leader of the Council	London Borough of Ealing
Paul Najsarek	Chief Executive	London Borough of Ealing
Tessa Sandall	Managing Director	Ealing Clinical Commissioning Group
Lainya Offside-Keivani	Chair	Ealing Community Network
Chris Blake	Director of Commercial Development	London North West Healthcare NHS
Dele Ryder	Partnerships and Fundraising Manager	A2 Dominion
Paul Martin	Borough Commander	Metropolitan Police Service
Janpal Singh Basran	Vice Chair	Ealing Community Network
Lesley Dodd	Vice Chair	Ealing Community Network
Olivia Hargadon	District Operations Manager, West London District	Job Centre Plus
Karen Redhead	Principal	West London College
Sarah Rushton	Director of Local Services	West London NHS Trust
Ben Moore	Borough Commander	Ealing Fire Brigade
Peter John	Vice Chancellor	University of West London
Andrew Rollings	Chair	Makeitealing.co.uk
Sue Cooper	Head of Business Development	Catalyst Housing

LOCAL STRATEGIC PARTNERSHIP FOR EALING

EXECUTIVE BOARD MEETING

Monday, 5th November 2018 at 5.00pm

Committee Room 5, Perceval House Ealing W5 2HL

MINUTES

ATTENDANCE

Executive Board Members	
Julian Bell (Chair)	London Borough of Ealing
Paul Najsarek (PN)	London Borough of Ealing
Neha Undakat (NU)	Ealing Clinical Commissioning Group
Chris Blake (CB)	London North West Healthcare NHS
Paul Martin (PM)	Metropolitan Police Service
Helen Flanagan (HF)	MPS Head of Safeguarding
Janpal Singh Basran (JSB)	Ealing Community Network
Lesley Dodd (LD)	Ealing Community Network
Olivia Hargadon (OH)	Job Centre Plus
Charles Nelson (CN)	West London College on behalf of Karen Redhead
Sarah Rushton (SR)	West London NHS Trust
Andrew Rollings (AR)	Makeitealing.co.uk
Also attending	
Stephen Meah-Sims (SMS)	LBE Head of Strategy & Performance
Mohammed Ahmed (MA)	LBE Policy Officer (Secretariat)

1. Welcome and Apologies (Agenda item 1)

The Chair welcomed all LSP members in attendance and asked all those present to introduce themselves.

Following introductions, the Chair said that apologies for absence had been received from:

- Lainya Offside Keivani, Ealing Community Network
- Ben Moore, Fire Service
- Peter John, University of West London
- Dele Ryder, A2 Dominion
- Peter John, University of West London
- Sue Cooper, Catalyst Housing

2. Minutes and Matters Arising (Agenda item 2)

The Chair wanted to formally record his thanks to the former Chair of the ECN (Andy Roper) and the two Vice Chairs (Anna Whitty and Ricky Singh) for their contributions to the LSP and wished them well for the future. He also welcomed the newly elected ECN reps (Lesley Dodd and Janpal Singh Basran) to the LSP and looked forward to working with them.

RESOLVED:

That the minutes of the meeting of the LSP Executive Board held on 16 July 2018 be agreed and the Chair be authorised to sign them as a true and correct record.

3. Future Ealing Update (Agenda item

3) Borough Plan

The Chair mentioned that the draft Borough Plan was developed from the input of partners and put together by Officers and was circulated to LSP Members in advance of the meeting.

It's a partnership document and a statement of where we are and what we are trying to achieve.

It will be a working document that the LSP will keep adapting it as things arise.

It will report back on progress, achievements and challenges once a year.

Comments and feedback received from LSP Members:

- People marginalised from the workplace, need the Borough Plan to address and capture people who want to work but cannot due to factors, such as health or disability (LD).
- The Chair agreed and requested Officers to make the point more explicit in the document and to make clear ways in which we will support people with learning disabilities back into work.
- The 'Let's Go Southall' project mentioned in Outcome 1, should also be mentioned in the Appendix (Outcome 4) (JSB).
- DWP's employment focus and the need to emphasise this in the Borough Plan. Officers agreed to review the text on this (OH).
- The Chair mentioned that big partnership projects need to have LSP oversight and asked about how we track the work of the Borough Plan.
- Themed LSP meetings. Discuss this further as part of the review discussion (JN).

ACTIONS:

- | | |
|------------|--|
| 5/11/18/3a | LBE Strategy Team to reflect the comments for amendments. |
| 5/11/18/3b | Secretariat to circulate the amended Borough Plan to LSP Members. |
| 5/11/18/3c | Explore appropriate performance framework for reporting back to the LSP Exec Board in future (PN). |

4. The Northolt Project (Agenda item 4)

Department for Work and Pensions (OH) provided a summary of progress update on the Northolt Project.

Successes and challenges particularly around engaging with those furthest from the job market and the under estimation of resources required to meet the targets set, data collection and project sustainability.

A more detailed progress and evaluation report will be provided at the LSP Executive Board in January 2019.

Liaise with a named contact from Health for Department of Work and Pensions to further strengthen the partnership work (NU).

ACTION:

- | | |
|------------|---|
| 5/11/18/4a | Provide evaluation report for LSP Executive Board meeting in January 2019 (OH). |
|------------|---|

5. Future approach for the LSP (Agenda item 5)

The Chair highlighted that given the stretched resources and capacity of all partners and new members joining the Board, it was a good time to reflect and review the LSP approach (including role, membership and structure) and assess whether the current format is the best way of delivering on the shared priorities between partners.

The Chair added that since the 2015 review, the LSP work programme has focussed on a small set of priority projects. At the January 2018 meeting, the Board agreed to have a focus on the growing economy and healthy and active outcomes.

Comments from other Members:

- Take a project approach and keep focus on employment and skills.
- Needs better buy-in from all partners and adequate resources made available.
- Issue of capacity and models of practice.
- Value in retaining employment and skills focus and networking opportunities.
- Need to find creative ways to help people find work and keep people in work.
- DWP has a Flexible Support Fund - provides options for funding.
- Due to overlaps in areas, the LSP Executive Board needs more business representation and connection with the West London Alliance.
- Borough Plan to be connected to the LSP for oversight.

RESOLVED:

The LSP Board agreed to continue with the current project based model with a renewed commitment to resourcing and partnership working.

ACTIONS:

- | | |
|------------|--|
| 5/11/18/5a | The council Strategy & Performance team to co-ordinate and continue the discussion on LSP review by: <ul style="list-style-type: none">▪ Engaging individually with each LSP partner during November 2018.▪ Arranging group meetings in early December 2018, as appropriate, on areas of common interest.▪ Summarising discussions and bringing recommendations and proposals to the January 2019 meeting. |
| 5/11/18/5b | LSP Executive Board to consider ways to securing more business representation. |

6. LSP Annual Report 2017/18 (Agenda item 6)

Ealing Council, Head of Strategy & Performance (SMS) discussed the LSP Annual Report 2017/18, due at the Ealing Council Overview and Scrutiny Committee in December 2018.

The report provides an update on progress with major LSP projects and will focus on the new Borough Plan as an outline of future work.

The Chair mentioned that for several years OSC has scrutinised the Local Strategic Partnership (LSP) each autumn, reviewing the progress and achievements of the LSP in the past year.

It provides a useful challenge and opportunity to share and justify the LSP work programme.

- Since 2009, a number of partners from the LSP Executive Board attended the Overview and Scrutiny Committee meeting with the Leader to present this report. The Leader would value two partners to join him at the Overview and Scrutiny Committee on the 6th December 2018 at 7pm.

ACTIONS:

- | | |
|------------|---|
| 5/11/18/6a | Strategy Team to produce the Scrutiny report in conjunction with strategic partners |
| 5/11/18/6b | Secure the two partners to join the Leader (Chair of LSP) |

7. Forward Plan (Agenda item 7)

Outline of the upcoming agenda items.

The Chair invited members of the LSP to contact the Strategy Team (MA) if they had any suggestions for topics for discussion at the January or future meetings.

ACTIONS:

- | | |
|------------|--|
| 5/11/18/7a | Include the following items for January 2019 meeting: <ul style="list-style-type: none"> • Police - Community Safety Plan 2019/20 • Brexit - implications for Ealing • LSP future approach proposal discussion and sign-off • 'Let's Go Southall' - project update • Northolt Project – Evaluation Report |
|------------|--|

8. Round Table Updates (Agenda item 8)

Council (Chair and PN):

- Funding from the Mayor on genuinely affordable homes - £99m from the Mayor - the second largest allocation in London – council will deliver the largest numbers of homes in London.
- Ofsted follow-up visit. Ofsted will issue a report in due course.

Police (PM and HF):

- Knife crime is going down but more needs to be done. Schedule of activity to reduce knife crime, youth violence and focus on protecting vulnerable individuals.
- Overall crime is down in Ealing by 0.5% and criminal gang activities have been disrupted due to some recent high value arrests and successful police operations.

West London NHS (SR):

- West London NHS Trust have been selected as the provider for the Ealing 'Out of Hours' contract and was keen to work with all partners to improve health outcomes for local people.

MakeitEaling (AR):

- Brexit uncertainty particularly in the retail, construction and commercial sector linked to Crossrail.
- On the local retail side – Dickens Yard is open but not yet fully let.

Ealing Community Network (LD and JSB):

- New ECN members still need to meet and to go through work plan and engagement work with the statutory sector. Shared the good news that they have been shortlisted for a Social Injustice award. Secured Acer as a corporate sponsor. Looking to work with Google and Microsoft on digital isolation.
- Southall digital inclusion project and mentioned the need to navigate ways to improve approach to improve inclusion to services.

DWP (OH):

- Recent Budget announcements regarding Universal Credit rollout and impact from DWP point of view.
- Budget illustrated a change in policy and further allocation of resources to support claimants transitioning to UC, which is positive.
- The local UC roll-out by December 2019.

West London College (CN):

- New opening of the West London construction academy.
- More young people being offered apprenticeships and internship opportunities.
- Focus on supporting young people with autism and other learning difficulties.

London North West Healthcare (CB):

- After 9 months work and very careful consideration the Trust Board of LNWUH took the difficult decision in August 2018 to withdraw from the Ealing Out of Hospital Tender process, as the Trust did not feel that the scope of services in the tender could be delivered safely and to the required level of quality within the specified financial envelope.
- The formal award of the contract remains subject to the outcome of the shadow NHSE/NHSI ISAP assurance process. Subject to this being confirmed LNWUH wishes WLH success with the contract and will be fully engaging in the process to transition the service, which is likely to be a complex and challenging process.

CCG (NU):

- The CCG will work to ensure continuity of services following recent tendering process.
- Getting ready for winter planning, campaigns, staffing, opening hours and systems running.
- Launched a new app, called Health Help Now.

9. Any Other

Business None.

The Chair thanked everyone for their attendance.

The meeting ended at 6.30 pm.

Summary Action Log`

Reference	Task(s)	Responsible	Complete by	Status
5/11/18/3a	LBE Strategy Team to reflect the comments for amendments.	MA	16/11/2018	Completed
5/11/18/3b	Secretariat to circulate the amended Borough Plan to LSP Members.	MA	07/12/2018	Completed
5/11/18/3c	Explore appropriate performance framework for reporting back to the LSP Exec Board in future (PN).	MA / SMS	07/12/2018	Progressing
5/11/18/4a	Provide support to DWP for completion of evaluation report for LSP meeting in January 2019 (OH).	MA	14/12/2018	Deferred to next LSP Exec Board on 15/4/19
5/11/18/5a	The Council SPP officers to co-ordinate and continue the discussion on LSP review by: -Engaging individually with each LSP partner during November 2018. -Arranging group meetings in early December 2018, as appropriate, on areas of common interest. -Summarising discussions and bringing recommendations and proposals to the January 2019 meeting.	MA	14/12/2018	Completed
5/11/18/5b	LSP Board to consider ways to securing more business representation.	SMS / MA	21/12/2018	On-going
5/11/18/6a	Strategy Team to produce the Scrutiny report in conjunction with strategic partners	SMS	21/11/2018	Completed
5/11/18/6b	Secure the two partners to join the leader / Chair of LSP	SMS / MA	21/11/2018	Completed
5/11/18/7a	Include the following items for January 2019 meeting: Police - Community Safety Plan 2019/20 Brexit - implications for Ealing LSP future approach proposal discussion and sign-off 'Let's Go Southall' - project update Northolt Project – Evaluation Report – Deferred to April 2019	MA	16/11/2018	Completed

Report for Executive Board

Date of meeting: 21st January 2019

Title: Review of Ealing's LSP Executive Board

Report from: LB Ealing – Strategy and Performance Team

Author: Stephen Meah-Sims, Head of Strategy and Performance,
Ealing Council

1. Summary

At the last meeting of the LSP Executive Board in November 2018 it was agreed to review the operation of the Board and this report sets out the main findings and next steps in the process.

The LSP Executive Board has reflected on its relevance, role and purpose. Now more than ever is the need for partners with a vested interest in Ealing to come together. The central question to the review has been 'what does the Executive Board need to do to maximise partnership working to its full potential?'

Overall, Board Members felt there was a clear need for the Board to continue. The current financial pressures experienced by the public sector is forcing radical solutions to ensure quality or services and opportunities for people in Ealing. The need to ensure public resources are effectively utilised means that a forum for senior executives was more important now than ever. In these circumstances Board Members were keen to see the Board having more impact and influence to tackle the strategic challenges facing Ealing. Also, to take advantage of the considerable opportunities available to the borough. The recently agreed Borough Plan set out a clear set of shared priorities.

All Board Members who responded felt that although partnership was strong there was room for improvement in how the Board operates and there was a recognition that there was a need for a shift in approach. Since 2015 the the Board has focussed on overseeing a small selection of projects in response to reduced resourcing. However, with the scale of the challenges facing Ealing, the Board could use combined resources to actions where there was common cause.

There is a considerable amount of successful partnership activity in the borough, yet clarity on what is being done and where could be better, to ensure that there is a clear understanding, not only for the Executive Board but for members of other partnerships. Achieving clarity would assist in vital relationships between partnerships, thus strengthening the partnership approach in Ealing.

2. Discussion

Following discussions with individual members of the LSP Executive Board, several common themes for further discussion have been identified for the Executive Board on the 21st January 2019. It is worth highlighting the tone of discussions to date with respect to each area below.

I. Definition of LSP and role of the Executive Board

Feedback here related to wanting a common understanding of 'LSP,' with specific examples that include:

- Does 'LSP' refer to the Executive Board or does it encompass all partnership boards illustrated below (Figure 1).

Figure 1



- There is confusion about this and will benefit from being clarified.
- There is an understanding and appreciation of individual board governance and sovereignty, but it is felt that the join-up between partnership boards and activity could be improved, indeed, essential to effective partnership working.
- Connected is the specific role of the Executive Board, depending on how the Ealing LSP is defined. This is explored in more detail under 'strategic focus.'

II. Strategic focus

The LSP Executive Board could improve its strategic focus and part of this is a clear vision and plan of action that partners sign up to deliver the ambitions in the Borough Plan and other priorities and functions commensurate with the Executive Board.

Some feel the Board meeting agendas are often taken up by 'operational reporting' and information shared without much 'strategic overview, oversight and influence.' Forward planning and action tracking can be improved. The understanding about what does and doesn't go to the Executive Board could be improved.

The LSP Executive should own and set the agenda and forward plan. Members would like to see themed issues that the LSP Executive can grab hold of and run with in respective their sectors. Examples include a multi-sector approach to a range of 'preventative' initiatives:

- Skills, apprenticeships, recruitment and retention;
- Flu vaccinations and health screening.

However, some members felt it would be most appropriate to focus the work of the Executive Board on the area of skills and employment to give greater leadership in this area.

All Members wanted the Board to be proactive, dynamic and 'keep an eye on the wider strategic picture' for Ealing as its main agenda and focus.

There was an appreciation that the Board needs to respond to reactive challenges but would benefit from some additional policy and project co-ordination to support, monitor, advise, track and drive on behalf of the Board.

Members were keen for the Board to "get ahead of the game" and be fully prepared for the potential impacts of Brexit and how this could affect the borough both positively and negatively.

They wanted the Board to have strategic oversight and better collective handle on all the major housing developments and regeneration schemes, in particular the HS2 and Crossrail and infrastructure projects to secure maximum benefits for the borough.

Many also spoke of the need for the Board to provide strategic leadership and come up with a collective approach and explore solutions to dealing with and joined up response to:

- Government funding reductions;
- Demographic changes in the borough;
- Understanding the infrastructure implications connected to housing development and regeneration;
- Wider legislative and policy changes e.g., government policy on welfare benefits, health and social care;
- The capacity issues and resource challenges for the organisations represented at the LSP itself.

III. Relationship to other partnerships in Ealing

There was a feeling that partnership working and delivering outcomes would be enhanced through a stronger wider partnership structure (Figure 1). Essential to understanding partnerships in Ealing would be a mapping exercise to identify partnerships in operation.

Some feedback has reflected on LSP structures that exist elsewhere. Some examples include a clear governance structure and lines of communication connected to all partnership boards as a single LSP. This clarified roles and responsibilities, assisted with forward planning, delivery and reporting. Most partners on the Board felt that a clear partnership map would greatly assist and would facilitate where relationships, communication, co-design and collaborations should exist. It would also assist with reporting processes and quality assurance in relation to the validity of partnerships, boards, sub-boards, task and finish groups, etc.

Partners wanted to clarify the relationship between the Executive Board and other partnership boards.

It was highlighted that our focus on partnerships is focussed on council linked partnerships and more could be done to understand – as part of a mapping process – the key stakeholder groups that partners in other sectors connect to.

IV. Membership

Executive Board Members in general felt that membership should remain broadly the same but there needed to be more business representation.

Members agreed on the need to find representatives from other large business and SME's in the borough.

Some also suggested that the Board should have Public Health representative attend the LSP meetings. This was particularly relevant when discussing mental health, childhood obesity and preventative health programmes.

A couple of Board Members felt that the absence of the Probation Service was also a gap around the table.

Some LSP Executive Boards also invite the Independent Chairs of the Children and Adult Safeguarding Boards on an ex officio basis. Where this is the case, it will be because of the strategic agenda set by the LSP Executive.

V. Roles and responsibilities

The strong message was that Executive Board members want to have an active role in a LSP/Executive that is clear about purpose and function.

Members want to influence the agenda and work programme of the LSP/Executive. Members would like to improve their ownership of the agenda and lead on discussion or influence the priority settings.

They want the Board to have more influence and impact, reflecting the scale and impact of funding reductions alongside demographic pressures such as the ageing population. But also, to ensure the Board maximises the benefits of the considerable business and growth opportunities available to the borough.

There were suggestions that the Board appoint rotating the vice-chairs for meetings dynamic.

VI. Resources to deliver

The issue of driving an effective LSP/Executive, that is enabled by a policy, project and communications resource was supported in principle, with options that included:

- Pooling a budget for a shared resource
- Contributing to a resource provided by the council
- Committing to a matrix team that joins together key people that support members of the Executive Board

To make a difference the Board would need to look at the resources within the Board itself. This was not just in terms of money but also in terms of aligning priorities, using its influence, joint funding bids and potentially changing how particular services mesh together with the aim of improved delivery and effectiveness.

3. Recommendations

The aim of the discussion is to obtain group feedback and offer a follow-up workshop in February/March 2019. The feedback will be consolidated into a proposal and new terms of reference for the Executive Board to agree at the next Board meeting on the 1st April 2019.

It will therefore be helpful to gain a clear collective view on the choices posed by the review to date.

The proposal and terms of reference will include a partnership working programme of work. It will set out the Executive Board's relationship to other key partnership groups that operate in Ealing, in delivering the new Borough Plan and other strategic priorities.

Let's Let's Go Go Southall



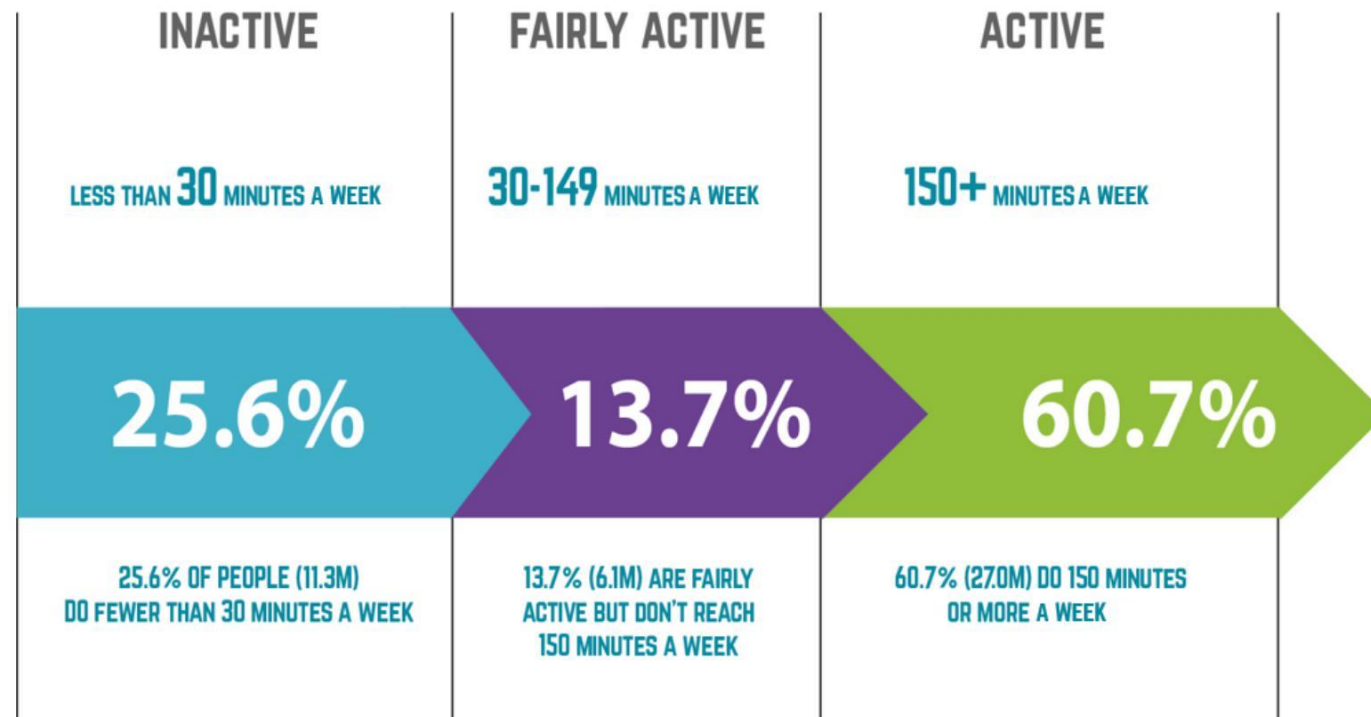
**INDIAN WORKERS' ASSOCIATION
(SOUTHALL) bharti mazdoor sabha
60 YEARS OF STRUGGLES AND
ACHIEVEMENTS 1956-2016**



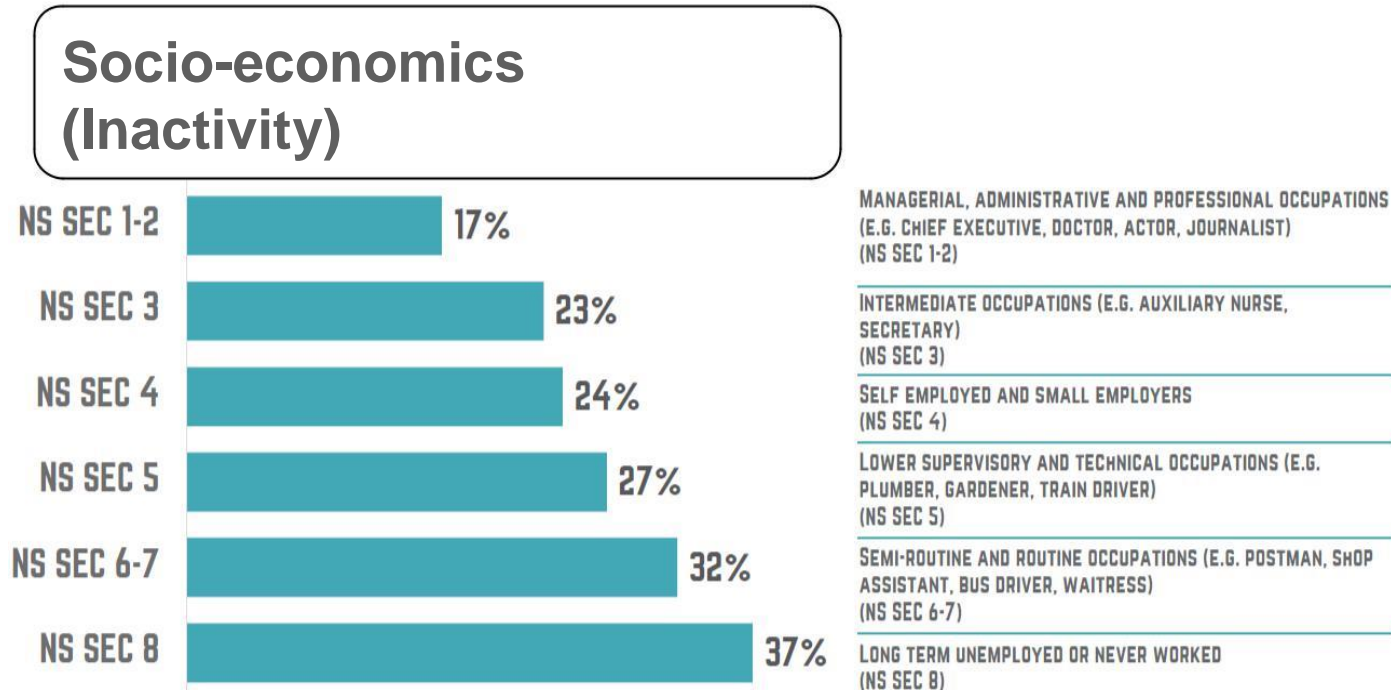
The need for change

- The complex inactivity challenge - most vivid and best tackled locally - demands new thinking
- The ever tougher local environment of diminishing resources is seeking change

The primary challenge - inactivity



Inequalities that are stubborn



Local Delivery Pilots - outcomes

We need to learn how to get:

- **More people living active lives** - *significantly decrease inactivity*
- **Improved inclusivity** - *increase the proportion of under-represented groups*
- **Improved wider outcomes** – *as a result of activity*
- **Transformational change** – *replicated*

Scope of the funding

£100m to invest in 12 pilots to:

- Create a blueprint for population level change in physical activity
- Working in a different way placing communities at the heart of the approach
- Understanding the challenges and opportunities for local residents
- Working with:
 - Policy makers
 - Those that shape the environment we live in
 - Organisations that influence how we live our daily lives
 - And understanding the social environment that surrounds us
- Through this lens investing in change across the systems that shape what we do.
- Development awards then investment into test and learn.

NEW APPROACH TO DELIVERING PHYSICAL ACTIVITY LOCALLY

SPORT ENGLAND

LOCATIONS:

- RURAL PLACES
- SMALL TOWNS
- COASTAL COMMUNITIES
- BIG CITIES

£100 MILLION of National Lottery money across 12 local pilots

113 APPLICATIONS

19 PROPOSALS SHORTLISTED

12 PLACES SELECTED

REACHING:

- PEOPLE FROM SOME ETHNIC MINORITIES
- DISABLED PEOPLE
- OLDER PEOPLE
- WOMEN
- PEOPLE ON LOWER INCOMES
- FAMILIES

FOR HEALTHIER, happier communities AND TO DISCOVER a blueprint for tackling inactivity locally

sportengland.org/localpilots

Location	Population
REDCAR & CLEVELAND AND MIDDLESBROUGH	274,800
BRADFORD	132,800
WITHERNSEA	6,000
DONCASTER	304,800
PENNINE LANCASHIRE	532,500
CALDERDALE	208,400
GREATER MANCHESTER	2,756,200
BIRMINGHAM AND SOLIHULL	471,400
ESSEX	1,443,200
HACKNEY	269,000
SOUTHALL	71,200
GREATER EXETER	139,200

Let's Go Southall

Context: Significant physical and social change across Southall

The vision: Helping people get more active and self sufficient

The ambition: Helping increase physical activity and wellbeing...

Our scope: Developing whole systems change to get people more active in Southall

Context: Significant physical & social change across Southall

Challenges

High levels of economic deprivation

Closures to key public services and need to reduce demand

High levels of physical inactivity overall and particular cohorts

Significant impacts of physical inactivity on people's wellbeing and ability to be self-sufficient

Opportunities

Significant growth in housing, population & infrastructure impact on health, leisure & education

Strong potential to change people's travel patterns with Crossrail & greater connectivity to London & Heathrow

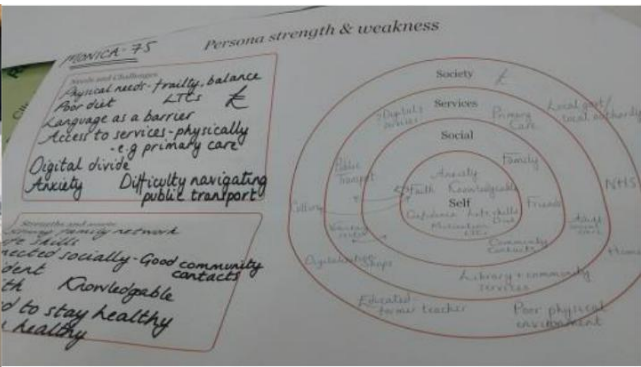
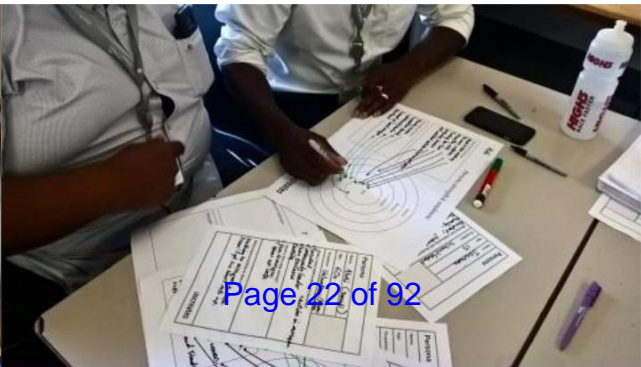
Strong partnership committed to systems change around physical activity & active citizenship

High levels of community cohesion & residents improving their community

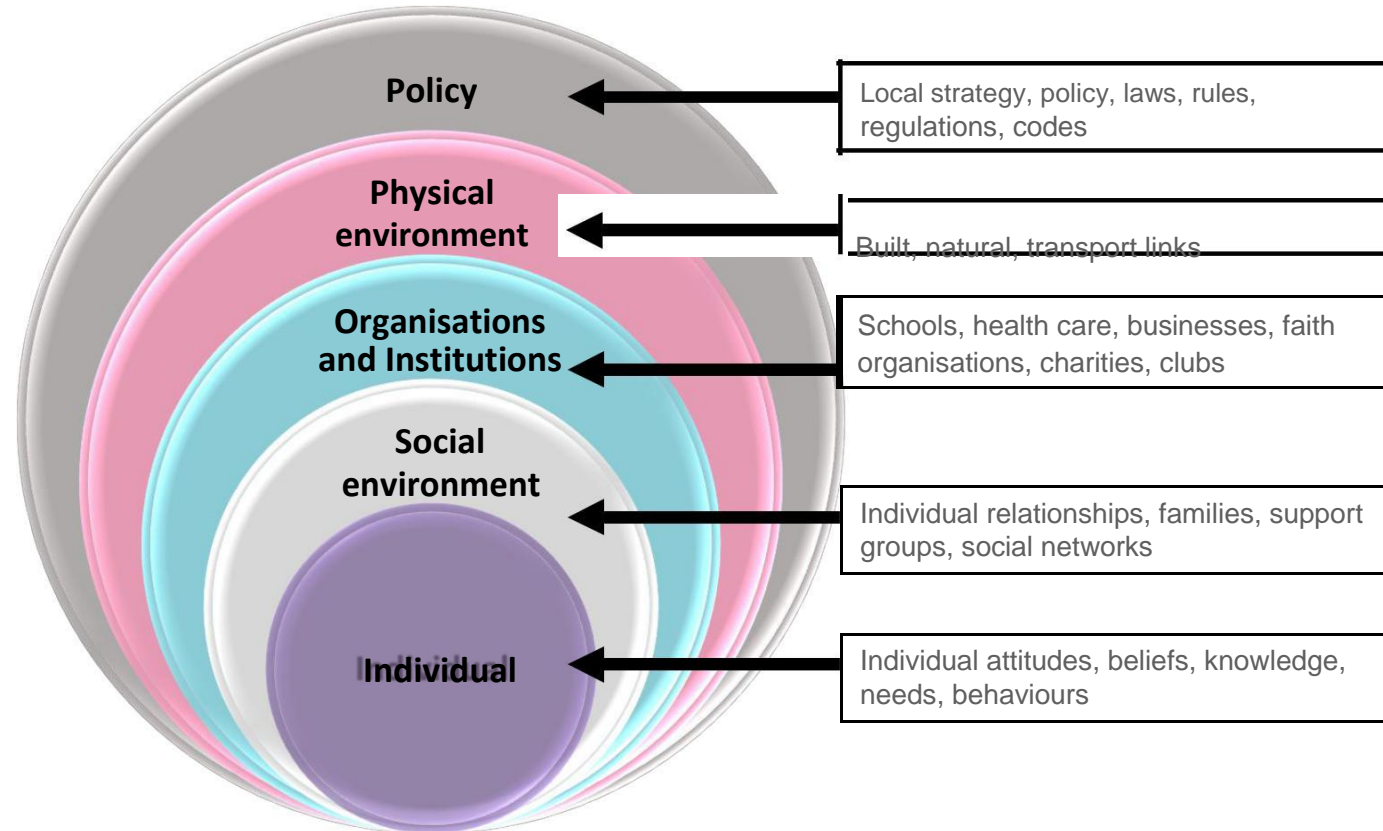


Our values & principles

- + We start by **walking in each other's shoes** to better understand each other and how we can support each other
- + We **bring people together around common issues** and invest in people working in between organisations & communities
- + We **support each other** to learn & share skills to help influence change back in our organisations and communities
- + We commit to **test out in our own organisations and lives** what we learn on the programme and are supported to do so
- + We **share what we learn** with our colleagues, friends/relatives & neighbours and invite them to participate
- + We **recognise that situations change** people, groups & places that create unexpected challenges & opportunities for change
- + We are **prepared to be challenged** by others & our own experiences of navigating change and see these as **opportunities to learn**
- + We **create spaces to continuously test, review & refine** how we work to manage risk in a changing environment
- + We invest in **building sustainability from the start** to create a culture of people investing in and improving our neighbourhood



Whole Systems Approach



Source: Socio-Ecological Model

Update Sept-Dec '18

Funding confirmed to date c£4m to end of March 2021

Bids for Local Evaluation Partner due 14 January 2019

Successful introduction of Communities of Learning across the other pilots

Successful bid to Mayor of London Civic Innovation Challenge working with Elemental on a Social Prescribing Pilot in Southall alongside GP's.

Programme Manager appointed started 3 December 2018.
Community Engagement Officer starts 15 February 2019

Positive brand and website development

Report for Executive Board

Date of meeting: 21st January 2019

Title: Brexit Preparations

Report from: LB Ealing – Strategy and Performance Team

Author: Stephen Meah-Sims, Head of Strategy and Performance,
Ealing Council

1. Summary

The UK voted to leave the EU with 52% in favour of leaving. In Ealing, the vote to leave was 40%.

The official withdrawal process began when Article 50 was triggered on 29 March 2017, giving the UK until 29 March 2019 to negotiate an exit deal.

There is consensus that Brexit will have significant social and economic impacts on London and the UK.

The Government has agreed a draft withdrawal agreement with the European Union and a political declaration on the future relationship. Government's position remains that it hopes and expects to see its deal agreed by Parliament. However, at the time of writing it is unclear whether there is parliamentary support for the Government's agreement. A range of options remain on the table.

On 18 December 2018, the Government agreed to proceed with the Government's next phase of no deal planning. This has significantly stepped up central Government activity around managing the risk of no deal making this an 'operational priority'. As part of this approach more information is being made available to local bodies to assist their preparations

This agenda item is intended to facilitate discussion between partners on the Executive Board on the issue of Brexit in their respective areas of business, identifying common ground, raise awareness and solutions.

2. Areas that Ealing Council has identified as significant in relation to Brexit

The potential impacts of Brexit on the UK are predicted to affect several areas highlighted below. More detail is provided in the presentation included as background. These impacts and risks are not solely limited to the potential impacts of no deal although most will be aggravated in this scenario.

Economic weakening and reduction in productivity

Even an 'orderly' Brexit is predicted to shock and reduce the size of the UK economy and put it on a slower long-term growth trajectory.

Brexit may compound the weaknesses of UK's low growth economy dependent on consumption and migration.

Impact predicted to follow a similar pattern to the financial crisis – London and South East would be hit hardest in the short-term (due to greater exposure) but may recover more quickly (due to better access to alternative markets, skills, investment).

Delayed decisions on investment and recruitment by businesses

Many businesses have put investment decisions on hold given the uncertainty of Brexit, as well as delaying hiring, reducing headcount and revising supply chains, in particular in IT, retail, finance and manufacturing and transport and distribution.

Ealing's most prominent sectors are in retail, manufacturing, transport, health and education, the majority of which are the most exposed sectors to Brexit.

West London Business (WLB) have concern around the hospitality sector as members are finding it harder to recruit from other European countries.

Impact on people's spending power

Even an 'orderly' Brexit may further exacerbate the exchange rate, with a knock-on effect on inflation, and increased costs of goods which may not be offset by overall increase in wages.

However, Brexit cannot be seen as the major cause as people's spending power has been deteriorating over the last decade.

On the other hand a weaker pound could boost the economy through attracting more tourists and overseas visitors, and more people staying in the country for holidays.

Slowing population growth and migration

International migration statistics shows that net migration to the UK has fallen by 106,000 and that this decrease has been mainly driven by the fall in immigration of EU citizens.

Population growth in Ealing slowed in 2017 – population declined from 344,800 in 2016 to 342,700 in 2017, a decrease of 2,100.

National Insurance Number registrations (for work) by foreign nationals coming to Ealing has fallen by 17.2% in the last year, slightly higher than the London decrease.

EU national resident in the UK will have to apply to the EU settlement scheme in order to have continued rights to live and work in the country. Government has trialled this and committed that it will be fully operational by 29 March 2019.

Economic shock and reduction

Lack of transition period could mean significant economic shock. UK Treasury modelling suggests 3-6% reduction in GDP.

Fall in value of sterling and rise in inflation may cause disruption to supply chains e.g. food. Fall in value of real incomes could put pressure on wages.

Moving to WTO arrangements may impact Ealing's import and export-based businesses that could be affected by tariff duties and regulatory changes.

There is some speculation about the need for fiscal and monetary policy changes, further quantitative easing and fiscal stimulus – with impacts on public services.

Increase in cost of living and trade

Potential immediate effect on the value of the pound, inflation, and could therefore increase costs of living particularly for our lower income households.

Businesses are likely to be affected by increased costs of trade particularly in a no deal scenario, and may struggle to recruit where workforce is dependent on EU citizens.

Public services may to be affected by workforce shortages and access to key supplies.

Risks

The council has identified the following key risks to its agenda. These are not solely related to no deal but would potentially be aggravated if that is the outcome.

Risk area 1: Housing & regeneration

Key impact

Increased costs of borrowing, increased construction costs and workforce crisis combine to make it harder to deliver our housing strategy (medium term).

Risk area 2: Health & social care

Key impact

We are not able to commission the social care workforce within budgets and/or providers are not resilient to economic shock meaning the council has to act to ensure continuity of care resulting in quality impacts and/or a significant increase in costs, with a knock on impact across a range of other areas (short and medium term).

Risk area 3: Managing a low growth economy

Key impact

The UK economy continues to experience slow growth, and whilst London (and Ealing) fare better than the country overall, new business formation, business expansion and investment slow. As a council, our revenues from growth are significantly affected and undermine our ability to deliver key strategic programmes and objectives (long term).

Risk area 4: Managing community tensions

Key impact

The transition point exacerbates community tensions resulting in a rise in incidents of hate crime as well as an increased requirement for community leadership (short term).

Risk area 5: regulatory regime

Import & export

The UK leaving the Customs Union may impact on local import & export businesses in Southall.

For example, Southall based businesses in the supply chain to airlines may have issues regarding whether their products have the right regulatory status. Businesses who do import checking may face logistical delays and there could be capacity implications for council trading standards service if required to do more inspections on goods previously waved through as from the EU.

Food Licensing & Labelling

A 'no deal' Brexit may also have a direct impact on local councils who are the enforcing authorities for imported animal based products and food labelling. Local authorities have a role in enforcing food labelling such as protecting geographical food and drink names. Trading Standards officers also enforce regulations such as bans on advertising, sales of single cigarettes, sales to children under 18 and the display of tobacco products in shops. The government has not yet set out clear plans for the implementation of a new system or arrangements for training officers.

Data Sharing / Consumer Protection

No immediate change to data protection / GDPR standards. Legal framework governing transfers of personal data from organisations established in the EU to organisations established in the UK would change if there is a 'no deal'. Implications for councils are uncertain.

Action for local partners to support no deal contingency planning

Government is developing national contingency plans and communicating direct with a range of sectors including business. However, key areas that Government has indicated it will expect local partners to play a role in preparing for no deal' including:

- Publicising the EU settlement scheme to residents and staff
- Consider providing the 'assisted digital' offer to EU citizens applying to the settlement scheme
- Publicising advice to businesses published on www.gov.uk to enable them to make appropriate preparations in areas including staffing and export/import
- VCS organisations to bid for share of £9m funding available in 19/20 to support vulnerable EU citizens apply (deadline 1 Feb 2019)
- Contingency plan for disruption to staffing, supply chains - particularly in health and social care

- Co-ordinate efforts locally through Resilience Forums and feed details of plans through to MHCLG

3. Recommendations

This item in the Executive Board agenda is to stimulate cross sector communication on preparations for different Brexit scenarios.

To enable partners to establish common issues, risks and solutions.

Key questions are

- I. Are partners confident that they are taking the appropriate action to support no deal planning?
- II. Is there more that should be considered at a partnership level in Ealing?

Assessing the potential impacts of Brexit

Summary

October 2018

EALING COUNCIL

Summary of potential impacts of Brexit

	Short-term	Medium-term
Economy	Economic shock – investment, consumption, inflation (prices), unemployment, supply chain Exchange rate	Economic restructuring – skills, investment, trade, regulation, European funding
People	Migration Community cohesion	Migration Population change Social attitudes
Public services	Workforce Public spending and policy Demand	Demand Expectations of public services Public spending Regulation Devolution
Other	Security International image and appeal	Security Environmental Democratic/ Legal

Summary of potential impacts on Ealing

Wider economic impact

Ealing has a high proportion of industry sectors most exposed to Brexit risks

Investment decisions among many businesses on hold nationally

Lower economic growth and lower productivity could lead to lower public spending and benefits

Impact on public services

Workforce recruitment and retention challenges, particularly in social care

Increased borrowing and construction costs and workforce challenges in housing and regeneration

Increase in social care costs due to workforce challenges

Impact on local funding

Further and higher education could lose access to revenue, investment and talent

Lack of ESF funding could affect employment and skills training for key resident groups

Uncertainty re. EU-funded local health projects e.g. EU Horizon 2020

Demographic impact

Slowdown in population growth due to reduced migration from the EU

Potential impact on electoral rights of local residents

Community cohesion issues such as potential rise in hate crime

Impact on productivity and trade

Productivity and trade affected in the short term but expected to recover

- London's key sectors such as retail, finance, higher education, engineering, transport, manufacturing, health and social care could be more affected by changes in single market access and potential tariffs
- All (except engineering) are in the top five most prominent sectors in Ealing (by number of workers)
- London not expected to be affected as much as the UK, in terms of GVA and productivity due to concentration of higher-value sectors, which are more resilient and able to recover from economic shocks more quickly.
- Ealing could suffer a 1% - 2% reduction in GVA (Gross Value Added, a measure of productivity), although slightly lower than London's 1.3% - 2.6% reduction
- The long term benefits of new trade opportunities are unknown at this stage
- Evidence of a positive impact on London tourism – primarily as a result of falling value of the pound

Impact of restrictions and reduction in EU migration

Restrictions and reduction in EU migration could significantly affect London given higher reliance on EU labour and students

- Impact on population (and employment) more significant than for UK
- London has a larger proportion of non-UK workers, so border restrictions and a reduction in EU migration are expected to impact London the most
- Historical reliance on skilled EU workers against a backdrop of underinvestment in training and skills
- Uncertainty about immigration policy resulting in recruitment and retention difficulties, particularly in low wage sectors

Impact on FDI and funding

Uncertainty on foreign direct investment and shared prosperity fund

- London is a significant beneficiary of foreign direct investment which is critical for productivity, skills growth, employment growth, innovation, business growth. This is expected to decline significantly in the short to medium term
- London received £581m of ESF (European Social Fund) and ESIF (European Structural and Investment Fund) monies in the period 2014-2020, which it match funded. This may not be matched by government funding after 2020
- Government has committed to shared prosperity fund, but not confirmed details on design, devolution or size

Impact on household income and living standards

Household income and living standards could fall

- Taking into account of the longer-term effects of Brexit on productivity, average households could lose between 6.1% and 13.5% of their real incomes per year (£2,519 to £5,573)
- Freeze on benefits rates combined with high inflation rates could reduce the income in real terms for low income households, resulting in additional demand on multiple public services
- Living standards of every income group could be lower after Brexit due to higher prices

Impact on demand for council support

Economic impacts likely to increase demand for support across different parts of the council

- Contracting economy may lead to more residents requiring assistance with paying their rent and Council Tax. This may increase demand for discretionary housing payments
- Job losses may result in more households claiming out of work benefits and lead to an increase in the numbers of out of work households affected by the benefit cap
- Higher risk for Ealing as it is already the 4th most affected borough by the benefit cap
- Some EU citizens may lose rights to benefits altogether, which could increase demand on children's services, cause rough sleeping and difficulty in collecting Council Tax
- Reduced EU migration could see reduced demand for some services eg school places

Wider impacts on public services

Impact on public services - 1

Reduced access to EU labour may exacerbate difficulties in retaining and recruiting health and social care staff

- London's health service twice as reliant on EU staff as rest of UK, while one in eight social care staff is from the EU
- An estimated 15% of the social care workforce in Ealing had an EU nationality
- Impacts already visible, with 90% drop in EU nurses since 2016. This could be a significant challenge for Ealing Hospital and other local provision

Other issues

- Both staff and medicine shortages could increase costs of health services
- EU citizens living in Ealing could in future lose access to reciprocal arrangements for health

Impact on public services - 2

House building programmes likely to be significantly impacted, due to reduced access to investment and skills

- Restrictions and reduction of EU labour could affect construction, where 8% of workforce from EU
- Affordable housing providers reliant on low cost borrowing deals via European Investment Bank
- A loss of consumer confidence and rising build costs may affect the financial viability of schemes that could result in stalled developments and council unable to meet its housing supply targets

Impact on public services - 3

Skills shortages in key sectors may be exacerbated by reduction of EU labour, with increased need to fill gaps

- Loss of ESIF, replacement by Shared Prosperity fund and loss of match funding of apprenticeships may be disincentive for businesses to train
- Skills shortages (health and social care) due to falling EU migration
- Opportunities include increased role for adult education to train to fill shortages and greater UK controls over funding which could benefit local educational institutions

Impact on public services - 4

Reduction of EU migration could affect school rolls and higher education

- Fall in demand for places at London's primary and secondary schools. Schools in Ealing have already started get fewer children from EU countries
- EU citizens constitute 6% of full time students and 28% of all UK university staff
- Loss of access to EU students could increase cost for UK students and reduce access to talent especially foreign language teachers but may open opportunities for UK staff

Impact on public services - 5

Uncertainty over impact on community cohesion and workers' rights

- Although there have been no rise in hate crime locally there are genuine concerns about impact of Brexit on community cohesion nationally
- Data from the London Metropolitan Police showed there was an increase of 136% in the number of reported incidents for the period between 23 June 2016 and 31 July 2016 compared to the same period for the previous year
- More recent national data also suggests a rise in hate crime nationally, including that relating to Brexit

General concerns on leaving the EU

- UK workers' rights may fall below minimum EU standards if UK seeks to compete on labour costs, with increased costs to public services
- Rollback in social rights in the absence of a UK constitution to safeguard them

Risk area 1: Housing and regeneration

Key impact

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Risk area 2: Health and social care

Key impact

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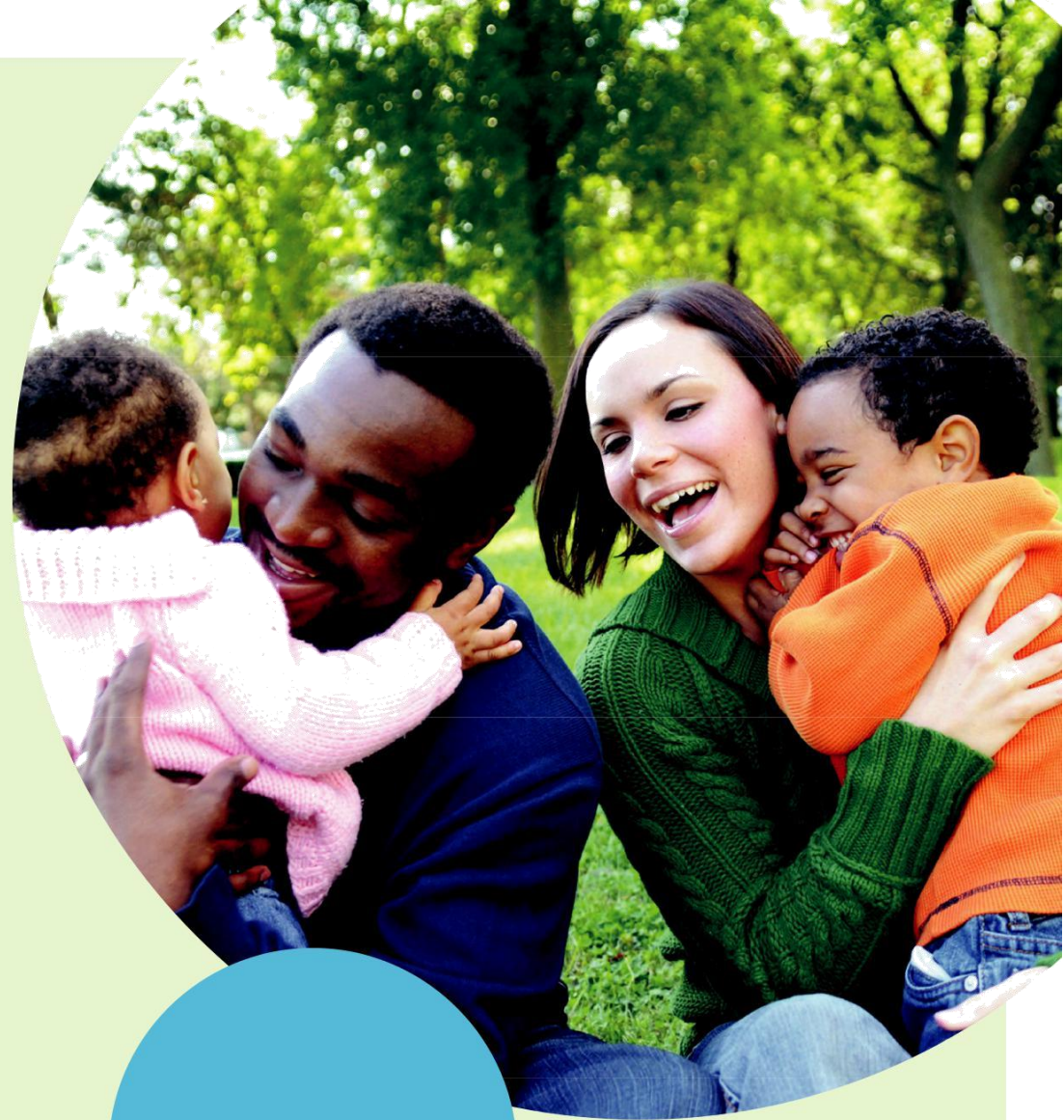
change if there is a 'no deal'. [Implications](#) for councils are uncertain.

More information

The full version of this guide can be obtained by contacting LBE Strategy and Performance

MeahSimsS@ealing.gov.uk

07783169830

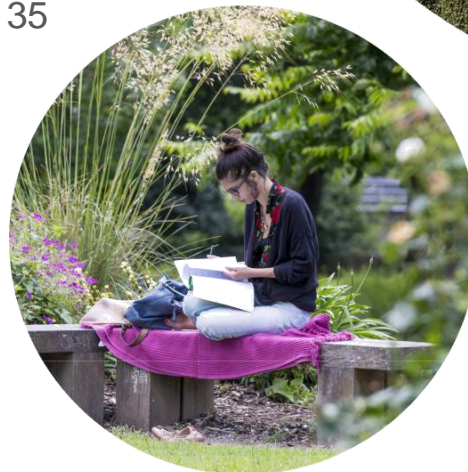


Ealing Local Strategic Partnership
Borough Plan
2018 – 2022



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Ealing is a fantastic place to live and work. We have strong communities, buzzing town centres, superb parks and open spaces and a great quality of life within easy reach of central London. This is a borough that offers great opportunities to its residents, but we also face huge challenges over the years ahead as we seek to improve outcomes and protect vital services while coping with some of the toughest ever cuts to local government funding. Alongside sustained austerity, Ealing and all its public sector partners face the challenge of rising demand as demographics and population growth place ever more pressure on key services.



In difficult times, the need for all stakeholders in the borough to build on the partnership working that we have already established becomes still more essential. Through the Local Strategic Partnership (LSP), we have developed strong links between the various arms of the public, private and voluntary sectors in Ealing and set out on the road towards achieving 'one public service' – but there is still significant work to do to achieve the goal of effective partnership working. As every part of the public sector struggles with reduced resources, with ongoing economic uncertainty impacting on the private sector, working together becomes even more vital.

In response to the challenges of coming years, the council has developed Future Ealing as our approach to delivering on the priorities for the borough and its residents. This is a radical approach to transforming the way that the council delivers local services to ensure their sustainability into the future and to focus our efforts and resources where they can have the most positive impact. At the heart of Future Ealing are three priorities, shared by our partners, to address the key issues for Ealing: Good, genuinely affordable homes; opportunities and living incomes; and a healthy, great place.

This plan sets out those shared priorities, on which the partners in the LSP will seek to collaborate. By doing so, we can influence a wide range of partners and organisations that have a stake in the borough to play their part in improving outcomes. However, the scale of the challenge is such that improving outcomes in Ealing cannot solely be the responsibility of large organisations. At the heart of Future Ealing is the principle of active citizenship – at a time of shrinking resources, residents will have an important part to play in helping themselves and each other. That isn't simply a response to reduced resources, however: we genuinely believe that real and lasting change is often best delivered from the community upwards.

I'm proud of our borough and despite the challenges, am excited about the potential for the future. The arrival of Crossrail and numerous new developments has the potential to herald a new era for Ealing, where we build on the existing strengths that the borough has. With creativity and ambition in our partnership working, we can make Ealing an even better place to live by 2022.

Councillor Julian Bell
Leader of Ealing Council

A handwritten signature in blue ink that reads "Julian Bell". The signature is written in a cursive style and is positioned to the right of the printed name and title.

Vision and priorities

The Borough Plan sets out our long-term vision and priorities for Ealing. It will guide the work of Ealing's Local Strategic Partnership (LSP) to engage with partners and residents, and lead the borough over the next four years (2018-22) towards delivering that vision.

The Plan has nine outcomes which have been agreed by local partners in health, education, policing, employment, housing, local business and the voluntary and community sector. The outcomes are based on the current and future context of the borough, and how the LSP members will meet the challenges and opportunities it faces. The document sets out for residents how we will work together to achieve the outcomes.



The nine outcomes that we have set to make the borough better are:

A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes and skills

Children and young people fulfil their potential

Children and young people grow up safe from harm

Residents are physically and mentally healthy, active and independent

Ealing has an increasing supply of quality and affordable housing

Crime is down and Ealing residents feel safe

The borough has the smallest environmental footprint possible

Ealing is a clean borough and a high quality place where people want to live

Ealing is a strong community that promotes diversity with inequality and discrimination reduced

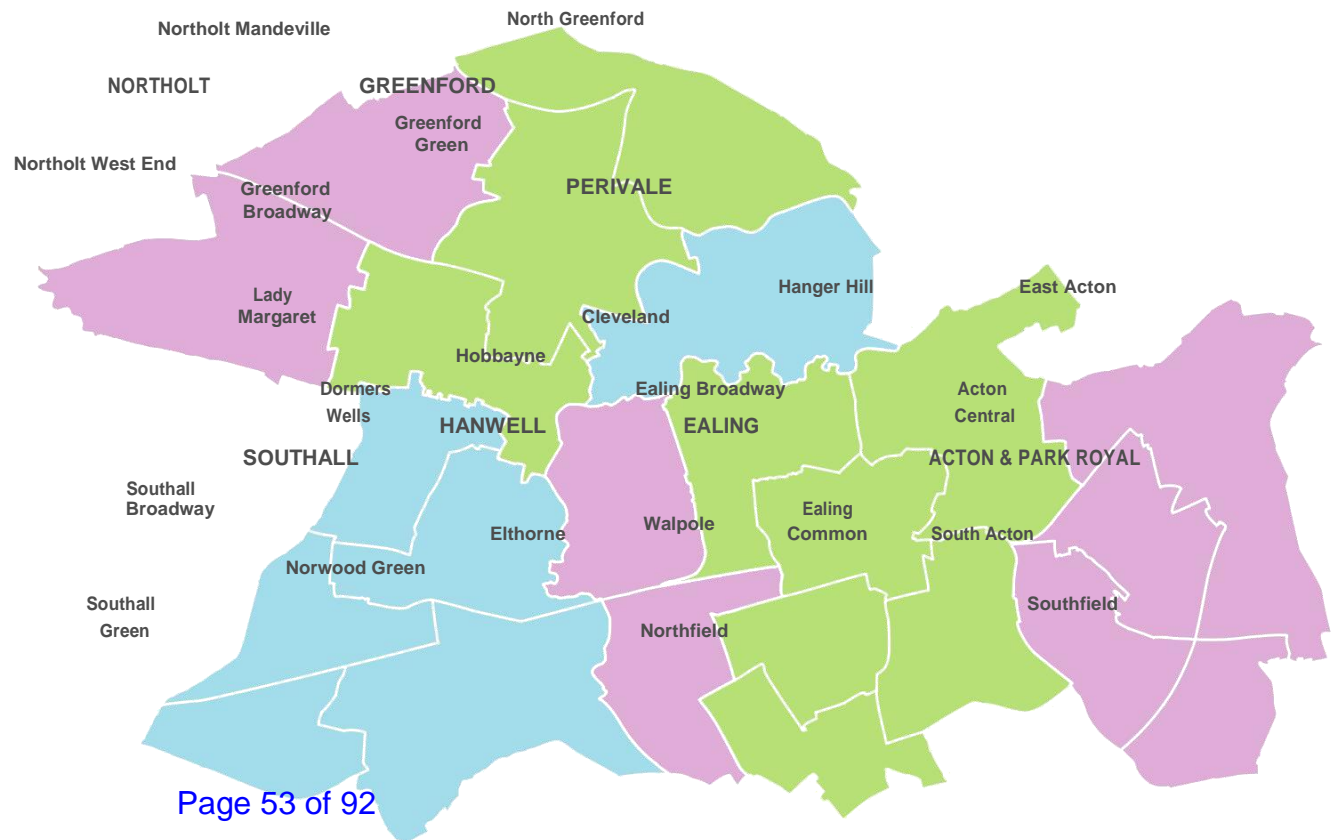
This Borough Plan is about that shared vision and commitment. We have not set out a detailed set of commitments here because we have already agreed key strategies such as the Health & Wellbeing Strategy and Safer Ealing Strategy. An illustrative list of key partnership activity is outlined in **Appendix 1**, while in the Outcomes Framework set out in **Appendix 2** we have listed a set of key measures we will measure our success against and aim to influence through the work of LSP members.

Context for the borough

Ealing is an attractive area to live in. Outstanding schools, stunning parks and open spaces and great local high streets mean a good quality of life, while excellent transport links provide easy access to all the best opportunities that London has to offer.

This combination explains why so many have chosen to live, work and build their lives here, making Ealing the fourth most populous London borough. We are also a hugely diverse borough with people coming here from across the world.

That diversity is one of the borough's great strengths and contributes to the unique identities of our seven towns – Ealing, Acton, Hanwell, Greenford, Northolt, Perivale, and Southall – as well as our 23 wards.



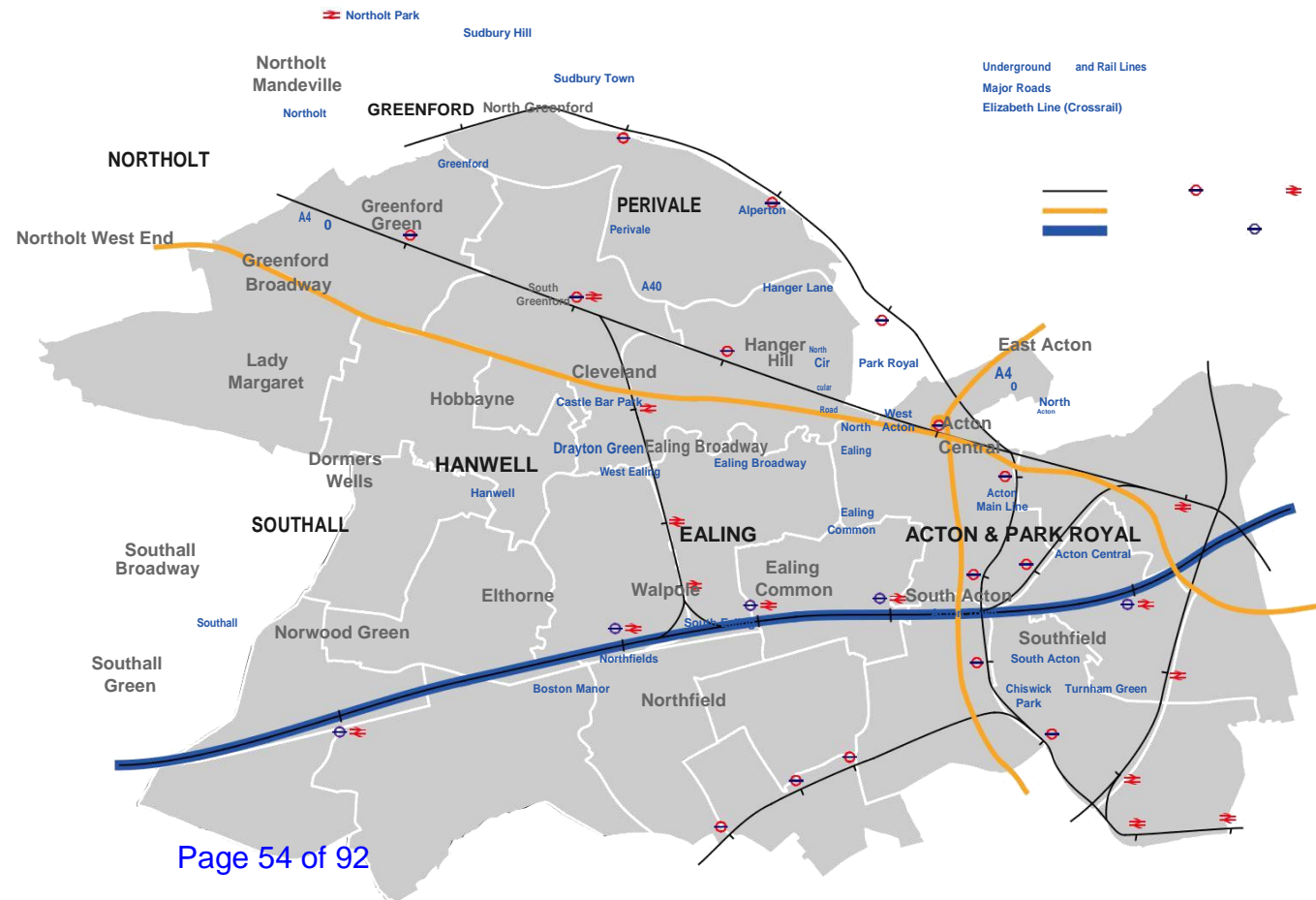
Context for the borough

At the heart of West London, between Heathrow, the world's busiest airport, and central London, Ealing has superb transport links via road, rail and air. There will be five Elizabeth line (Crossrail) stations in the borough, strengthening the transport network and combining inner London travel times to outer London quality of life – making Ealing one of the capital's best connected boroughs. As well as cutting the journey between Ealing and Bond Street to just 11 minutes and 14 minutes to Heathrow Airport, 900,000 more jobs will be within a 45-minute journey from Ealing.

Ealing is a strong economic centre with more VAT registered businesses located here than anywhere else in West London. Indeed, there are approximately 17,885 small businesses in Ealing and over 162,000 local jobs. The Park Royal industrial estate, in Acton, is the largest in Europe. Economic growth rates in the borough are strong.

The borough is also an extremely attractive location for development and investment with the Old Oak Common and Park Royal redevelopment becoming the largest regeneration scheme in London enabled by the link between Crossrail and HS2. The borough is already home to Ealing Studios, a world class film and TV industry. The £100 million Filmworks development – which will include an eight-screen cinema – is under construction in central Ealing.

Investment and growth have helped increase the percentage of Ealing residents who are economically active. More than half of residents aged 16-64 are educated to degree level, surpassing both the London and national average.



The challenges the borough faces

The borough also faces challenges, many of which are similar across London and some of which are as a result of the borough's success.

The borough's population has increased rapidly in recent years, with certain age groups showing much larger growth than others. In particular, there has been growth in the number of very young and very old residents who can require more complex support from public services. Although the population growth is starting to stabilise, we have a high level of population turnover. One in five of our residents moves in and out of the borough every year, creating new challenges.

Many growing up in Ealing cannot imagine ever owning their own home here. Property in Ealing is becoming less affordable and private rent for low earners in particular is less affordable than the London average. These costs, combined with low standards in some parts of the private rented sector, mean that for too many, having a decent roof over their head is not guaranteed.

Despite having a highly skilled workforce, a third of workers in Ealing still earn less than the London Living Wage (currently at £10.55 per hour), meaning too many residents are in low paid jobs. The implications of Brexit could potentially mean increasing skills gaps in construction, rising housing costs, energy bills and welfare benefit reforms mean that the cost of living is a real challenge for many people.



As well as these economic issues, there are also health and social issues the borough needs to tackle. Child obesity rates are too high and across all ages people are not as active as they could be or as the national average. Behavioural factors like not exercising enough, bad diet or smoking can explain up to 40% of mortality rates, more needs to be done to help people of all ages embed the lifestyles that will help them to live long lives in good health, reducing pressures on local health services. We also need to address the fact that some serious health conditions, like risk of stroke and diabetes, are more prevalent in Black, Asian and Ethnic Minority groups who make up a majority (54%) of the borough's population.

Despite the strength of community and that overall life satisfaction is slightly higher than the London average, some face isolation and loneliness. Recent national research has suggested that loneliness can have the same impact on mortality as smoking 15 cigarettes a day. We want to help people enjoy what Ealing has to offer, thrive in the community and by doing so help reduce the likelihood they will need support from health, mental health and social care services.

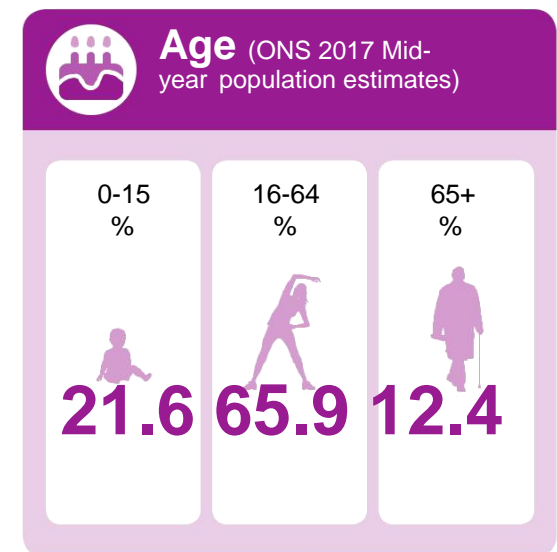
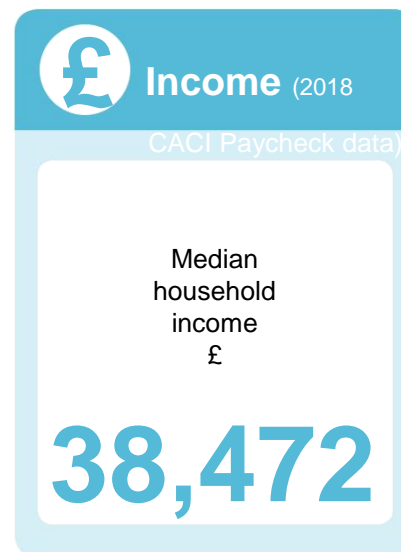
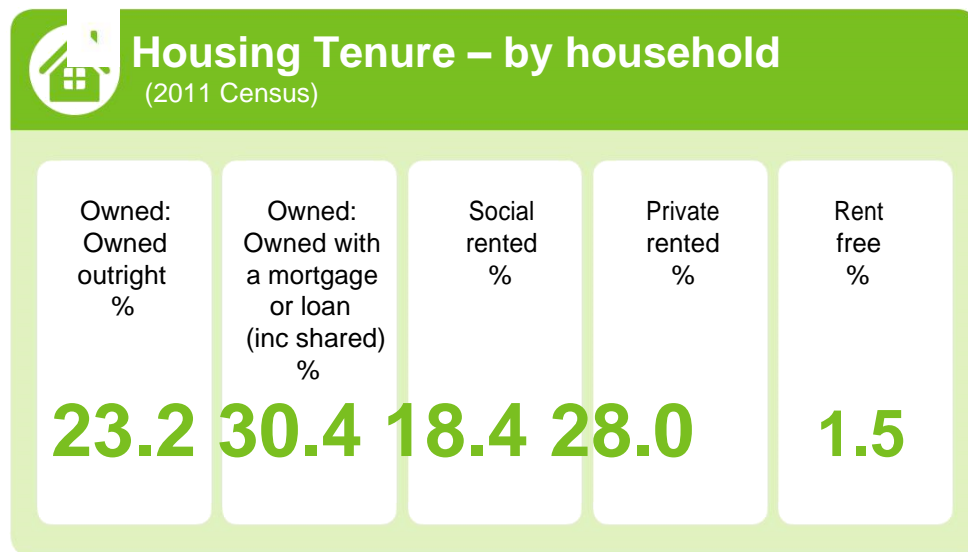
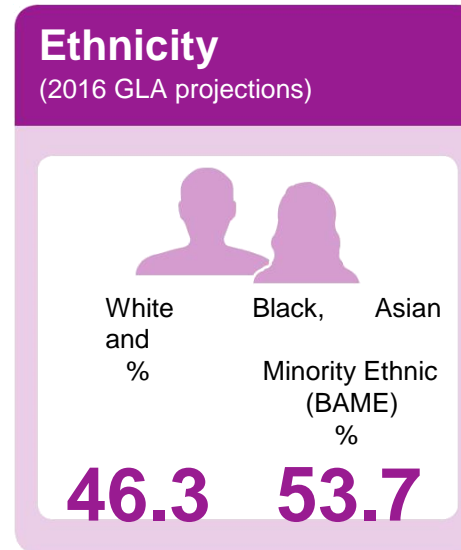
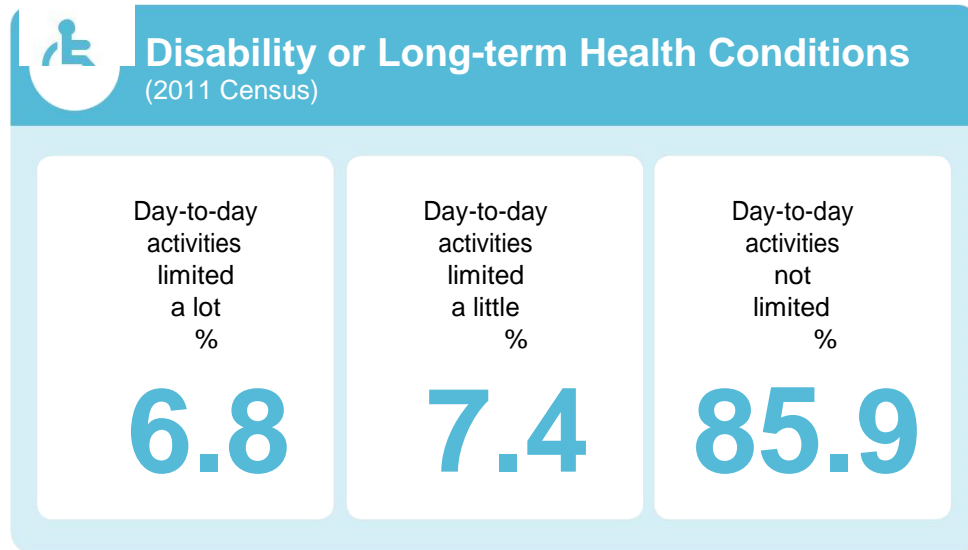
Additionally, the borough has made a lot of progress in tackling both anti-social behaviour and violent crime over the last few years through the work of the Safer Ealing Partnership, which includes key partners such as the council, police, representatives from the criminal justice system, mayor of London, and the NHS. However, tackling prolific offending, drugs, alcohol and substance misuse, preventing exploitation of vulnerable groups, and reducing reoffending, anti-social behaviour and violent crime (including issues such as knife crime) remain key priorities.

Ealing is a place where people from different backgrounds get on well together, with more than nine in ten people reporting positively about the diversity of our borough. However, with the departure of the UK from the European Union (EU), there are concerns about the potential adverse impacts this may have on EU citizens and on cohesion in our borough, which we must guard against.

We are lucky to have an active and well established voluntary and community sector (VCS) in Ealing that plays a vital role in delivering services to vulnerable and marginalised groups and in mobilising local people to play their part. However, the sector is also facing significant challenges due to increasing financial pressures and demand. We cannot escape the fact that for all partners resources are scarce, meaning that changes are having to be made to local services. The council's funding from Government has already been cut by £143m or 64% over the last decade and there are similarly challenging funding gaps in local health funding. All partners share the goal of trying to manage with reduced resources through more effective prevention and collaborating to get better outcomes. However national funding decisions have already forced difficult decisions about priorities, and we know that more lie ahead.

Ealing's population at a glance

10



We want to work with residents, businesses and other organisations to help make our neighbourhoods places that everyone can enjoy, feel proud to live and work in, and which encourage people to live active and healthy lives. The LSP has agreed nine outcomes that we will work together on to make Ealing a better place.

Outcome 1: A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes and skills

We will help to make Ealing the best place in London to do business and to work, working with partners to make sure those benefits are shared by everyone. We will work to increase the employment rate above the London average, increase household incomes to reduce the income gap between Ealing and London and increase business birth and survival rates above the London average.

We will continue to support people who want to work but are currently unable to do so due to long-term health conditions, disabilities and language difficulties. We will provide volunteering experiences which will increase confidence and self-esteem, give structure to their lives, widen their social networks and help them to gain access to further education, training and paid employment.

The LSP-led Northolt Project seeks to transform ways of working between the community, public services and voluntary sector through better use of community hubs, tailored key workers and local community champions. The project is running for 24 months, until March 2019. Up to the end of 2018, it has supported 199 customers into employment in Year 1 and is aiming to get a further 200 people into employment in Year 2.

[Find out more](#)

It aims to help around 2,000 residents in our borough, with a target of getting almost 50% of these into full, sustainable employment.

The new programme will be integrated with existing local services offered by the council and other local partners. This will provide help with additional matters such as basic skills, training, health, housing and English for speakers of other languages. Shaw Trust will also support residents during the initial months of employment. It is being funded with money from the Department for Work and Pensions and the European Social Fund.

[Find out more](#)

People who are long-term unemployed, and those in need of specialised help to find work, will receive a helping hand from a new £26million jobs programme established across the seven west London boroughs.

Ealing Council is working with the West London Alliance (WLA) and charity Shaw Trust on the scheme, which started in February 2018 and will run until 2023.

Case study

Click on the case study icon to read more about this priority.



Outcome 2: Children and young people fulfil their potential

We want to focus on helping our residents at those points in their lives where our help can make the greatest difference: in their early years and childhood; through school and in their transition to adulthood and employment. We will improve educational attainment of Ealing pupils at all stages to match or better the London average, increase school readiness of our young children above the national average and reduce inequalities in educational attainment between disadvantaged and non-disadvantaged pupils.

SAFE is a multi-agency service based on a partnership between Ealing Council, the West London Mental Health Trust and Ealing Primary Care Trust, working at the earliest opportunity, in order to prevent children's needs becoming more severe and entrenched. The team includes psychologists, therapists, counsellors, pupil/ school workers, family workers and other experts. Links are also made with other support groups and services in Ealing to ensure support is given within the local community.

The service works in partnership with children and young people from 0-18 years (and their families) who have a range of issues requiring a targeted service response. To help support families with more complex needs the SAFE Plus model was introduced in January 2017.

The impact SAFE can have is illustrated through this example of work involving the multi-agency Child and Adolescent Mental Health Service. A 12 year old girl had experienced bereavements which had impacted on her emotional and social wellbeing.

She had low moods, anxiety and headaches and described feeling sad, having low self-esteem and struggling to identify anything positive about herself. Talking therapy as well as support work surrounding grief and loss and helping the young person to process these experiences was offered. It aimed to increase her ability to tolerate difficult emotions and to communicate with others on how she was feeling. The outcome was that the young person consistently reported an improvement in her mood and wellbeing.

[Find out more](#)



Partners have successfully collaborated to set up a new Young Ealing Foundation in Ealing. Ealing CVS, Ealing Council, Brentford Community Sports Trust and Southall Community Alliance worked together to create the foundation, securing three year funding from John Lyons charity.

Young People's Foundations have been developed to combat the effects of widespread cuts in funding in the Children and Young People's sector. Their goal is to ensure that the organisations and groups that serve children and young people are strong, sustainable and fit for purpose. Young Ealing Foundation is a membership organisation that is open to any group working with children and young people in the borough.

[Find out more](#)



Outcome 3: Children and young people grow up safe from harm

Protecting the most vulnerable in our society is our shared responsibility, and while we will always intervene when this is needed, we will find ways to support people to keep themselves and each other safe. We will continue working with partners through the Ealing Safeguarding Children Board to tackle complex issues such as child sexual exploitation and serious youth violence. We will also work intensively with families to avoid the need for children and young people to be looked after.

The partnership work with Ealing Council, the NHS, schools and the John Lyons charity is aiming to prevent and raise awareness of female genital mutilation (FGM). Ealing is the only borough in the UK that puts on safeguarding sessions with a focus on FGM in schools for pupils, parents and teachers. The involvement of parents and staff as well as the children, makes these safeguarding lessons unique. This three-way approach gives schools the tools and knowledge to recognise if someone might be at risk or for the individual to realise when they are at risk.

[Find out more](#)



Outcome 4: Residents are physically and mentally healthy, active and independent

We will create a borough that supports people to enjoy a good quality of life for as long as possible, increasing people's healthy life expectancy. We will develop services that focus on people's skills and not just barriers they face, so they can live full, active lives in their communities, increasing residents' self-reported wellbeing. At the same time, we will support those with the most complex needs, in particular vulnerable adults and older people, protecting residents from harm, and supporting them to live as independently as possible, continuing to reduce delayed transfers of care, waiting time for assessments and inappropriate admissions of older adults. We will tackle conditions related to obesity by making it easier for residents to make healthy choices, particularly reducing childhood obesity below national averages. This includes helping people to be physically active through promoting walking, increasing their use of outdoor space for exercise above the London average, improving cycling infrastructure and discouraging car use for short journeys, which will also improve air quality.

Ealing's new Integrated Intermediate Care Service, Homeward, was launched in 2015. Local health partners and Ealing Council have been working together to provide alternatives to hospital admission for local people and to help people to improve their independence in the community.

Up to July 2018, Homeward has received over 15,000 referrals, of which over 10,000 were for one of our admission avoidance pathways. By providing alternative care at home, we have helped to avoid up to 6,595 admissions to local acute hospitals.

Homeward has been working with Ealing Hospital to implement a Home First pathway, fully assessing patient's health and social care needs at home rather than while they are still in hospital. By assessing people at home, we help patients to leave hospital earlier, recover faster and to make them less likely to come back into hospital. Since launching our pilot in June 2017, 600 patients have been taken home through this improved pathway.

[Find out more](#)



The Michael Flanders Resource Centre in Acton works with people over 65 with physical disabilities and dementia. It has started a ground-breaking scheme to help older people to keep their brains and social skills active. Those attending the centre are paired with children from St Vincent's Catholic Primary school to visit a reminiscence room, which is filled with memorabilia and objects from the past. Often people with dementia can still remember things from their childhood, even when their short-term memory is failing. The innovative programme not only helps the dementia sufferer through stimulating their brain and memory, it gives children the chance to find out about recent history first-hand from older people.

[Find out more](#)

The Clinical Commissioning Group (CCG) alongside the council has been working with London Fire Brigade (LFB) to pilot high quality, effectively targeted, 'Fire, Safe and Well' visits to reduce fire risks, support independent living, help prevent avoidable hospital admissions and excess winter deaths and contribute

to improving quality of life for people living in Ealing. Fire, Safe and Well visits build upon LFB's traditional Home Fire Safety Visit model, harnessing the unique access that LFB has to the homes of the most vulnerable in society, with a new emphasis on promoting better health and wellbeing outcomes, as well as traditional fire safety interventions. Outcomes from the pilot will be evaluated once the scheme ends in 2019.

[Find out more](#)

The 'Let's Go Southall' programme aims to encourage and support residents to be more physically active. Southall is one of 12 areas across the country that has been selected for a Sport England programme to help people to choose more active lifestyles. One of the main messages to residents is that the smallest thing can make a huge difference to one's health and being more active now could improve quality of life.

[Find out more](#)





Outcome 5: Ealing has an increasing supply of quality and affordable housing

We will work collectively to increase new housing, including 50% affordable homes. We want to prevent homelessness wherever possible, reducing the overall number of homeless households.

Partnership working between the council, A2Dominion and its delivery partners is transforming the Green Man Lane estate in West Ealing through an exciting 770-home regeneration project. The 1970s estate is being demolished to pave the way for high quality new homes. The £165m project, designed by Conran & Partners is being delivered in a joint venture between A2Dominion and Rydon. This is a flagship example of what can be done to transform a local area and community through engagement and positive architectural design.

The regeneration masterplan includes the rebuilding of the neighbouring primary school, St Johns School. Phases 1 and 2 of the residential development have been completed providing 363 homes as well as the primary school, a community café, a management office and an energy centre to serve the whole neighbourhood. Of the 363 homes completed and occupied, 166 of these are for Social Rent and a further 50 are for Shared Ownership. Phase 3 is currently on site and will deliver a further 143 homes.

[Find out more](#)



Outcome 6: Crime is down and Ealing residents feel safe

We want people who live, work or visit Ealing to feel safe. We will do everything we can to reduce crime and keep our citizens safe, reducing in particular low-level anti-social behaviour and crimes that cause the most harm, such as domestic violence and violent crimes with injury.

In response to concerns about the rise in knife crime, and the complex drivers behind this, the Safer Ealing Partnership is working collaboratively across a wide range of organisations to develop a holistic preventative approach by considering violence and vulnerability together.

The police are a key partner – and following their 2018 reorganisation, the new West Area Police BCU has a number of opportunities to focus their new safeguarding and neighbourhood structures on working to make an impact on knife crime and serious violence across the borough. Other partners include the council's youth justice service, children's services and safer communities, as well as health, voluntary and community sector partners and housing providers.

As more information is shared across the multi-agency partnership, new interventions can be designed and implemented. There will be more in-depth analysis of knife crime incidents, profiles of offenders and victims. This will continuously inform both the enforcement and safeguarding activities with partners in the council's children's services and the police. This will help to ensure that we have the best understanding and are able to target our resources as precisely as possible to deliver better outcomes.

[Find out more](#)

Council departments including Trading Standards and Food Safety regularly work jointly with the police to ensure that businesses are operating within the law and not working in such way that could be dangerous for residents, including seizing almost 5,000 counterfeit and illicit mobile phone accessories from just one road.

[Find out more](#)



Outcome 7: The borough has the smallest environmental footprint possible

By working with residents and businesses we will make sure our streets are places people are proud to live and work in. We will work to keep our streets clean and tidy and reduce waste per household below the national average. We will also make the air we breathe cleaner, by increasing the shift away from cars to walking and cycling.

Local residents regularly volunteer their time to improve spaces where they live and have 'greened' traffic islands and tree pits with flower beds. Some sites have been transformed into community gardens.

In the Mill Hill Park conservation area of South Acton, a group of residents continue to sustain a small pocket park in Crown Street that in the past was underused as a result of anti-social behaviour. With the support of their ward councillors and assistance of council officers, the group designed the planting plan and encouraged additional assistance from the community.

[Find out more](#)





Outcome 8: Ealing is a clean borough and a high-quality place where people want to live

Together, we will ensure that the way we shape and manage the borough makes Ealing a place that is cleaner, healthier, and happier, increasing residents' satisfaction with their neighbourhood above the national average. We will make our parks and open spaces places that are welcoming, safe and connect people, where people can take part in the amazing diversity of cultural activities across the borough, taking advantage of our collective investment in leisure, cultural and community facilities.

Friends of Horsenden Hill is led by active residents who appreciate the unique appeal of Horsenden Hill and work in partnership with the Park Ranger to enable others to enjoy and celebrate it. Their efforts were recognised by the Duke of Kent who came on a royal visit. In preparation of the visit the Horsenden Hill team teamed up with 120 children from local schools, 40 volunteers from Goldman Sachs, volunteers in a week of events, activities and volunteering tasks.

[Find out more](#)



Outcome 9: Ealing is a strong community that promotes diversity and tackles inequality and discrimination

Communities are the driving force of our borough. We have hundreds of residents who already give up their time to help others; including those who help friends and neighbours on an informal basis by cooking meals for lonely people or checking on the elderly, as well as people who formally volunteer in the community to run services. We will continue to build a borough where different communities live happily alongside each other and have opportunities to come together, increasing the proportion of how well people get on with those from different backgrounds above the London average. We will enable them to develop the connections and support networks that will allow them to achieve their full potential, reducing the proportion of people who are socially isolated, while increasing the proportion of adults who have volunteered above the London average.

Firefighters from Acton fire station came together with Ealing Community Transport (ECT) to share important fire safety tips with lonely residents about how to stay safe. As well as tea and cakes provided by local businesses and entertainment from a local school, firefighters share important fire safety tips.

Data from the London Fire Brigade shows that people over 60 and those living alone are more likely to die from a fire, so this is an important opportunity to communicate how to stay safe.

The ECT provides transport to individuals who are unable to get out and who rarely leave their homes.

[Find out more](#)



How we will work together

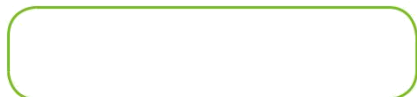
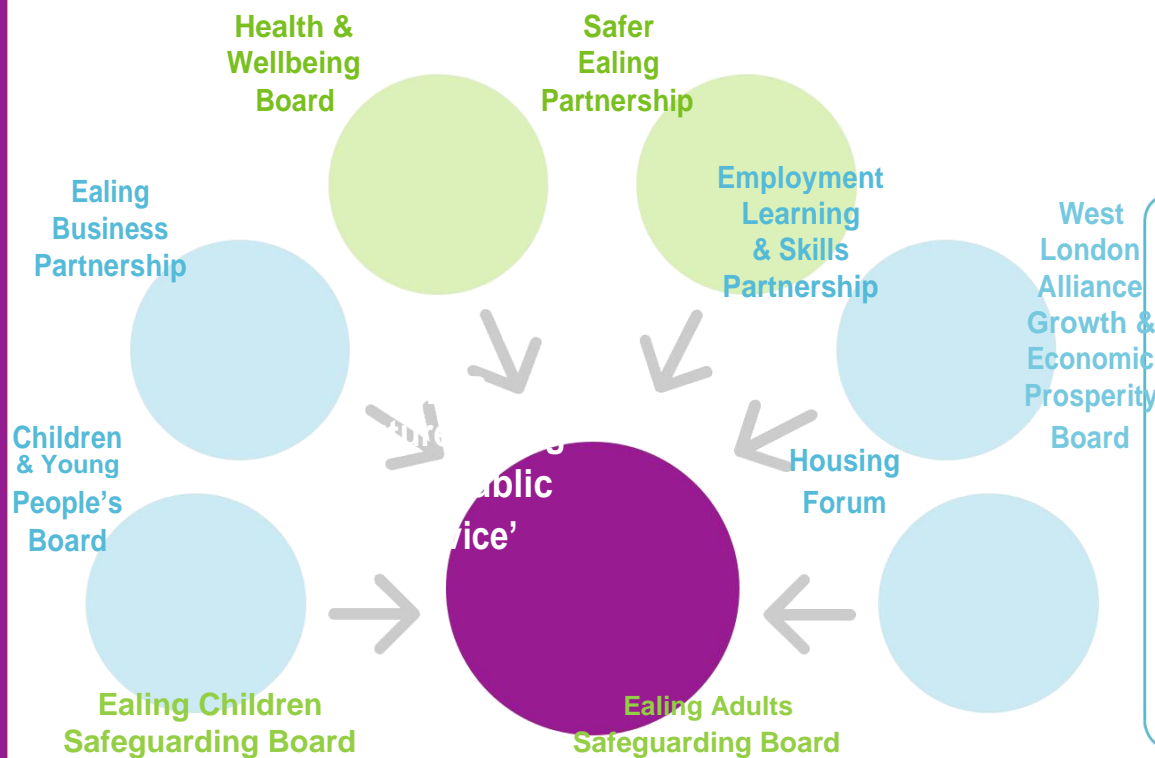
At the very heart of Future Ealing, there is a common cause: we want to work together to make the borough a better place to live.

The LSP is our key strategic partnership locally and brings together local statutory organisations (such as the council, police, hospital and clinical commissioning group) to work alongside other local public services, the voluntary sector, and businesses.

Of course, partnership working happens at many levels across Ealing. This can include informal conversations between front-line workers, collaboration between voluntary sector and statutory organisations, or formal partnership meetings and bodies. There are a small number of key strategic partnerships, illustrated here, which join up work at a local, borough and regional basis. Some have a statutory role (these are shown in green).

The LSP has an over-arching role. Its executive board provides strategic leadership and leads on project work on key local issues, with the aim of delivering improved outcomes on strategic issues which no single organisation could achieve on its own. The board meets on a quarterly basis and brings together senior executives from the statutory and voluntary sectors as well as business representatives.

The LSP will act as the strategic over-arching governance board for the delivery of the Borough Plan and track how well the borough is performing on the measures outlined in the **Outcomes Framework** (Appendix 2).



Collaborating with partners

There is already a lot of collaborative working between partners across the borough. For example, there is joint enforcement activity between the police and the council to tackle anti-social behaviour. GPs, hospitals and the council work together to ensure that people do not get stuck in hospital longer than they need to be. Looking into the future, we will all need to collaborate even more so that, rather than different agencies, residents see and experience 'one public service' in Ealing. Our Borough Plan outlines how we will work with partners to deliver results collectively.

Case study

Click on the case study icon to read more about this priority.



Improving safety and preventing antisocial behaviour through special measures

A Public Spaces Protection Order (PSPO) is an order the local authority can make, which identifies a public place and prohibits certain things being done in the restricted area and/ or requires specified things to be done by persons carrying out specified activities in that area.

The approach taken in Ealing has been to introduce a PSPO only on the basis of compelling evidence of harm and community concern and following substantial consultation with residents, businesses and people who visit the area, and with a wide range of partners from support and enforcement agencies alike.

In April 2017, Ealing's first PSPO was introduced in the West Ealing area.

However, its implementation came only after significant joint work throughout 2016 with partners, led by the council's safer communities team. Partners from the police, parks services, West London Mental Health Trust, street services, Parkguard, RISE, St Mungos and others all directly contributed to the final draft order, which was then formally consulted on over an eight-week period into early 2017.

Careful evaluation of the impact of the order has been positive, with learning continuing to be gained which is helping to shape the approach to other PSPOs in Ealing.

[Find out more](#)



Preventing problems

Very often getting a better result for the community helps make good use of resources. Like preventing costly temporary accommodation by intervening early or helping someone who has had a fall return to their own home rather than go into a care home. Prevention is our goal wherever possible.

Help Through Crisis Ealing

Help Through Crisis Ealing is a four-year project, funded by the Big Lottery Fund, which has already helped 180 residents in financial crisis. It is led by Ealing CVS working in partnership with Ealing Equality Council, Ealing Foodbank, Ealing Law Centre, Ealing Mencap and Mind in Ealing and Hounslow.

The project aims to identify and support those in food crisis, or those facing eviction or house repossession. Clients are identified at Foodbank sites across Ealing and at Brentford County Court.

They are given immediate assistance as well as advice and support to achieve long-term behaviour changes.

All clients are assessed for mental wellbeing and the project is able to demonstrate significant increases by clients in their optimism to cope in their lives, feel more connected to their community and better able to manage their debts.



[Find out more](#)



Making use of technology

Technology has transformed the way we work, how we now communicate, learn and shop. We will make greater use of technology to make people's lives easier, use data to target services more effectively, and save resources for where they are needed most.

Debts, Overdrafts and Savings Help

The DOSH project (Debts, Overdrafts and Savings Help) is a partnership including Catalyst Housing and A2 Dominion which provides one-to-one mentoring and advice to customers who need support to help them manage their finances. Across its West London remit it has supported 1,047 customers through one-to-one mentoring, developed the Ask David app (free to download) and delivered Advice Plus drop-in sessions. Independent research carried out by Brunel University showed that the combined one-to-one and digital approach has positively increased customers' savings, budgeting, confidence and overall wellbeing.

[Find out more](#)



Supporting residents to be active in their communities

Whether going out for a run with neighbours, looking in on an elderly neighbour or businesses paying a living wage, local people are shaping their community. And local communities play a huge role in delivering services, from volunteering as a school governor, putting out the recycling or being a foster carer. We want to work with all our communities to enable them to do even more.

For this, we have set up a dedicated website to help residents see what they can do in their local area and make our borough a better place.

Active communities

The 'Let's Go Southall' programme, aims to encourage and support residents to be more physically active. The town is one of 12 areas across the country to have been chosen for a Sport England programme to help people to choose more active lifestyles. One of the main messages to residents is that the smallest things can make a huge difference to one's health and being more active now could drastically improve the quality of life as we get older.

Acton's junior parkrun takes place every Sunday. It now has on average 60 children and young people taking on the 2km course in Acton Park. Organised and run by local residents and volunteers, the event is free and open to everyone. The council supports this by enabling volunteering opportunities to be posted at www.dosomethinggood.org.uk. Volunteering at the junior parkrun involves a small commitment of your time, but it makes a big difference – and it's great for meeting people.

[Find out more](#)

[Find out more](#)



Growing a good local economy

We want to increase economic growth, support businesses and create opportunities for residents, ensuring everyone can share the benefits. We will work with business and local people to provide opportunities to build much needed affordable housing; create thousands of job and business opportunities; provide people with the ability to acquire new skills; and allow us to provide school places to give children the best start in life.



Ealing Apprenticeship Network

The Ealing Apprenticeship Network (EAN) works in partnership with training providers and skills and employment organisations to provide a free service to businesses to help set up apprenticeship opportunities. More than 150 businesses have benefited from the EAN and over 650 apprenticeship vacancies have been created.

Running for 100 days between September and December, the popular campaign '100 in 100' aims to secure 100 pledges for new apprenticeship placements from local businesses – for the seventh year in a row. Employers can offer apprenticeships to new people through the Network, or use apprenticeships to grow talent from among their current employees.

The apprenticeships have allowed employers to harness local talent, as well as fill skills gaps. Businesses also report a range of benefits to taking on apprentices, with 75% of employers claiming apprenticeships had improved the quality of their product or service.



[Find out more](#)

To make sure we focus on the most important priorities, we have developed an Outcomes Framework outlined in Appendix 2 that helps us see how well we are doing.

The indicators that we present in the Outcomes Framework provide a “health check” of the borough. While we recognise that each of the organisations in the borough can only have an indirect influence on these, they provide a direction of travel which the LSP will use to scrutinise overall progress across the borough.

On an annual basis:

- Performance will be reported on these targets and how LSP partners have helped achieve them.
- Analysis will be carried out to identify what the drivers have been of performance (benchmarked to regional and national performance).
- Discussions will be facilitated to bring together key partners to develop remedial actions to tackle under performance, reporting to the LSP.

People will be able to check how we’re performing through an online performance dashboard and at our Local Strategic Partnership meetings on an annual basis.

In our Outcome Maps in Appendix 3, we outline where each partner contributes to those projects and key priorities that will have the biggest impact on these targets, so people can see what we are doing on the ground.

However, we know that the world doesn’t stand still and there will be new challenges and opportunities that we face.

We are proud of how much we have in our borough. Developing this plan is only the first step. Making a real impact will involve changing individual and organisational behaviours, and require creativity, ambition, and expertise. We will need to radically change the way we work together and we know that this will take time, hard work and leadership. We believe that with our strong record of partnership working and with the shared vision set out in this plan we are well placed to meet that challenge.

How you can help and get involved?

We want to work with Ealing's residents, partners, businesses, voluntary and community sector and staff to develop a long-term vision for the borough. We want to invite everyone who lives, works and studies in the borough to work with us to improve the area together.





You can find out about ways you can get involved at www.dosomethinggood.org.uk

We hope you understand the challenges that the borough faces, but are also inspired to get involved in the amazing opportunities the local area has to offer and work together to make Ealing an even better place.




Appendix 1: Key Partnership Activity

LSP partners are closely working together to achieve the best possible outcomes for our residents. Some of the key activities to be delivered through partnership working are listed below.

ACTIVITY	DESCRIPTION	FURTHER INFORMATION
Knife Crime and Serious Violence Action Plan	<p>The Safer Ealing Partnership has developed a Knife Crime and Serious Violence Action Plan to reduce the harm from knife crime and serious violence. The plan involves close proactive and collaborative work between the local police, health partners and key council services (such as Youth Justice Service, Safer Communities Team and Children’s & Families Services) to achieve strategic priorities through information sharing, coordinating resources and integrating service delivery.</p>	<p>Find out more</p> 
Single out-of-hospital contract	<p>NHS Ealing Clinical Commissioning Group (CCG) will be commissioning a single contract for Out of Hospital services for adults and children from May 2019, in order to achieve better integration of the various strands of community services such as GPs, community nursing and social care. Aligned to the North West London Health and Care Partnership delivery plan, this will ensure a better coordinated and integrated delivery of community services in Ealing. Removing the constraints of separately held multiple contracts will mean the health service is better able to respond to patient need rather than operate along rigid service lines.</p>	<p>Find out more</p> 
‘Let’s Go Southall’ – a partnership community health programme	<p>Ealing Council, the NHS, Southall Community Alliance, leisure providers, sports clubs, housing associations, community organisations, businesses, charities and faith groups are working together on a new Sport England programme to help people in Southall to be more physically active. The ‘Let’s Go Southall’ programme is not simply about providing new facilities or services. It is about many organisations working in partnership with local residents to understand why some people are physically inactive and what might be done to help them to change. The partnership work involves trying to make lasting improvements, so that when the programme ends, residents continue to be more active.</p>	<p>Find out more</p> 
Agreed framework and Compact for working together between key partners	<p>To develop and further strengthen partnership working, there is an agreed framework, called a Compact, between Ealing Council, Ealing Community Network and Ealing Clinical Commissioning Group. As part of the Compact the key partners have formally agreed to:</p> <ul style="list-style-type: none"> • Deliver and monitor a two-year Ealing External Funding Action Plan; • Support local voluntary and community (VCS) groups to become more self- sustainable by identifying new income streams and alternative funding sources; • Promote effective governance by VCS groups and good financial reporting on the use of public funds, identify potential efficiencies, cost savings and sharing of premises, staff, equipment and back-office services between VCS groups. 	<p>Find out more</p> 

Appendix 1: Key Partnership Activity

ACTIVITY	DESCRIPTION	FURTHER INFORMATION
<p>Delivering 2,500 new homes through partnership with local partners and GLA</p>	<p>Ealing has a good track record of working with developers and housing associations in delivering affordable housing directly and enabling the market through partnerships and the planning system. This has secured investment from developers, housing associations and funding agencies such as the Greater London Authority (GLA), with over £1.3 billion of investment already secured across the council's newbuild and regeneration schemes.</p> <p>Ealing has tackled its most challenging housing estates through partnership with developers and housing associations leading to the delivery of regeneration schemes to demolish 3,500 old homes and building some 5,500 new homes of mixed tenure housing. Nine estate regeneration schemes are underway, three led by the council (Copley, Golf Links and High Lane) the remainder through partnerships between developers and Registered Providers including A2 Dominion and Catalyst.</p>	<p>Find out more support and </p>

Appendix 2: Outcomes Framework

OUTCOME	PROPOSED OUTCOME MEASURES	CURRENT EALING POSITION	KEY PARTNERS
<p>Outcome 1: A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes</p>	<p>1. Increase the employment rate, maintaining it above the London average</p>	<p>In the past, Ealing has lagged behind London, but for the last three years Ealing's employment rate (75.9% in 2017) has been higher than London (74.0% in 2017). In 2017, Ealing's employment rate exceeded the national average (74.9%) for the first time.</p>	<ul style="list-style-type: none"> • Ealing Council • ECN • Make it Ealing • DWP • A2Dominion
	<p>2. Increase household incomes to reduce the income gap between Ealing and London</p>	<p>Although median gross pay for Ealing's full time working residents has been rising it is still behind the London average (£604 as compared to £655 per week in 2017).</p>	
	<p>3. Increase business birth and survival rates, maintaining them above the London and national averages</p>	<p>In 2016, the 2-year business survival rate was 76.5%, higher than the rate for London (73.7%) and UK (75.7%).</p>	
<p>Outcome 2: Children and young people fulfil their potential</p>	<p>1. Increase school readiness of young children, maintaining the proportion of children achieving good level of development above the national average</p>	<p>Ealing's performance against this measure was higher than the national average in 2017, with 71.5% of children achieving a good level of development, compared with 70.7% nationally. Ealing's performance was lower than that for London (73.0%).</p>	<ul style="list-style-type: none"> • Ealing Council • West London College • ECN • DWP
	<p>2. Improve educational attainment of Ealing pupils at all stages to match or better than the London average</p>	<p>Educational attainment at both KS2 and KS4 in Ealing is usually above the national average but falls behind the London average.</p> <p>Provisional data for 2018 shows 65% of Ealing KS2 pupils reaching the expected standard in reading, writing and maths, higher than the national average (64%) but lower than the London average (69%).</p> <p>Ealing pupils receiving a standard pass in English and Maths at Key Stage 4 was 70.5% in 2017/18.</p> <p>Progress across 8 qualifications in Ealing in 2017/18 was 42.0%.</p> <p>The percentage of students achieving level 3 by 19 was 69.0% in Ealing in 2017/18.</p>	

OUTCOME	PROPOSED OUTCOME MEASURES	CURRENT EALING POSITION	KEY PARTNERS
	<p>3. Reduce the gap in educational attainment between disadvantaged and nondisadvantaged pupils</p>	<p>At KS2 the gap in 2017 was less than the national average; however in Ealing there has traditionally been a gap in attainment of Black Caribbean pupils that needs to be addressed. Provisional 2018 data suggests that the gap has decreased from 15.7 percentage points to 11.9 percentage points in Ealing.</p> <p>The 2017 gap between Black Caribbean pupils and all pupils nationally receiving a standard pass in English and Maths at Key Stage 4, was 16.0 percentage points in Ealing.</p> <p>In 2017 the gap between disadvantaged pupils and all other pupils nationally reaching the expected standard in Reading, Writing and Maths at Key Stage 2, was 10.2 percentage points in Ealing.</p> <p>The 2017 gap between disadvantaged pupils and all other pupils nationally receiving a standard pass in English and Maths at Key Stage 4, was 11.3 percentage points in Ealing.</p>	
<p>Outcome 3: Children and young people grow up safe from harm</p>	<p>1. Reduce the number of first time entrants to the criminal justice system</p>	<p>In 2017 Ealing had 269.3 first time entrants per 100,000; lower than the London (380.3 per 100,000) and the national (292.5 per 100,000) rates.</p>	<ul style="list-style-type: none"> • Ealing Council • Met Police • CCG / WLMHT
<p>Outcome 4: Residents are physically and mentally healthy, active and independent</p>	<p>1. Increase healthy life expectancy</p>	<p>2014-16 data puts the healthy life expectancy at birth at 62.7 years for males and 60.9 for females in Ealing. In London this is 63.5 for males and 64.4 for females. At national level this is 63.3 for males and 63.9 for females.</p>	<ul style="list-style-type: none"> • Ealing Council • CCG / WLMHT • ECN • Fire Service
	<p>2. Increase residents' self-reported wellbeing</p>	<p>In 2017/18, self-reported levels of anxiety in Ealing were 3.23, displaying a steady decrease from previous years but still showing a greater average number of people feeling anxious than across London as a whole (3.14).</p>	

OUTCOME	PROPOSED OUTCOME MEASURES	CURRENT EALING POSITION	KEY PARTNERS
		<p>The average self-reported life satisfaction score in Ealing in 2017/18 was 7.55, an increase on the previous year (7.42) and higher than the London average (7.52).</p> <p>2017/18 self-reported happiness in Ealing averaged at 7.70, showing an increase over recent years and averaging above London as a whole (7.44).</p>	
	<p>3. Reduce delayed transfers of care from hospital</p>	<p>Ealing's performance has recently improved substantially, even though performance in 2017/18 was worse than in London as well as nationally.</p> <p>Delayed transfers of care attributable to the whole system in 2017/18 were 12.7 per 100,000 population in Ealing; in London it was 7.1, and 12.4 nationally.</p> <p>Delays attributable to social care were 7.7 per 100,000 in Ealing, 2.7 in London, and 4.4 nationally.</p> <p>Delays jointly attributable to both NHS and social care were 0.8 per 100,000 in Ealing, 0.3 in London, and 0.9 nationally.</p>	
	<p>4. Reduce childhood obesity rate in reception and in Year 6 below national averages</p>	<p>2017/18 data suggests that 20.9% of Ealing 4-5 year olds have excess weight and 38.4% of 10-11 years olds do.</p>	
	<p>5. Reduce the proportion of physically inactive residents</p>	<p>2016/17 NHS data shows that 30.9% of the Ealing population is physically inactive, compared with 22.9% in London and 22.2% in England.</p>	
	<p>6. Reduce admissions of older people to permanent residential and nursing care homes</p>	<p>In 2016/17, there were 414.8 adults aged 65+ per 100,000 population in Ealing whose longterm support needs were met by admission to residential and nursing care homes; 438.1 per 100,000 in London; and 610.7 per 100,000 in England.</p>	

OUTCOME	PROPOSED OUTCOME MEASURES	CURRENT EALING POSITION	KEY PARTNERS
<p>Outcome 5: Ealing has an increasing supply of quality and affordable housing</p>	<p>1. Increase the percentage of affordable homes among all new homes built</p>	<p>The London Plan has set a target of 50% affordable homes. During the last four years for which comparative data is available (2013/14 – 2016/17) the average for ‘<i>additional affordable homes provided as a percentage of all net additional homes</i>’ was 47% in Ealing, 33% in London and 24% amongst all English district local authorities.</p>	<ul style="list-style-type: none"> • Ealing Council • A2Dominion • Catalyst
	<p>2. Reduce the number of homeless households</p>	<p>In 2017/18 there were 2,326 households living in temporary accommodation in Ealing. The London average was 1,704, while the average for all English local authorities was 289 households.</p>	
<p>Outcome 6: Crime is down and Ealing residents feel safe</p>	<p>1. Reduce the levels of anti-social behaviour</p>	<p>This is a priority target for the Safer Ealing Partnership.</p> <p>The rate of repeat victims of anti-social behaviour in Ealing in 2017/18 was 0.82 per 1,000 population.</p>	<ul style="list-style-type: none"> • Ealing Council • Met Police • ECN • A2Dominion • MakeitEaling • Fire Service
	<p>2. Reduce the levels of domestic violence</p>	<p>This is a priority target for the Safer Ealing Partnership.</p> <p>The rate of incidents of domestic abuse (violence with injury) for 2017/18 in Ealing was 2.75 per 1,000, compared with 2.73 per 1,000 in London.</p>	
	<p>3. Improve residents’ perception of safety and reduce concerns about crime and anti-social behaviour</p>	<p>Although the baseline is from the 2014 Residents Survey the percentage of Ealing residents ‘feeling safe after dark in their local area’ was 72%.</p>	
<p>Outcome 7: The borough has the smallest environmental footprint possible</p>	<p>1. Reduce the amount of residual household waste per household below the national average</p>	<p>In Ealing, 51.1% of household waste was sent for reuse, recycling or composting in 2017/18.</p>	<ul style="list-style-type: none"> • Ealing Council • A2Dominion • MakeitEaling
	<p>2. Increase transport modal shift away from cars</p>	<p>61.9% of trips in Ealing in 2017/18 were comprised of walking, cycling and public transport.</p>	

OUTCOME	PROPOSED OUTCOME MEASURES	CURRENT EALING POSITION	KEY PARTNERS
<p>Outcome 8: Ealing is a clean borough and a high quality place where people want to live</p>	<p>1. Increase residents' satisfaction with their neighbourhood above the national average</p>	<p>While the baseline for Ealing is from 2014 at 82%, the national average reported by the LGA is currently 81% (for the three-month period ending February 2018).</p>	<ul style="list-style-type: none"> • Ealing Council • A2Dominion • MakeitEaling
<p>Outcome 9: Ealing is a strong community that promotes diversity with inequality and discrimination reduced</p>	<p>1. Reduce the gap in employment rate among different groups</p>	<p>The employment rate for disabled (including core disabled and work-limited disability) Ealing residents aged 16-64 was 59.4% in 2017/18, while this was 76% among all residents.</p>	<ul style="list-style-type: none"> • Ealing Council • Met Police • ECN
	<p>2. Increase the percentage of residents agreeing that people get on well with those from different backgrounds, above the London average</p>	<p>Ealing's baseline of 91% from 2014 is the same as more recent average of 91% across London.</p>	
	<p>3. Increase the proportion of adults who have done any voluntary work in in the last 12 months above London average</p>	<p>Ealing's baseline of 91% from 2014 is the same as more recent average of 91% across London.</p>	
	<p>4. Reduce the proportion of people who don't have sufficient social contact</p>	<p>72% of people in Ealing reported that they had sufficient social contact in 2017/18.</p>	
	<p>5. Reduce the achievement gap between disadvantaged and non-disadvantaged pupils at all stages of education</p>	<p>Provisional 2018 data suggests that the gap has decreased from 15.7 percentage points to 11.9 percentage points in Ealing.</p> <p>The 2017 gap between Black Caribbean pupils and all pupils nationally receiving a standard pass in English and Maths at Key Stage 4, was 16.0 percentage points in Ealing.</p> <p>In 2017 the gap between disadvantaged pupils and all other pupils nationally reaching the expected standard in Reading, Writing and Maths at Key Stage 2, was 10.2 percentage points in Ealing.</p> <p>The 2017 gap between disadvantaged pupils and all other pupils nationally receiving a standard pass in English and Maths at Key Stage 4, was 11.3 percentage points in Ealing.</p>	

Outcome Maps showing key outcomes, performance measures and priorities for LSP partners.

The following charts or 'Outcome Map' provide a visual representation of each of the nine outcomes that all LSP partners have agreed to work towards as part of the Future Ealing approach.

Each Outcome Map shows:

- 1 The Future Ealing Outcome – “A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes.”
- 2 Key performance measures that will be used to track progress towards achieving the outcome – e.g. the employment rate for the borough. Note that these measures do not have specific targets to achieve; they will instead be regularly monitored to assess how well we are doing as a borough on each of the key outcomes.

- 3 Strategic priorities for each individual LSP partner and how they contribute to achieving the particular Future Ealing outcome – Since some priorities will influence more than one outcome, these may appear duplicated across different outcomes. Further, these priorities are not an exhaustive list of all the priorities of the specific organisation; instead, these have been picked to illustrate how a select set of the organisations's priorities can contribute towards achieving the Future Ealing outcomes all partners have jointly agreed.

Department for Work and Pensions (DWP)

- Run an effective welfare system that enables residents to achieve financial independence by providing assistance and guidance into employment
- Support people to stay in, return to or begin work
- Create a fair and affordable welfare system which improves the life chances of children and adults
- Help residents increase saving for, and security in, later life

A2 Dominion

- Help more customers into work
- Minimise the impact of welfare reform on customers and income streams to ensure tenancies are sustained
- Tailor community services, facilities and support services to meet local need and promote the economic wellbeing of our customers

Outcome 1
A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes

Increase the employment rate, maintaining it above the London average
Increase household incomes to reduce the income gap between Ealing and London
Increase business birth and survival rates, maintaining them above the London and national averages

MakeitEaling

- Build on opportunities for bettering the retail offer in the borough
- Support and promote the growth of a diverse evening economy
- Maximise and realise the potential of new developments, public and open spaces

Ealing Council

- Increase new housing development
- Increase new commercial development
- Help residents into gainful employment, especially those on benefits or needing other support services from the council (e.g. residents with disabilities, in debt or rent arrears, or risk of homelessness)

Ealing Community Network (ECN)

- Support residents in gaining employment through the work of the voluntary and community sector

Department for Work and Pensions (DWP)

- Create a fair and affordable welfare system which improves the life chances of children and of adults

Ealing Community Network (ECN)

- Through the Young Ealing Foundation
- Provide an increased voice for young people and secure new external funding for activities by young people

Outcome 2
Children and young people fulfil their potential

Improve the school readiness of young children, maintaining the proportion of children achieving good levels of development above the national average

Improve educational attainment of Ealing pupils at all stages to match or better than the London average

Reduce the gap in educational attainment between disadvantaged and non-disadvantaged pupils

Ealing Council

- Ensure continued increase in academic progress and outcomes for all groups of learners at all stages of education
- Ensure continued increase in the proportion of schools judged good or outstanding by Ofsted and reduce school to school variation
- Improve the progress and achievement of learners with SEND at each education phase; enhanced range and quality of provision at 16+ resulting in higher participation in employment-related pathways
- Reduce the achievement gap between disadvantaged and non-disadvantaged pupils at all stages of education
- Increase young people in education, training or employment

West London College

- Provide an excellent personalised student learning journey from pre-entry to exit
- Develop employable and enterprising students and maximise their potential
- Improve teaching, assessment in order to deliver excellent learning
- Create partnerships, federations and alliances that support the local, regional and national priorities
- Develop and grow the provision for 11-19 year olds

Metropolitan Police

- Protect children and develop a robust approach to tackling sexual exploitation
- Engage with young people with a named officer for all schools
- Introduce a new service to safeguard vulnerable children and adults from abuse, sexual exploitation and radicalisation, with a single point of referral for the public and our partners

Outcome 3

Children and young people grow up safe from harm

Reduce the number of first time entrants to the criminal justice system

CCG/WLMHT

- Support vulnerable families to improve life chances of their children and reduce likelihood of needing longer-term mental health support
- Make it easier for children, young people and their families to access mental health support, when and where they need it

Ealing Council

- Reduce the number of looked-after children through earlier and improved quality interventions
- Reduce the number of first time entrants to the criminal justice system
- Reduce the reoffending rate among young persons who have committed serious youth violence
- Ensure young offenders are engaged in suitable education, training or employment

Ealing Community Network (ECN) through ECVS

- Support residents in serious financial crisis to develop pathways out of crisis through the Ealing Help Through Crisis project
- Support residents in Ealing to better manage their own health through the Ealing Help Your Health project

Ealing Council

- Deliver the Better Lives Programme
- Reduce the number of days delayed in hospital
- Reduce childhood obesity
- Increase school readiness
- Increase the proportion of 5-year olds free from tooth decay
- Reduce alcohol related hospital admission rate

Outcome 4

Residents are physically and mentally healthy, active and independent

- Increase healthy life expectancy
- Increase residents' self-reported wellbeing
- Reduce the proportion of physically inactive residents
- Reduce admissions of older people to permanent residential and nursing care homes
- Reduce delayed transfers of care from hospital
- Reduce childhood obesity rate in reception and in Year 6 to below national averages

CCG/WLMHT

- Radically upgrade prevention and wellbeing, with specific focus on
 - Tackling excess weight and obesity among children
 - Supporting patients to manage their own condition and reduce demand on the NHS
 - Improving one-year survival rates from all cancers
- Achieve better outcomes and experiences for older people, with specific focus on
 - Reducing injuries from falls
 - Strengthening dementia care planning and post-diagnostic support

Fire service

- Reduce the risk of fire
- Reduce the risk from fire

Catalyst

- Deliver at least 1,296 homes in Ealing by March 2024
- Aim to deliver an additional 236 shared living homes as part of the Friary Park estate regeneration

Outcome 5

Ealing has an increasing supply of quality and affordable housing

Increase the percentage of affordable homes among all new homes built

Reduce the number of homeless households

Ealing Council

- Build more than 2,500 genuinely affordable homes
- Reduce placements into temporary accommodation

A2 Dominion

- Provide new high quality homes and places
 - Deliver a wide range of high quality, environmentally sustainable new homes and places
 - Implement Right to Buy policy, extending home ownership to existing tenants and delivering replacement homes
- Deliver customer-led services
 - Minimise the impact of welfare reform on customers and income streams to ensure tenancies are sustained
- Invest in our homes and local communities
 - Ensure all our existing homes meet the government's Decent Homes Standards, are affordable to run and have a sustainable environmental impact
 - Adopt a strategic approach to the disposal and redevelopment of properties to focus resources in key localities and to improve the quality and cost-effectiveness of local services
 - Undertake regeneration where needs and opportunities exist

Metropolitan Police

- Protect children and developing a robust approach to tackling sexual exploitation
 - Engage with young people, deploying 600 officers focused on protecting them, with a named officer for all schools
 - Introduce a new service to safeguard vulnerable children and adults from abuse, sexual exploitation and radicalisation, with a single point of referral for the public and our partners
- Tackle violent crime and especially knife crime which affects young people across London
 - Make local communities safer by reducing violent crime, including the use of guns and knives through prevention, partnership working and determined intervention on gangs
 - Encourage more victims of domestic abuse and sexual violence to come forward improve our first response and work to reduce repeat victimisation
 - Support MoPAC and other agencies in preventing young people being drawn into gang activity
 - Prevent hate crime from happening, encourage reporting and robustly investigate offences when it does
- Counter terrorism and review our strategy, tactics and resources in light of the threat
- Transform the Met to become a modern police force using technology, data, skills and engagement to fight crime more effectively

Fire service

- Increase feelings of safety among residents, for example through youth engagement programmes to divert young people away from crime

Outcome 6
Crime is down and Ealing residents feel safe

Reduce the levels of anti-social behaviour

Reduce the levels of domestic violence

Improve residents' perception of safety and reduce concerns about crime and anti-social behaviour

Ealing Council

- Reduce the number of victims of repeat antisocial behaviour
- Reduce incidents of domestic abuse (violence with injury)
- Reduce incidents of Assault with injury, Wounding/ Grievous Bodily Harm, and common assault
- Improve residents' perception of safety and reduce concerns about crime and anti-social behaviour
- Reduce drug/alcohol related hospital admissions

A2 Dominion

- Maintain clean and safe neighbourhoods and estates with an associated increase in customer satisfaction

MakeitEaling

- Ensure Ealing town centre flourishes as a safe and secure place

Ealing Community Network (ECN)

- Promote and support activities by the Ealing Women's Forum
- Promote and support activities by the West London LGBT Forum
- Support victims of domestic abuse, through the work of community groups such as Southall Black Sisters and Hestia

Ealing Council

- Increase recycling rate to 60% by 2022
- Increase the proportion of residents who walk, cycle and use public transport instead of cars, to improve air quality

Outcome 7
The borough has the smallest environmental footprint possible

Reduce the amount of residual household waste per household below the national average

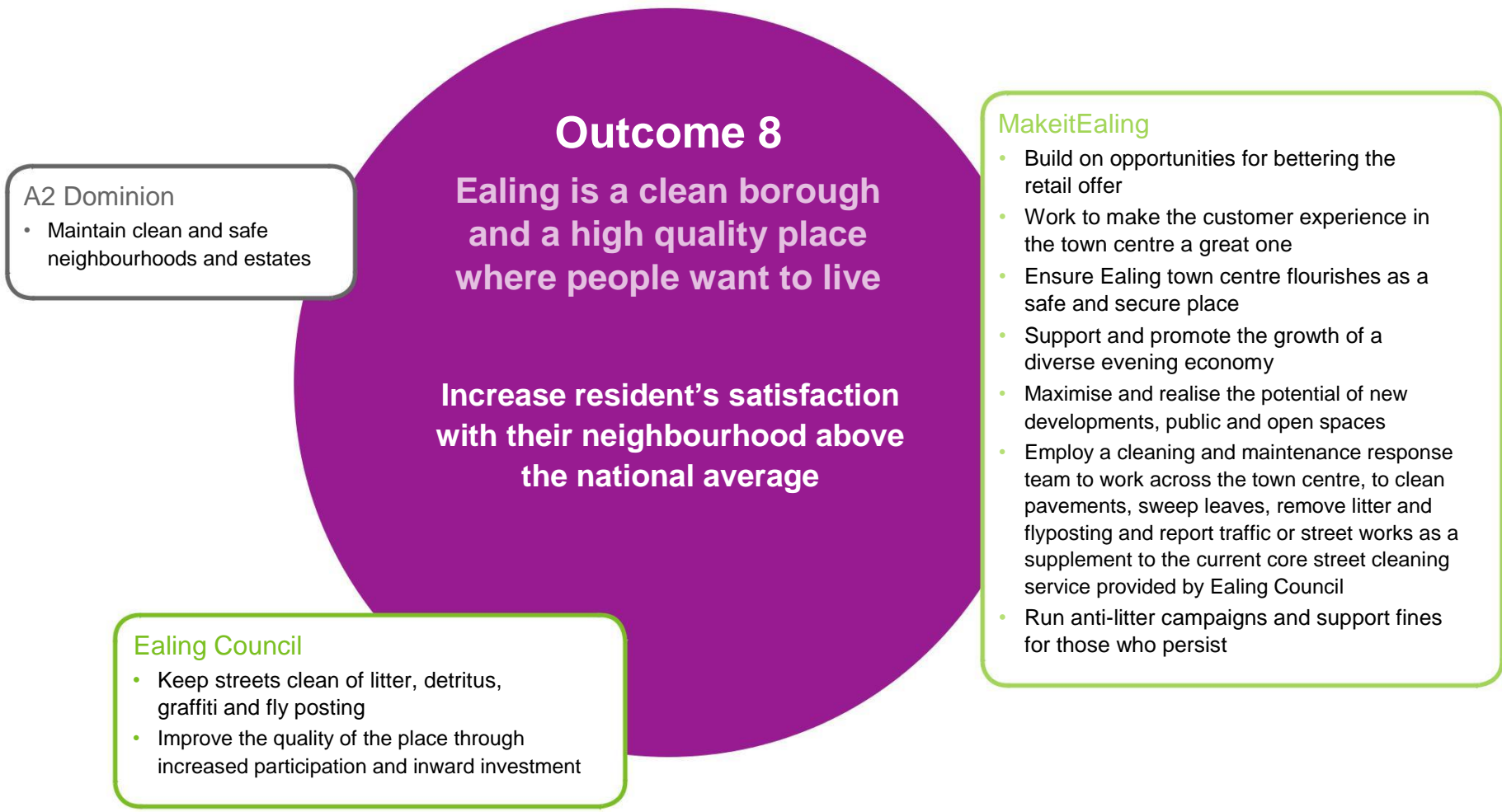
Increase transport modal shift away from cars

A2 Dominion

- Invest in our homes and local communities
 - Ensure all our existing homes meet the government's Decent Homes Standard, are affordable to run and have a sustainable environmental impact
 - Undertake regeneration where needs and opportunities exist

MakeitEaling

- Expand recycling, food waste, electrical and electronic equipment collections, installing bins where needed



Ealing Community Network (ECN)

- Through the work of ECVS
 - Support local groups to apply for external funding to develop new community projects in Ealing
 - Provide free skills training to local voluntary groups
 - Provide support to newly arrived residents to set up their own community groups and have a voice on local services
- Through Ealing Volunteer Centre provide a wide range of volunteering opportunities to make best use of residents skills and talents
- Support community events and activities through Area Community Forums to promote community cohesion and bring residents from different backgrounds together

Outcome 9

Ealing is a strong community that promotes diversity with inequality and discrimination reduced

Reduce the gap in employment rate between different groups

Reduce the achievement gap between disadvantaged and non-disadvantaged pupils at all stages of education

Increase the proportion of adults who have done any voluntary work in the last 12 months above the London average

Increase the percentage of residents agreeing that people get on well with those from different backgrounds, above the London average

Reduce the proportion of people who don't have sufficient social contact

Ealing Council

- Ensure our development and regeneration work leads to increased employment among all groups of residents
- Reduce the achievement gap between disadvantaged and non-disadvantaged pupils at all stages of education
- Encourage and create more opportunities for volunteering and community participation in local activities

Metropolitan Police

- Prevent hate crime from happening, encourage reporting and robustly investigate offences when it does
- Embed our new diversity and inclusion strategy to ensure our systems, processes and policies are fair and transparent and that the Met better reflects London's diversity
- Close the gaps which exist between BAME communities and other Londoners in terms of confidence in policing and victim satisfaction

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