

LOCAL STRATEGIC PARTNERSHIP FOR EALING

EXECUTIVE BOARD MEETING

Monday, 21st January 2019 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
Tessa Sandall (TS)	Ealing Clinical Commissioning Group
Chris Blake (CB)	London North West Healthcare NHS
Jim Diluzio (JD)	Metropolitan Police Service on behalf of Paul Martin
Janpal Singh Basran (JSB)	Ealing Community Network
Lainya Offside Kevaini (LOK)	Ealing Community Network
Ben Moore (BM)	London Fire Services
Olivia Hargadon (OH)	Job Centre Plus
Sue Cooper (SC)	Catalyst Housing
Dele Ryder (DR)	A2 Dominion
Karen Redhead (KR)	West London College
Helen Mangan (HM)	West London NHS Trust on behalf Sarah Rushton
Andrew Rollings (AR)	Makeitealling.co.uk
Also attending	
Kieran Read	LBE Director of Strategy & Engagement
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 and asked all those present to introduce themselves.

The secretariat informed the Chair that apologies for absence had been received from:

- Lesley Dodd, Ealing Community Network
- Peter John, University of West London
- Sarah Rushton, West London NHS Trust

2. Minutes and Matters Arising (Agenda item 2)

The following amendment was received from Chris Blake (Agenda Item 8: Round Table Updates)

London North West Healthcare (CB):

After 9 months' work and very careful consideration the Trust Board of LNWH 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 LNWH 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.

RESOLVED:

- **The amendment is adopted and recorded as point of accuracy by the secretariat.**
- **That the minutes of the meeting of the LSP Executive Board held on 5th November 2018 be agreed and the Chair be authorised to sign them as a true and correct record.**

ACTIONS:

21/01/19/1a Secretariat to formally record amendment to minutes.

21/01/19/1b Secretariat to upload revised minutes on council CMIS page.

3. LSP Review – our new approach (Agenda item 3)

Kieran Read & Stephen Meah-Sims provided a summary of the LSP Review and consultation feedback from Partners.

KR gave a brief overview of the high-level messages contained in the review report which included the following:

- Overall all partners felt the LSP was a good thing and an initiative that they valued and would like it to continue.
- 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.
- All Board Members who responded felt that although partnership was strong but 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 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.

SMS presented the findings of the report by highlighting the following key themes:

- Clear support and strategic case for the LSP to continue – How do we ensure it is still fit for purpose?
- The need for clarity of purpose and agenda of the LSP
- Role and programme of work needs reviewing and clarified
- How do all Members sign up to that and take ownership?
- How do members influence and shape the LSP agenda?
- How do we maximise the collective power and strategic lobbying opportunities?
- How do we improve policy formation, agenda setting and aligning our resources?
- How do we broaden the membership and get more business representation?

KR mentioned the opportunity for the Board to have a discussion at the meeting and was keen to get further comments, feedback and suggestions from Members.

He also suggested the option of having an extraordinary LSP meeting / informal workshop which will allow for further in-depth discussion and help Members come up with some clear proposals for the LSP Exec Board to agree on the 1st April 2019.

The expectation is for the review discussions to be completed and a new operating model and work programme to be agreed and formally adopted from April 2019 onwards.

Comments from Members / Discussion summary points:

- The LSP structure / partnership model is unique and one that we can't do on our own
- It does need clearer strategic focus
- LSP should be guided Future Ealing Agenda and Borough Plan
- Some suggestions for key topics / priority area of focus:
 - Develop / sponsor collective strategic policy and research
 - Active citizens' might be good one to consider as it covers lots of issues and priorities
 - Inwards investment
 - Skills and employment
 - Apprenticeship
 - Borough infrastructure (social / critical)
 - Digital / smart borough

- LSP should explore and improve data sharing amongst partners. Possibility of setting up a 'Repository'.
- Policy formation / development should be guided by data (e.g. JSN / market data)
- LSP should be cautious in launching into further activities before we consider and look at data of emerging needs and priorities.
- Chair mentioned that 'common set of data' to use and benchmark was looked at in the past, but it wasn't really developed and now maybe a good time to revisit this.
- Point made about that fact that partners don't necessarily need hard data / but maybe useful to have more soft data that is organic and interactive, and which can be easily put on digital platform such as case studies - narratives and quotes from partner orgs / service delivery partners (e.g. Safer Ealing).
- The project-based approach was agreed at the last review but needs rethinking as it has been felt that the level of project management and delivery needs to be done at an operational level / project delivery sub group / steering group.
- Need to have clear link between micro and macro otherwise we run the risk of losing the plot / bigger picture.
- Learning the lessons of current and previous LSP programmes important to reform and drive improvement and efficiency of the Board.

Northolt Project:

- Some real successes but also some real lessons
- Evaluation process being completed
- Ealing is quite strong around employment and skills ...therefore is this LSP focus still appropriate?
- Some felt the LSP Exec Board too big and valuable to be just a project steering group

Paul Najsarek mentioned the Council re-structuring and re-organisation of Adult Learning & Skills and Employment. This has unveiled

- Gaps, challenges and opportunities of new partnership working / collaboration

- Council will take an active part in the conversations around future sustainability of Northolt Project

DWP raised concerns around project management capacity

- DWP not sure if they are the right partner to continue to lead the project
- Not sure if they can commit to that level of involvement but happy to provide level of resourcing to ensure sustainability.

Other points raised by Partners in relation to the Northolt Project:

- It's important that lessons from Northolt Project are learnt and LSP Board collectively explore ways of 'mainstreaming' some of the successes and addressing some of the challenges.
- The lessons learnt should help us re-design / reshape this offer in future and other localities
- We need to be mindful of the partners capacity / resources and the difficulties in delivering projects during austerity / economic downturn.

What does LSP look like now / future? Is it fit for purpose?

- Chair –how do we develop and enhance partnership work between LSP partners
- Half day workshop: Is worth doing half day / away day to get better directions?
- workshop organised in the past have been very useful

How does everyone sign up to that? How do members influence and shape LSP agenda?

- Members felt the Board is a coming together 'table of equals'
- Vice Chair should be non-Council which would ensure sufficient challenge and greater ownership and accountability.
- Concern raised that all LSP actions and activities placed on Council Officers
- Need to ease that burden on Council Officers
- Partners are missing a real opportunity by not engaging and taking on more ownership
- Key test of strength and ownership of LSP is when members readily take away activities and follow up actions from meetings
- LSP needs to move away from 'talking shop' to 'doing shop'
- Chair mentioned that to be fair Board Members have been generally active and taken ownership, but we could all do a bit more to strengthen the partnership.
- Most agreed for need to have sub-groups / focus groups / project groups
- Reporting mechanism and structure needs to be flexible and realistic ...without making it too onerous and time consuming
- Better co-ordination / alignment of resources
- Suggestions to have further discussion on this at the workshop / next Board meeting.

Business Representation

- General acknowledgement of much wider business representation required
- Suggestion of Ealing Business Partnership being plugged into LSP. The EBP Chair (Andrew Dakers) could be asked to join the LSP Board.
- Brompton Bikes / Westfield / Sky / Heathrow Airport are all major local employers and potential business partners that could be approached to join the LSP Board
- The prospective Business should be checked no how they perform / rated on social corporate responsibility criteria

RESOLVED:

- That the LSP Executive Board arranges a workshop before 1st April to facilitate further review discussions and form proposals for new operating model.
- The LSP Board agrees a new work programme from April 2019 onwards
- The Chair & Vice – Chair to consult with Andrew Dakers to further explore the possibility of the Ealing Business Partnership being formally represented on the LSP Exec Board.

ACTIONS:

21/01/19/2a	Secretariat & LBE to organise and facilitate workshop
21/01/19/2b	Secretariat to consult with Partners in selecting date and appropriate venue
21/01/19/2c	The Chair & Vice – Chair to consult with Andrew Dakers to further explore the possibility of the Ealing Business Partnership being formally represented on the LSP Exec Board.

4. The 'Let's go Southall' Project (Agenda item 4)

Presentation by Chris Bunting (Assistant Director of Leisure) and Janpal Singh Basran

- Project set up in early 2017
- Two year into the programme

Need for change

- The primary challenge of inactivity (over 3rd of Southall residents do little or no physical activities in a typical week)
- Inequalities that are stubborn (Socio– economics Inactivity)

Local delivery pilots – outcomes (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 for 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

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 and 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 and principles

- walking in each other's shoes to better understand each other
- bring people together around common issues
- support each other
- test out in our own organisations and lives
- share what we learn
- recognise that situations change people, groups & places that create unexpected challenges & opportunities for change
- prepared to be challenged by others & our own experiences of navigating change and see these as opportunities to learn
- create spaces to continuously test, review & refine how we work to manage risk in a changing environment
- building sustainability from the start to create a culture of people investing in and improving our neighbourhood

Whole system approach

- Policy
- Physical environment
- Organisations and Institutions
- Social environment
- Individual

Update Sept – Dec 2018

- 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

In summing up

- Project is trying to develop 'communities of learning'
- Maximise opportunities for communities
- Looking to LSP and use its collective social capital to further develop and sustain this project

Questions / points raised

- Police rep asked about longevity of project and whether they are open to establishing links with local BMX club
- CB – mentioned that they are working with them already (Access Sports)
- When asked about details of ‘whole system’ change / approach
- CB mentioned / gave examples of
 - Workshops
 - Links established with schools / religious groups to collectively work together
 - This can often help deal with local issues that often seem minor and unresolved that can inhibit use / access to local provisions for example the fear of crime and fly tipping makes local avoid using canal side
- DWP rep asked what the offer to local claimants is (inactive ones)
- CB – No concrete offers yet

CB / JBS mentioned the opportunity for an LSP Board Member to join their Governance Board

- Chair asked those interested to contact CB / JBS before next meeting

ACTION:

21/01/19/3a LSP Board Members who are interested in representing the LSP at the ‘Let’s Go Southall’ Project Management Board should express an interest to the LSP secretariat.

5. Brexit – Update from Ealing Partners (Agenda item 5)

Paul – mentioned that the Council

- Putting in more energy and resources in preparing for a ‘no deal’ Brexit
- Keen to discuss with LSP Partners to get a sense of their preparation
- Identify key issues and risks identified

KR – provided a summary of the:

- Key areas
- Collective activity
- Shared resources

Comments / brief overview of Brexit preparation from key partners:

Police

- liaising closely with Home Office
- Having regular conference calls with other forces
- Rota put in place for all Brexit related emergencies
- Trigger plans in place for key fuelling sites locally
- Mentioned the policing of possible / increasing protests in Central London could lead to stretching police resources in Ealing

DWP

- Corporate team looking at possible impact of hard / ‘no deal’ Brexit
- Economic shock could lead to more people joining unemployment register
- Looking at digital interventions for any sharp increase in UC claimants
- Also looking at co-location to satellite provision and support

NHS West London

- 200 NHS staff involved in Brexit / Planning
- Every hospital having a responsible officer
- Main issues is recruitment and retention of EU staff
- Maintain supply of medicines
- Working with all relevant health organisations & agencies

ACTION:

21/01/19/4a LSP Board Members encourage to share their Brexit concerns and preparations with all partners to ensure effective local co-ordination, contingency planning and alignment of resources.

6. Round Table Updates/ Partner Updates (Agenda item 6)

Council (Chair) mentioned that

- The proposed Library Strategy 2019-2023 will prioritise direct delivery in some neighbourhoods and seek to put in place alternative delivery models in other areas including working with partners to commission third party and community managed libraries.
- The resulting proposal is to continue to directly deliver 6 libraries in key town centres and neighbourhoods of higher deprivation. All would have revised opening hours based on usage.
- Further the council will seek to work with the community to identify partners for community managed library provision at the 7 sites not prioritised for direct council delivery.
- If it is not possible to identify such partners, then provision would cease in those areas.
- The proposed Children's Centre Strategy 2019-2022 will provide a range of services and opportunities to children aged 0-5 and their parents. The support will continue to be delivered from 7 Main children's centres which fulfil the statutory definition.
- Ealing's children's centre provision currently operates from 7 main centres and 20 linked sites.
- The 7 main children centres will continue to operate as currently, and the linked children centre sites will be reconfigured to meet further efficiencies.
- In 9 of the 20 linked children centres, services will continue or be slightly enhanced by some displaced services from the remaining 11 linked children centres.
- Reconfiguration of services in the 11 remaining smaller children centres will be more significant taking account of available resourcing.
- Partnership activity such as the early health offer at these 11 sites will be subject to negotiation around timetabling and depending on these negotiations it is possible that a small number of centres may close
- There will be 12-week consultations that is open to all residents and partners to take part in.

West London NHS Trust (HM)

- Trust has been rated Good overall by the Care Quality Commission during the inspection which took place on dates between August and October 2018.
- The trust, which was formerly known as West London Mental Health Trust, was rated Outstanding for being caring, Good for being effective, responsive and well-led, and Requires Improvement for being safe.

A2 Dominion (DR)

- £25k funding received from Heathrow Airport for LIDO centre
- £20K invested for digital inclusion and support

DWP (OH):

- Secretary of State for Work and Pensions (Amber Rudd) made a recent visit to DWP sites in Ealing where she made number of UC announcements
 - Govt will delay full UC rollout and plans to extend a two-child benefits cap to families with children born before 2017 will be scrapped.
 - Other changes announced include making it easier to access more regular Universal Credit payments and the creation of a private landlord portal – making it much easier for tenants in the private rented sector to have their rent paid directly to a landlord.
- Northolt Project coming to an end in March 2019
- Evaluation nearly completed
- LSP Board needs to make decision around future / sustainability soon

ACTION:

21/01/19/5a The Secretariat to table the Northolt Project evaluation report and discussion about project sustainability as an agenda item for the 1st April 2019 LSP Board Meeting.

MakeitEaling (AR)

- Food & drinks sales down in the last quarter compared to previous years
- Another High street chain at risk of going under administration
- Carried out survey with retailers based in Ealing Broadway
- Evidence of recruitment freeze
- Many commercial office lets are not being signed off and final decisions put on ice by prospective clients due to Brexit uncertainty.

Ealing Community Network (LOK)

- Review being carried out which include consultation workshops
- Questionnaire sent out to 460 members
- Blair Peach / Southall race riots 40-year anniversary in 2019.
- Commemorative events and activities planned locally
- Opportunity to promote message of unity and community cohesion

Chair – mentioned his commitment to take part and support all commemorative events and activities and plan to put up a commemorative plaque.

JSB – mentioned recent ECN workshops on

- Knife crime
- Community relations

London North West Healthcare (CB)

- Usual NHS pressures but feels more stable and better prepared
- West London NHS Trust in general seemed to have coped much better last winter compared to previous winters.

MET Police (JD)

- 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.
- Funding diversionary activities for troubled kids & families to tackling knife crime and gang related violence.
- Recent MET survey found that in Ealing; individual Police officers typically respond to 220 cases / incidents each year – higher than any other BCU's (180)

West London College (KR) mentioned the

- Serious funding challenges of West London College (and FE colleges nationally)
- Significant senior staff vacancies
- Commitment to enhance resources and replace all lost FE staff in Ealing.

Catalyst Housing (SC)

- Havelock estate regeneration is creating an exciting, mixed tenure community in the heart of Southall, comprising 1076 social rent, shared ownership and privately-owned homes.
- The project will be delivered in four phases over 13 years. Work started onsite in 2014, with all the homes due to complete in 2026.
- Community engagement work with hard to reach residents
- Mapping work (social / community provision on residents' doorstep)

9. Any Other Business

None

The Chair thanked everyone for their attendance.

The meeting ended at 6.40 pm.

Summary Action Log

Reference	Task(s)	Responsible	Complete by	Status
21/01/19/1a	Secretariat to formally record amendment to minutes.	MA	28/01/2019	Completed
21/01/19/1b	Secretariat to upload revised minutes on council CMIS page.	MA	28/01/2019	Completed
21/01/19/2a	Secretariat and LBE to organise and facilitate workshop.	MA / SMS	30/01/2019	Complete
21/01/19/2b	Secretariat to consult with Partners in selecting date and appropriate venue for workshop.	MA / SMS	30/01/2019	Completed
21/01/19/2c	The Chair and Vice Chair to consult with Andrew Dakers to further explore the possibility of the Ealing Business Partnership being formally represented on the LSP Exec Board.	Chair / Vice Chair	23/03/2019	In progress
21/01/19/3a	21/01/19/3a LSP Board Members who are interested in representing the LSP at the 'Let's Go Southall' Project Management Board should express an interest to the LSP secretariat.	MA / SMS	28/03/2019	Completed
21/01/19/4a	LSP Board Members encourage to share their Brexit concerns and preparations with all partners to ensure effective local co-ordination, contingency planning and alignment of resources.	All LSP Exec Board Members	Ongoing	In progress
21/01/19/5a	The Secretariat to table the Northolt Project evaluation report and discussion about project sustainability as an agenda item for the 1st April 2019 LSP Board Meeting.	MA	01/04/2019	Completed