

Local Strategic Partnership Executive AGENDA

15th July 2019

Ealing Central Library

103 Ealing Broadway Centre, Ealing, London W5 5JY

4.30pm – 6.30pm

Time	Item	Presenting	Comments (Attachments – bold)	Purpose
4.30	1 Welcome and Apologies Minutes and Matters Arising	Cllr Julian Bell <i>Ealing Council</i>	Minutes (PAGE 4) Minutes from 1st April 2019 meeting.	For information and decision
4.35	2 Partner updates on key issues	All partners	Verbal updates.	For information
5.00	3 Northolt Project: Legacy and future delivery	Stephen Meah-Sims <i>Ealing Council</i>	ITEM 3 Paper (PAGE 12) Presentation on the report commissioned by the LSP on the 1/4/19 to consider the legacy of the Northolt Project following its official end in March 2019.	For information and decision
5.20	4 NHS NW 5 Year Plan	Dr Christopher Hilton Clinical Director for Integrated Care <i>West London NHS Trust</i>	Item 4 Presentation Presentation on health integration over the next 5 years.	For Information and discussion
5.45	5 LSP Multi partner activities	MPA Leads	Item 5 Paper (PAGE 31) Individual presentations on the MPAs and next steps, that have been developed following agreement at the LSP on the 1/4/19.	For Information, discussion and decision
6.25	6 Final comments, next meeting and close	Cllr Julian Bell <i>Ealing Council</i>		

Membership of the Executive Board

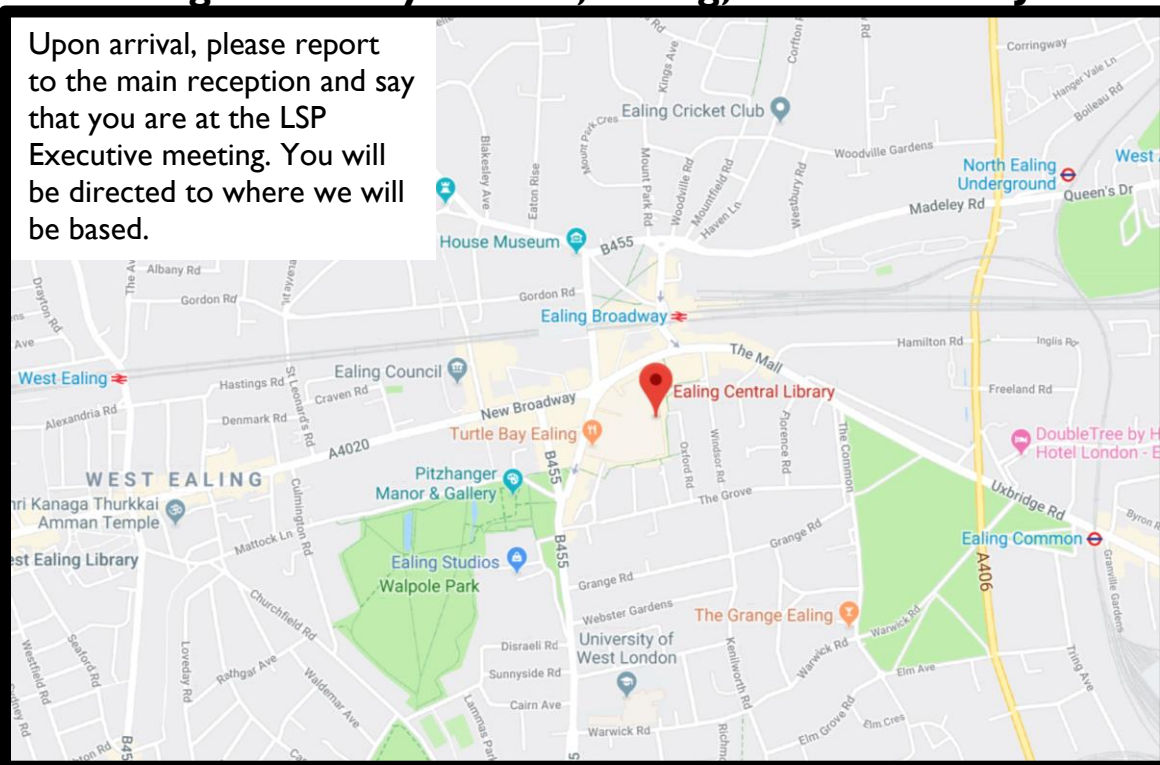
Board Member	Title	Organisation
Julian Bell (Chair)	Leader of the Council	London Borough of Ealing
Paul Najsarek (Vice Chair)	Chief Executive	London Borough of Ealing
Tessa Sandall	Managing Director	Ealing Clinical Commissioning Group
Lainya Offside-Keivani	Chair	Ealing Community Network
Chris Blake	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	MakeltEaling
Andrew Dakers	Chief Executive	West London Business

Finding us

We would like to thank our colleagues at Ealing Central Library for hosting the LSP Executive for our meeting. You can find us at:

Ealing Central Library 103 Ealing Broadway Centre, Ealing, London W5 5JY

Upon arrival, please report to the main reception and say that you are at the LSP Executive meeting. You will be directed to where we will be based.



Any problems contact us

If there is anything that we can do help, or you happen to be running late, please don't hesitate to contact us on:

Mohammed Ahmed



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**LOCAL STRATEGIC PARTNERSHIP FOR EALING
EXECUTIVE BOARD MEETING
Monday, 1st April 2019 at 4.30pm
LIDO Centre, 63 Mattock Lane, West Ealing, W13 9LA**

MINUTES

ATTENDANCE

Executive Board Members	
Julian Bell (JB) Chair	London Borough of Ealing
Paul Najsarek (PN) Vice-Chair	London Borough of Ealing
Sarah Rushton (SR)	West London NHS Trust
Paul Martin (PM)	Metropolitan Police Service
Janpal Singh Basran (JSB)	Ealing Community Network
Lainya Offside Keivani (LOK)	Ealing Community Network
Lesley Dodd (LD)	Ealing Community Network
Olivia Hargadon (OH)	Job Centre Plus
Dele Ryder (DR)	A2 Dominion
Karen Redhead (KR)	West London College
Also attended	
Kieran Read (KR)	LBE Director of Strategy & Engagement
Stephen Meah-Sims (SMS)	LBE Head of Strategy & Performance
Mohammed Ahmed (MA)	LBE Policy Officer (Secretariat)
Edward Sharpe (ES)	Job Centre Plus
Sasha Rhoden (SR)	Lido Centre

1. Welcome and Apologies (Agenda item 1)

Paul Najsarek (Vice-Chair) welcomed all LSP members to the meeting, thanked the Lido centre for hosting and asked all those present to introduce themselves.

Cllr Bell (Chair) was attending a meeting with the London Mayor at the GLA office and was running late and sought the agreement of members to chair the meeting in his absence.

RESOLVED:

- **That the LSP Exec Board agreed for the current Vice-Chair to chair the meeting in the absence of the Chair.**

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

- Tessa Sandall, Ealing Clinical Commissioning Group (CCG)
- Peter John, University of West London
- Chris Blake, London North West Healthcare NHS
- Ben Moore, London Fire Services
- Andrew Rollings, Makeitealing.co.uk

- Sue Cooper, Catalyst Housing

2. Minutes and Matters Arising (Agenda item 2)

There were no points of accuracy in relation to the minutes.

The Vice-Chair went through the action log and provide a summary of all the actions that had already been completed and those that were in progress and were ongoing.

Matters arising: Brexit updates from partners:

- Paul Martin from MPS reported that the Police have been advised by the Government to anticipate, plan and prepare for 12 weeks of initial Brexit 'chaos and disruption' followed by 12 weeks of 'recovery'.
- PM clarified that the chaos was not necessarily in anticipation of civil unrest rather disruption to supply chains such as fuel and groceries that could lead to panic buying in shops, supermarkets and fuel forecourts.
- ECN members raised concerns around community tension that were now heightened due to Brexit and asked what the police were doing to ensure the safety and security of minority communities and vulnerable groups.
- PM mentioned that the police were actively monitoring community tensions and are now required to provide daily updates on incidents of hate crime to Scotland Yard (HQ).
- Police deploying additional resources to monitor and deal with community tensions.
- There have been no significant rise or threat of hate crime in Ealing, but police will monitor closely.
- Police will continue to work closely with the Council and community safety partners to monitor and maintain vigilance and will act upon all received intelligence from residents and partners.
- Paul Najsarek mentioned that having a shared BCU with Hounslow and Hillingdon has further improved cross-border intelligence and enabled a more co-ordinated response to tackling race hate crime.
- PN added that emergency Brexit planning was being stepped up and Ealing Council was now reporting on a weekly basis to the London Resilience Forum. This would become daily reporting in an event of a no deal.
- All council networks and channels open with community and faith groups to monitor tensions.
- Workplace and workforce issues are being addressed through internal comms and Brexit Preparedness Group.
- Local businesses were worried about import and export, particularly around new regulatory regimes and disruptions to supply chains.
- The council has a legal responsibility for vulnerable adults and looked after children and will support them with their application process for obtaining settlement status.

It was mentioned that given Brexit was a live issue (which is not likely to be settled soon) and therefore should feature as a permanent agenda item at every LSP Exec Board meeting, going forward.

RESOLVED:

- **That the minutes of the meeting of the LSP Executive Board held on 21st January 2019 be agreed and the Chair be authorised to sign them as a true and correct record.**

ACTIONS:

- | | |
|------------|--|
| 1/04/19/2a | Secretariat to formally record that the minutes were resolved. |
| 1/04/19/2b | Secretariat to include Brexit as a regular agenda item at every LSP Meeting. |
| 1/04/19/2c | Chair / Vice-Chair to discuss with Andrew Dakers the option of co-opting him to LSP. |
| 1/04/19/2d | Chair to approach partners about ability to attend or identifying a deputy. |

3. LSP Partner Updates

DWP / JCP

- Olivia mentioned that the new 'Help to Claim' service provided by Citizens Advice has gone live and will provide free, confidential and impartial support to help people make a Universal Credit claim. People using the service can get advice on anything to do with applying for the benefit, including pensions.
- New customer relationship manager has been appointed for Ealing JCP.

Ealing Community Network (ECN)

- LO-K mentioned that ECN are providing tailored pension advice as well as health and wellbeing advice and support for those in post-retirement.
- LD provided brief update on their specialist and general advice services. Ealing Mencap are co-sponsoring with Acer the Daniel Haskett (Ealing born artist) exhibition, which is taking place on 6th April 2019.
- JSB mentioned the 40 years since the death of Gurdip Singh Chaggar and Blair Peach. Southall Resists 40 is a commemorative initiative of local individuals, trade unions and community organisations, many of whom were involved during the 1976, 1979 and 1981 events. Large procession from Southall to the Town Hall will take place on the 27th April - 'Southall on Trial' the contemporaneous film is also showing.
- Southall Community Alliance are working with young activists, artists and local schools to enable young people to discuss and understand the nature of racism.
- Janpal formally thanked Ealing Council and the local Police for their support.

A2 Dominion

- DR mentioned the 'Great Places to Live' fund which community groups can apply for up to £5k.
- Publicised the Havelock Estate events on 10th and 17th April and the West London Jobs Fair at Beethoven Centre, where residents can find out about jobs and apprenticeships in a range of industries including hospitality, security and retail etc.
- Advice Plus at Lido every Wednesday will provide access to computers.
- Awarded £15,000 to five entrepreneurs in business funding at a Dragons' Den style event. The annual event has been running for seven years and is a key part of A2Dominion's community investment programme to support local communities by encouraging residents to become more actively involved.

West London College

- KR mentioned the curriculum planning for next year.
- Working to regenerate relationships in Ealing with various partners.
- Mentioned that if there are skills or training needs, the college would be able to access public funding. Partners should contact the college if they would like to explore the opportunity of skills and training.

West London NHS Trust

- SR discussed the new integrated care services in Ealing, which will deliver most of the community services, district nursing, adult services and help people to avoid unnecessary hospital admissions and will support people to return home after a hospital stay.
- Working through all the Go Live. Services will transfer on the 1st July 2019.
- Will be opening a single point of access. Creating the infrastructure now.

MET Police

- PM discussed the increase in traveller community incursions in Ealing and surrounding boroughs due to restrictive developments in Ireland. Some boroughs such as Croydon and Sutton are getting injunctions. Hillingdon is taking steps to get injunction. Ealing and Hounslow are vulnerable because of their green spaces.
- Concerns over funded police teams.
- Violence and knife crime have increased as well as burglaries and theft of motor vehicles. Domestic violence hate crime and ASB is going down.
- Tackling violent crime remains the MET's number one priority.
- SR mentioned that the NHS is also seeing an increase in knife crime related hospital admissions and there are concerns about patients and visitors coming in with knives and sharp objects.
- PN suggested that hospitals could explore the introduction of knife / metal detecting arches that were quite discreet and not very intrusive. Sarah and Paul agreed to talk offline and explore this further and bring this to the attention of the Safer Ealing Partnership forum.

Clinical Commissioning Group (CCG)

- Paul Najsarek reported on behalf of CCG colleagues about the NHS North West London 'Shaping a Healthier Future' transformation programme being finally abandoned by the Department of Health.
- This means the future of A&E at Ealing and Charring Cross hospitals is now secure and there are no longer plans to make any major changes to these.
- There will be a new 5-year plan to be developed by NHS North West London and it would be useful for the LSP Exec Board to get more briefing on this.

ACTIONS:

1/04/19/3a Secretariat to invite the NHS NW London to come and present their 5-year plan at the LSP Executive on the 15/04/19.

1/04/19/3b SR and PM to further explore use of hospital knife arches.

4. Lido presentation on facilities and services

Sasha Rhoden (Centre manager) gave a brief overview of the Lido Centre and their recent achievements.

- The centre was established in 2007 as the Ealing Community Resource Centre and now trading as 'The Lido Centre' and is an efficient work space in West Ealing.
- Opened at full occupancy, now 82% in March 2019, projection 30% in June 2019
- 12 Organisations based at Lido.
- 22,000 people access the building (inc. staff and volunteers) and 14,000 beneficiaries.
- 2,000 residents per month access telephone service.
- 800 residents received assistance from Advice Plus.
- 3,000 residents receive health and self-care information.
- 3,000 hours of volunteering opportunities at reception.
- 150 residents access IT training or employment support with several entering employment via specialist programmes.
- Helped over 500 people and a large proportion to deal with debt (185).
- Helped with immigration issues and community safety.
- Pension Wise information is also based here.
- Offer rapid HIV checks for vulnerable residents.

Strategic Solutions for Sustaining the Lido

- 80% occupancy is critical to sustainability of premises. Targeting community interest corridor (CICs), social enterprises and local companies and support providers.
- Encouraging local organisations to use the venue's capabilities. Increasing room hire capacity through refurbishment.
- Lido has successfully secured commitments from RSL's A2 Dominion. Rolling annual partnership commitment secured Catalyst (revenue), Clarion (capital and revenue), partnership payment 2019/20.
- Received £25k funding from Heathrow Community Trust grant to help towards the renovation of the centre.
- Seeking strategic funding solution via key local stakeholders to improve sustainability and mitigate occupancy fluctuations. Mentioned the '15 desks' for a platinum partner.

5. Northolt Project Evaluation

Declaration of pecuniary interest: LO-K – declared her role at the Greenford Northolt & Perivale (GNP) organisation as a conflict of interest at the outset of this discussion.

- Ned Sharpe (DWP) provided a brief overview of the evaluation report which reflects on the success and areas of learning for the project stakeholders.
- It was written in a format to help the LSP Executive Board to understand the challenges and inform a decision around sustainability.
- NS mentioned that the Northolt Project was conceived to reduce unemployment, build community capacity and improve health outcomes for the residents of Northolt West End and Mandeville wards, and as a means of trialling a new model of partnership working on projects led by the LSP.
- It was planned to run for two years, with the potential to extend it beyond this initial cycle upon its conclusion in March 2019.

- Given that the project has come to an end, the LSP is invited to look at the lessons learned, project legacy and consider if there should be more partnership effort applied to the Northolt Project.
- DWP recommended Option C, which suggests that the project is paused while thorough review of the project and needs analysis is conducted. This exercise would last for 3 months and the findings and recommendations on the way forward would be brought back to the LSP Executive on the 15/07/19.
- The council to continue to pay (£80 per week) for the room hire at Northolt Library for another 3 months.
- KR agreed to fund the room hire at Northolt library for the next 3 months.

RESOLVED:

- **That the LSP Executive Board shall adopt the DWP recommended Option C of the Northolt Project.**
- **That the Council will continue to pay (£80 per week) for the room hire at Northolt Library for another 3 months until end of June 2019.**

ACTIONS:

1/04/19/5a Secretariat to include Northolt Project legacy report on the agenda for 15th July.

1/04/19/5b Secretariat to ensure timely payments for the room hire are made to Northolt library.

6. LSP Review - Looking forward as an LSP

SM-S provided a brief overview of the feedback and reflections following the LSP review workshop on the 28th February 2019, and how the LSP Executive wanted to change and improve the operating model. This included:

- Clarifying and re-defining the role and purpose of the LSP.
- Identifying opportunities and barriers to pooling resources, data and people.
- What the LSP wanted to do differently to improve partnership working.
- Agreeing a new Terms of Reference, and work programme.

Executive Board members agreed that the workshop report did reflect the discussions and were broadly in agreement with the draft terms of reference document, but mentioned the following edits and clarification:

- The LSP Exec Board should be the supra partnership board and act as critical friend to other statutory partnerships and forums.
- It should not act as the corporate parent as LSP had no statutory powers.
- That this should be a two-way critical friendship / relationship.
- That the relationship and links between the various forums should be mapped out graphically and presented in a diagram form for clarity and ease of understanding.

In response to the broad principles set by the LSP and the 'One Public Service' concept, LSP members agreed to sign up to the specific areas of 'multi-partner activity' suggested at the review workshop, which included:

- Workforce initiatives
- Health promotion initiatives
- Resource Optimisation
- Volunteering
- Customer Insight

RESOLVED:

- **That the Terms of Reference document shall be adopted with the agreed amendments and editions suggested and re-circulated to Members before the next LSP Meeting.**
- **That the LSP multi-partner work programme shall be adopted with the following sponsorship:**
 - **KR/OH/LD to lead on workforce and skills development.**
 - **PN to ask Public Health (Wendy Meredith)/SR/JSB to lead on health promotion.**
 - **Council and statutory partners / CCG / A2 Dominion to lead on social value in Commissioning.**
 - **ECVS to be approached to lead on volunteering.**
 - **PN / Council to lead on customer insight.**
- **That each multi-partner activity development includes input from ECVS.**
- **That resource optimisation should be a cross cutting activity.**

ACTIONS:

- 1/04/19/6a SMS and secretariat to update terms of reference and re-circulate to members
 1/04/19/6b SMS and secretariat to update language that reflects the feedback in the meeting
 1/04/19/6c SMS and secretariat to update leads on each multi-partner activity and to engage, and support leads to initiate further discussions to:
- i. Identify other content that could sit in the strand
 - ii. Develop the content
 - iii. Consider how its turns into a programme for LSP, how it is delivered & monitored (forward plan)

9. Any Other Business

None.

The Chair thanked everyone for their attendance.

The meeting ended at 18.40 pm.

Summary Action Log

Reference	Task(s)	Responsible	Complete by	Status
1/04/19/2a	Secretariat to formally record that the minutes were resolved.	Secretariat	05/04/2019	Completed
1/04/19/2b	Secretariat to include Brexit as a regular agenda item at every LSP Meeting.	Secretariat	05/04/2019	Completed
1/04/19/2c	Chair / Vice-Chair to discuss with Andrew Dakers the option of co-opting him on LSP	Chair / Vice	30/04/2019	Completed
1/04/19/2d	Chair to approach partners about ability to attend or identifying a deputy.	Chair / Vice	30/04/2019	Completed
1/04/19/3a	Secretariat to invite the NHS NW London to come and present their new 5-year plan	Secretariat	30/04/2019	Completed
1/04/19/3b	Sarah Rushton and Paul Martin to explore use of hospital knife arches.	Sarah and Paul	30/04/2019	Completed
1/04/19/5a	Secretariat to include Northolt Project legacy report on the agenda for 15 th July.	Secretariat	01/07/2019	Completed
1/04/19/5b	Secretariat to ensure timely payments for the room hire are made to Northolt library	Secretariat / Kieran Read	30/04/2019	Completed
1/04/19/6a	SMS and secretariat to update terms of reference and re-circulate to members	SMS / Secretariat	20/04/2019	Completed
1/04/19/6b	SMS and secretariat to update language that reflects the feedback in the meeting	SMS / Secretariat	20/04/2019	Completed
1/04/19/6c	SMS and secretariat to update leads on each multi-partner activity and to engage, and support leads to initiate further discussions to: <ul style="list-style-type: none"> i. Identify other content that could sit in the strand ii. Develop the content iii. Consider how its turns into a programme for LSP, how it is delivered & monitored (forward plan) 	SMS / Secretariat	31/05/2019	Completed

REPORT TO LSP EXECUTIVE

Subject of report	Northolt Project: Legacy and future delivery
Lead partner	Olivia Hargadon, District Operations Manager, DWP
Authors	Stephen Meah-Sims/Jackie Pinney, Ealing Council
For DECISION by	LSP Executive Board
Date	15th July 2019

Reason for report

- This report provides a review of the Northolt Project following the LSP decision to 'pause' the project to consider the project legacy at the meeting on 1 April 2019.
- The LSP Executive is required to decide on its future sponsorship of and support for the project.

Report summary

On 1 April 2019, following an evaluation of the Northolt Project, the LSP agreed to 'pause' the project whilst a review of the aims, design, delivery and governance of the project was carried out to determine whether the project should continue in an updated form, continue through other delivery routes, or not continue.

This report looks at the activities currently taking place at the hub, what has changed since the project began and what opportunities there might be for continuing some or all elements of the current project.

The report concludes that the Northolt Project is no longer operating as was originally planned but that some of the key activities around employment support could be continued through other delivery routes but no longer under the governance of the LSP.

Recommendations

1. LSP to not directly sponsor of the project.
2. LSP to note the potential for some activities to continue, not under the governance of the LSP, but led by local stakeholders.
3. Note the lessons learned from this trial.

1 Introduction

The Northolt Project was designed to reduce unemployment, build community capacity and improve health outcomes for the residents of Northolt West End and Mandeville wards. It was also a means of trialling a new model of partnership working on projects led by the LSP. The plan was for the project to run as a pilot for two years, with the potential to extend it beyond the initial cycle upon its conclusion in March 2019 if it was effective in meeting its aims.

On 1 April 2019, following an evaluation of the project produced by DWP in consultation with the key partners, the LSP agreed to 'pause' the final decision on the project legacy, whilst a review of the aims, design, delivery and governance of the project was carried out. The purpose of this was to determine whether the project should:

- i. Continue in an updated form;
- ii. Continue through other delivery routes, or
- iii. Not continue.

If the outcome of the review was a recommendation to the LSP that the project should continue, proposals would be put forward to inform decisions concerning:

- a. How an updated project should be led and resourced: and
- b. Whether the governance for the project should move away from the LSP Executive for decision-making and co-ordination and move to a project delivery group, made up of relevant stakeholders.

This report summaries the results of the review during the 3 months 'pause' period from April to June 2019, full details of which are included as Appendix 1.

2 Review of the aims, design, delivery and governance

A review of the aims, design, delivery and governance of the project a change in the project, from the original design to delivery over the two years. The issues highlighted throughout the duration of the project have been highlighted previously in the regular monitoring reports to the LSP and the final Evaluation Report.

Whilst the project met some of the targets in the first year, the overall aims were not met for a variety of reasons including:

- challenges with the sustainability of the Community Champions model;
- capacity of well-established community organisations;
- shortage referrals to the CCG;
- challenging targets which were not always evidence based.

Also, although clear governance arrangements were put in place at the start of the project, they weren't consistently strong throughout the life of the project which negatively impacted upon partnership working, continuity and resilience.

3 Current provision

If the project does not continue in its current form, it is possible that some elements of the project could carry on through other delivery routes. The main activity currently taking place during the second year of the project (and during the 'pause') at the hub is employment advice being provided by DWP and the

Shaw Trust. There is however, no data to say how many people are currently using the hub (or have used it in the previous months) either for referrals to the DWP and Shaw Trust or as a drop-in facility either regularly or on an ad-hoc basis. Library staff report that attendance levels are very low.

The Evaluation Report, monitoring reports and the review during this 'pause' period revealed that the hub is not currently functioning as was originally conceived. The fact that the number of services on offer are fewer than was originally envisaged may account for the low attendance at the hub. Limited publicity and/or low demand could also be contributory factors. There is also a very low awareness of the Northolt Project and the weekly Thursday hub at Northolt Library as illustrated by the feedback from the Customer Insight Forum where very few people reported that they had no knowledge about the project.

4 Local provision

There is currently nowhere in Northolt (as far as can be ascertained) where there is any sort of partnership project looking at a personalised approach to every customer covering support for employment and health related issues which was the focus of the Northolt Project. There are however several venues across Northolt where services/activities are on offer which may contribute to meeting the aims of the Northolt Project. Even though support is available in Northolt, in terms of employment support, skills training, health advice etc., which people could be signposted to, signposting was not the intention of the Northolt Project. It was designed to have all services in one place to be able to deliver a person-centred approach.

Other provision includes:

New weekly neighbourhood hubs - Since the project started there will now be weekly neighbourhood hubs delivered in Northolt as part of the Community Connections grant which was awarded a consortium led by Neighbourly Care. These hubs will deliver a variety of activities which contribute to the three aims of the Northolt Project, specifically a weekly skills training hub proposed for Northolt Library. Funding for this comes from the overall VCS funding programme budget which council departments (including Public Health) and the CCG have contributed to.

Northolt Housing Hub - The Northolt housing hub's role has expanded to all residents across Northolt who live south of the A40 with a further hub currently being developed at The Poplars in Greenford covering the area of Northolt north of the A40. The housing hub can give advice on several issues and often has social workers on site to support people. In the future they will be able to offer space in their office for community organisations and other partners (such as the DWP and Shaw Trust) to provide bespoke advice and help.

Neighbourhood Services - Research as part of the council's neighbourhood services workstream has recently been carried in Northolt to get a resident-led perspective on the local area, see greater involvement by residents in the decisions, design and delivery of services and to support communities to build resilience and self-determination. Whilst the research was not focused on the aims of the Northolt Project, there were no specific concerns highlighted around employment, community capacity or general health outcomes. This may indicate that the original aims of the Northolt Project do not issues and challenges in the area.

Employment and Skills - This is a key outcome area for the council and there is considerable work already taking place which contributes to the project's aim around employment. Much of this is delivered in partnership with other agencies without the need for there to be a formal partnership arrangement. Examples of current work includes:

- Employment advice through the council's **Employment Advisors** who will work with businesses and residents across the borough but with a focus on Southall, Action and Northolt.
- **WEST** (work, education, support and training) project which assists unemployed residents who are over the age of 18 and unemployed back into work.
- The council's **Skills Escalator** helps people increase their chances of earning more money by providing them with access to career advice and further training.
- **Northolt Library Work Club** which provides practical advice and support is to help unemployed residents in their return to work.
- The Work West website - <https://ealingworkwest.com/>.

5 Recommendations

In view of the evidence highlighted in the Evaluation Report and the quarterly monitoring reports it is recommended that the LSP should not renew sponsorship of the Northolt Project and allow the provision illustrated above (and for the following reasons below) to maintain support through the range of services provided.

- The project as originally conceived has not delivered the wider outcomes i.e., sustainable community champions model, referrals to CCG etc. It was designed as a two-year pilot and its continuation beyond March 2019 was dependent upon the effectiveness of the project.
- The current provision is just focused on the work of DWP and Shaw Trust, so is no longer a project involving a range of LSP partners as it was originally designed. In fact, the DWP is the only LSP partner involved in the project currently (apart from the council support to pay for the hire of the room in Northolt Library over the past two years and during the 'pause').
- The LSP is taking a different direction focusing now on multi partner activity rather than delivering specific 'projects'.
- No funding has been committed for the future, although the DWP have offered £25,000 to fund a Project Manager. The council (including Public Health) and the CCG have no identified funding available and are already funding the Community Connections work in Northolt which is providing a weekly hub at the Library.
- The insight highlighted in the Year Here research and the Customer Insight Forum focuses on issues not currently included within the aims of the Northolt Project.

Employment support provision could continue with the support of local organisations and DWP funding - options i) and ii) as set out in the introduction.

Governance for the project should move away from the LSP Executive for decision-making and co-ordination and move to a project delivery group, made up of interested stakeholders. This avenue is already being pursued by some of the key partners in the current project. GOSAD, GNP, DWP and the Shaw Trust, who have been core operational partners of the Northolt Project. They have said that they will be reviewing the delivery programme of the past 2 years and examining what can be agreed to take forward in the project as local delivery partners. They are also looking at funding opportunities for the longer term to sustain the work where this is feasible. As these local organisations are preparing plans for a continuation this should be noted by the LSP, even if no direct funding is available via the LSP.

6 Lessons learned

Aside from delivering the outcomes that the project set out to achieve for residents in Northolt, the project was also a way of trialling a model of partnership working for projects led by the LSP. There are some key lessons learned that can be taken forward for any future partnership work including the need for:

- Appropriate and effective project management
- Secured funding for the duration of project
- Clear governance arrangements that are adhered to
- A commitment from partners to deliver what they have signed up to, as realistic, evidence-based targets
- Assurance that issues raised in monitoring reports are addressed in a timely and effective manner.

Northolt Project Review

1. Approach to the review

1.1 In order to evaluate the potential future of the project the following approach was taken

A desktop review of the aims, design, delivery and governance of the project as set out in the Evaluation Report. This included an overview from the monitoring reports presented to the LSP throughout the project and information included in the Evaluation Report.

Consultation with stakeholders and partners who were still active in the project as identified in the Evaluation Report. Their current involvement has already been documented in the Evaluation Report, so the purpose of this was to identify any other related activities and services they were delivering in Northolt. These organisations were:

- DWP
- GNP
- GOSAD
- CCG
- Get Set
- LBE Public Health
- Shaw Trust
- Uxbridge College

Consultation with internal stakeholders to identify what services they currently provide in Northolt which contribute to meeting the aims of the project:

- Northolt Housing Hub
- Employment & Skills Team
- Neighbourhood services (Year Here research)
- Community Management Team (Northolt area)

Discussion with Northolt Library staff to find out their perception of the impact of the project.

A review of the work carried out by Year Here in Northolt as part of the Neighbourhood Services research.

Mapping of the current provision in Northolt which supports people back in to work, builds community capacity and improves health outcomes. This built on the original mapping done as part of the Northolt Project, the Year Here research, an assessment of voluntary sector/community activity etc.

The results of the various consultations with the individual stakeholders have not been documented here separately, but rather the insight gained has been incorporated into the overall narrative.

1.2 A number of considerations were out of scope of the research

- A detailed analysis of the Evaluation Report as this has already been presented to and discussed by the LSP on 1 April.
- Statistical analysis of the effectiveness of the project in terms of increasing opportunities for employment, building community capacity and improving health outcomes as monitoring data has already been presented to the LSP throughout the project.

- A detailed assessment of resident needs for this type of provision in Northolt due to a lack of resources to carry out this primary research during the 'pause' phase. However, information gathered as part of the Neighbourhood Services work conducted by Year Here and feedback from the Customer Insight Forum have been referenced.
- Consultation with organisations which might get involved should the project continue but which are not currently involved. Although some organisations have said that they would be interested in future involvement in the project, no one has committed to this and it is unclear what resources might be required to facilitate this.

2. Review of the aims, design, delivery and governance

The aims, design, delivery and governance have been well documented in the original Northolt Project proposal, the quarterly monitoring reports to the LSP and the final Evaluation Report considered by the LSP on 1 April, so it is not necessary to evaluate these in detail here. However, this report provides a summary of some of the issues connected with the structure of the project as well as highlighting what has changed since the soft launch of the project in January 2017.

2.1 Aims

2.1.1 The original aims of the project were to reduce unemployment, build community capacity and improve health outcomes in the two Northolt wards. The focus was on having a personalised approach to every customer dealing with a variety of issues which might prevent them from gaining and sustaining employment and improving their health. As far as can be ascertained, there was no specific primary research done with residents about their needs prior to the project starting but rather the aims were developed using data on employment levels and health. There was also no primary research about the community sector as became apparent when it was found that there was not a strong enough or well-established enough network of local community organisations for the Community Champions to work with.

Public consultation by means of a Customer Insight Forum was carried out in Northolt in November 2018 which gave some insight into what the local community felt they needed. This was however almost two years after the project began. When asked what support and information they would like to see offered by the Northolt Project and at the Thursday hubs, attendees offered the following suggestions:

- Citizens' advice service dealing with issues including taxes, tenants' rights, council housing, migrants' rights to work, labour rights, legal issues, etc.
- Mental health support with the hub being a good place to provide information on/referrals to the mental health support available in the area.
- Family and lone parent support and advice covering issues of domestic violence and the non-payment of child support by absent parents.
- Financial advisory services included household budgeting advice and debt management.

This feedback suggests that perhaps the hub is not delivering what people want as these are not activities specifically included within the scope of the Northolt Project. Also, employment support, better community capacity and improved health outcomes were not directly raised as issues.

2.1.2 Since the original aims were developed there have been some changes to services in Northolt which may impact on demand in the future. This includes:

- The introduction of the ESF funded WLA Work & Health Programme - Shaw Trust, who were awarded the contract, now attend Northolt Library on a Thursday as part of the hub using it as a satellite for the services that it provides at Ealing Job Centre.
- A Community Connections grant for Greenford, Northolt and Perivale as part of the four-year VCS funding programme - A consortium led by Neighbourly Care was awarded the grant starting in April 2019 to provide a range of community-based activities and services (detailed later in the report).
- Extended Housing Hub at Gainsborough Tower - The Northolt housing hub originally just provided advice to council tenants on the Medlar and Radcliffe estates, but their role has expanded now to cover all residents across Northolt living south of the A40.

2.1.3 There is also some additional research which will be better able to inform the potential aims of any future work in Northolt. This includes:

- Research by Year Here as part of the council's neighbourhood services work which was conducted in the first three months of 2019.
- A planned Work and Health JSNA being considered by Public Health

2.2 Design

The design of the Northolt Project involved all the key partners and a great deal of work was done prior to the launch to put systems and structures in place. During the development of the project and throughout the first year there were regular Co-ordinating Group and Working Group meetings which focused on the design and structure of the project. These meetings also resulted in a detailed action plan for delivery which highlighted key responsibilities for partners and the targets for delivery. Workshops were also held to develop customer journeys so that a person-centred approach could be developed. Partners were committed to the project and participated fully in the meetings and workshops.

Whilst the project was broadly well-conceived and well-managed at the outset, various elements of the programme were not necessarily based on clear evidence which created issues in terms of delivery and governance discussed below.

2.3 Delivery

Whilst the project met some of the targets in the first year, the overall aims over the two-year pilot period were not met for the reasons set out in the Evaluation Report. This included the following.

- Lack of sustainability of the Community Champions model - The express aim of the Community Capacity element of the Project was to recruit Community Champions from within the Northolt community who would work with existing community groups to support their service users into the hub. The Community Champions model proved not to be self-sustaining as new Champions continually needed to be recruited as and when existing ones moved on. In addition, some of the Champions recruited to the Project had significant vulnerabilities, such as long-term health issues, which made it more challenging to fulfil all the demands of the role which raises a question as to whether these people should have been taken on as Community Champions in the first place.

- Lack of well-established community organisations - Also, as highlighted in the Evaluation Report, some of the assumptions underpinning the shape of the project overstated Northolt's existing community capacity and the prevalence of community organisations. It transpired that there weren't as many groups in existence as was predicted and, those that did exist were not able to work with Community Champions due to limited capacity.
- Low number of referrals to the CCG – As the Evaluation Report noted, a significant missed target for the project was the failure to make any referrals to the CCG's Care Coordination team, which was a result of the absence of an effective referral pathway between GNP and the CCG. Customer tracking was not done as effectively as it could have been due to issues with data sharing and the lack of uniform referrals processes across partners.
- Unrealistic targets – Some targets were based on an over estimate of the projected foot traffic for the hub. Also, issues with the lack of ongoing funding contributed to missed targets. Targets should have been reviewed as part of the monitoring process.

2.4 Governance

Clear governance arrangements were put in place at the start of the project but could have been stronger for the life of the project, as acknowledged in the Evaluation Report.

- There was a lack of clarity about responsibilities – For example, there was complete agreement around whether the CCG or Public Health retained ultimate responsibility for driving the health agenda which contributed to the failure to deliver on some elements of the health-related work.
- Project management challenges impacted upon partnership working, continuity and resilience. As the lead partner, DWP were accountable for the overall management of the Northolt Project, but the Evaluation Report states that the DWP was “arguably not the most appropriate body to take on this responsibility in the first place, and it is not clear that it was effectively empowered to do so by the agreement of the other partners”. The DWP did however agree to be the partnership lead for the project at an LSP Awayday on 21 March 2016.
- Project support arrangements were not clear at the outset of the project which necessitated a review in March 2017. This resulted in a year's programme support being provided by the council. This has continued into the second year with a considerable amount of work still needing to be done by the Strategy & Engagement Team of the council to maintain the momentum of the project. This issue should have been addressed early in the project to prevent ongoing problems which impacted on the ability to deliver the project aims.
- Over the project's lifetime governance practices significantly changed from those originally devised. For example, the Coordinating Group and the Working Group stopped meeting regularly and whilst the project plan anticipated that the structures could develop over time, it does suggest that the initial structure may have been too prescriptive and lacking in resilience.
- A more significant governance issue relates to the project's monitoring procedures, which at times proved ineffective in following up on whether previously identified problems were being addressed.

2.5 Summary

This review of the aims, design, delivery and governance highlights that the Northolt Project is not currently operating as was originally conceived and has not been doing so for some time as the number of services on offer are fewer than was originally envisaged. It is also evident that the challenges identified throughout the duration of the project are very deep-rooted, so it is not realistic for the project to continue in its current form.

It is possible however that some elements of the project could carry on through other delivery routes, so it is important to look at what's happening now.

3. Current situation

3.1 Activities taking place at the hub over the past year (as highlighted in the Evaluation Report) include:

- **DWP** - The main activity currently taking place during the second year of the project (and during the 'pause') is employment advice being provided by DWP who regularly attend the Thursday Hub. The DWP mostly see referrals but would be open to discussing employment issues with people who drop in to the hub. Clients are generally people living in Northolt who would find it difficult to attend the JCP office in Ealing.
- **Work and Health Programme (WHP) - Shaw Trust** has been attending the Thursday hubs weekly since September 2018 to help people with significant barriers become work ready. The WHP includes services aimed at helping vulnerable people, including refugees and young people at risk of becoming involved in gangs. As is the case for the DWP, the hub acts as a satellite for clients who would find it difficult to get to Ealing JCP.
- **GOSAD** supporting claimants' journey into employment/self-employment through Specialised Multilingual Information, advice and guidance; skills development (ESOL, Personal Development and Business Planning training); community-based support
- **Get Set** focus on supporting BAME women to become work ready and find work. They have continued to be involved with the Project on an ad hoc basis despite their FSF funding having expired in the first year of the project. They recently committed to attending the hub on a fortnightly basis to accept referrals.
- **GNP** currently have 5 active Community Champions working in the Northolt area although it is not clear exactly what work they are doing. GNP also appointed a Community Assets Development Worker to compliment and support the work of the Champions, but this person has since left. A public health worker from GNP has also attended the hub on a regular basis.

During the 'pause' it was agreed that some activities would continue. The review has found that only the DWP and Shaw Trust have been in regular attendance to give employment advice and GOSAD continue to run ESOL classes (although the latter wasn't specifically part of the Northolt Project). Get Set have not been attending during the 'pause' and health advice provided by GNP stopped at the end of March 2019 when the public health worker at GNP left. Also, there is no evidence that any of the remaining Community Champions are still actively engaged with the project.

There is no data to say how many people are currently using the hub or have used it in the previous months for referrals to the DWP or Shaw Trust. There is also no data to indicate how many people drop in to the hub on a regular or even ad hoc basis. In fact, during four visits to the hub over the past few months as part of this review, it was observed that there were no visitors to see the DWP or Shaw Trust advisors for employment support and none to the hub generally. Also, no Community Champions were seen during these visits.

Feedback from the library staff confirms that there has been little co-ordinated activity at the hub for some time and that effectively, the Northolt Project as originally conceived no longer exists. No residents have been dropping in to visit the hub for some time and overall attendance is very low. This may be because there are fewer services on offer than was originally envisaged but a lack of publicity and/or lack of demand are also perhaps contributory factors to this low attendance.

In terms of publicity the only indication that the hub even exists at the library is an A5 flier on a noticeboard in the entrance to the library, which is easy to miss.



Limited publicity (and challenge of sustainability of the Community Champions model) has resulted in a very low awareness of the Northolt Project and the weekly Thursday hub at Northolt Library. This is illustrated by the feedback from the Customer Insight Forum where very few people reported that they had even heard about the project.

3.2 Local provision

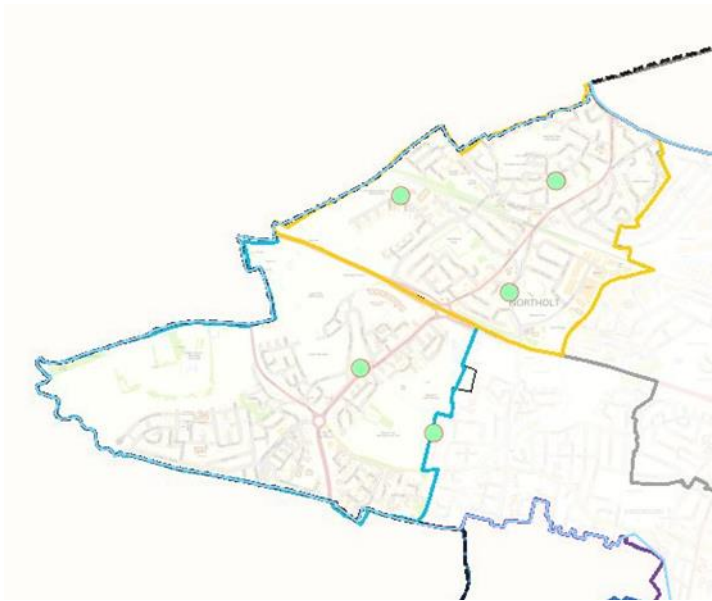
Nowhere in Northolt as far as can be ascertained is there any sort of partnership project which looks at a personalised approach to every customer covering support for employment and health related issues that was the focus of the Northolt Project. There are however some community facilities within the town offering a variety of activities/services including employment support, skills and training, health advice, language classes etc.

3.2.1 New weekly neighbourhood hubs

There will be weekly neighbourhood hubs delivered in Northolt as part of the Community Connections grant which was awarded to a consortium led by Neighbourly Care. The consortium will receive an annual grant of

£105,000 for each of the next four years. Funding for this comes from the overall VCS funding programme budget which council departments (including Public Health) and the CCG have contributed to. The five weekly hubs in Northolt will be:

- **Northolt Village Community Centre** (co-managed by Neighbourly Care/Tamil Community Centre).
- **Northolt Library** (Managed by Neighbourly Care).
- **Rectory Park** (co-managed by Neighbourly Care/West London Caribbean Society).
- **Islip Manor Youth and Community Centre** (managed by Neighbourly Care).
- **Northolt Park Social Club** (Co-managed by Neighbourly Care/ British ex-Gurkhas Association of Ealing).



There are also 4 other hubs in Greenford and Perivale.

These hubs will deliver a variety of activities which contribute to the three aims of the Northolt Project, specifically a weekly skills training hub in Northolt Library. The following activities have been proposed for each of the hubs (unless otherwise specified).

Reducing unemployment

- Weekly skills training hub – at Northolt Library (Managed by GOSAD - supported by Jobcentre Plus) providing job search, skills training and advice; employment skills and trained volunteer experiences.
- Development of IT – Computer training for beginners; structured and informal access to information and online support.

Building community capacity

- Volunteering/Active Citizens - volunteer recruitment programme
- Capacity building – fundraising - partnership external funding programme
- Supporting capacity building of smaller local groups
- Public forums
- One off community event

Improving health outcomes

- Weekly health programme with exercise groups, health promotion talks, health walks
- Health Checks
- Supporting people experiencing mental health issues
- Links and networks with community pharmacies
- Links with GP practices and Care Co-Ordinators both to increase referrals to services and to foster working relationships.

Although the Community Connections grant programme in Northolt will provide some support to local people in terms of the three key aims of the Northolt project, it should be noted that this will not give the person-centred approach that was intended by the project. That said, the provision of this new hub may indicate that a separate hub for the Northolt Project may not now be needed in the form that was originally designed.

3.2.2 Northolt Housing Hub

The Northolt housing hub was created originally specifically for council tenants on the Medlar Farm and Radcliffe estates, but its role has expanded to all residents across Northolt who live south of the A40. A further hub is currently being developed at The Poplars in Greenford covering the area of Northolt north of the A40.

The housing hub can give advice on several issues (not solely housing) and often has Social Workers on site to support people. In the future they will be able to offer space in their office at Gainsborough Tower for community organisations and other partners (such as the DWP and Shaw Trust) to provide bespoke advice and help. It was also suggested at the Customer Insight Forum that the possibility of collaborating with the Housing Hub should be explored as a way of delivering the identified activities / services.

Location of the housing hub



3.2.3 Neighbourhood Services

Research has recently been carried out by Year Here in Northolt as part of the council's neighbourhood services workstream to:

- Get a resident-led perspective on the local area;
- See greater involvement by residents in the decisions, design and delivery of services;
- Support communities to build resilience and self-determination.

Whilst the research was not focused specifically on the aims of the Northolt Project it did look at local services, groups and activities. They found the following:

- Information about services and activities is limited with many residents in Northolt being unaware of existing services within the area. These residents are often time-poor, lack digital skills, isolated or physically immobile, so information via the usual channels gets lost. In the absence of readily available information about services in Northolt, many residents travel out of Northolt to access what they need. This is backed up by the feedback from the Customer Insight Forum run by DWP as part of the Northolt project where almost no one had heard of it.
- Local services catering to vulnerable groups feel unsupported. It was not clear from the feedback however what specific services were being referred to.
- Partnerships between local organisations are often fruitful. Residents spoke about many successful partnerships between local organisations, such as the connection between ECT (Ealing Community Transport) and local GPs, facilitating visits to the doctor for less mobile residents.
- Northolt cannot be treated as one entity. Northolt is split in half by the A40, with Northolt Mandeville and Northolt West End constituting different areas. Those living in each area rarely cross the roundabout that divides them.

During the research there were no specific concerns highlighted around employment, community capacity or general health outcomes.

The neighbourhood services work coming out of this research has not yet been determined but it is the focus for the council as part of one of its outcome reviews. Once a plan for neighbourhood work has been put together the aims of the Northolt Project could be revisited.

3.2.4 Employment and Skills

Employment and Skills is one of the key outcome areas for the council and there is considerable work already taking place which contributes to the project's aim around employment support with much of this being delivered in partnership with other agencies. Council support for employment includes:

Employment Advisors who will work with businesses and residents across the borough but with a focus on Southall, Action and Northolt. These advisors will not be based in any single location within the community but will run workshops, training sessions in multiple locations across the borough.

WEST (work, education, support & training) which assists unemployed residents who are over the age of 18 and unemployed back into work. The project provides employment and training support which helps local residents gain skills and build their confidence. Dedicated employment and training advisers support residents by offering:

- Funding for work related accredited courses
- Career guidance
- Assistance with job application forms, CV and cover letter writing
- Mock interviews and interview preparation

The council's **Skills Escalator** helps people increase their chances of earning more money by providing them with access to career advice and further training. To qualify for the scheme, residents must be over 18, live in rented accommodation in Ealing, be working at least one hour a week, and be receiving housing benefit. It helps with a number of services including:

- Advice and guidance on the next career move
- Employment support services to help people successfully apply for roles
- Provide funding for training to help people to upskill and improve their job prospects

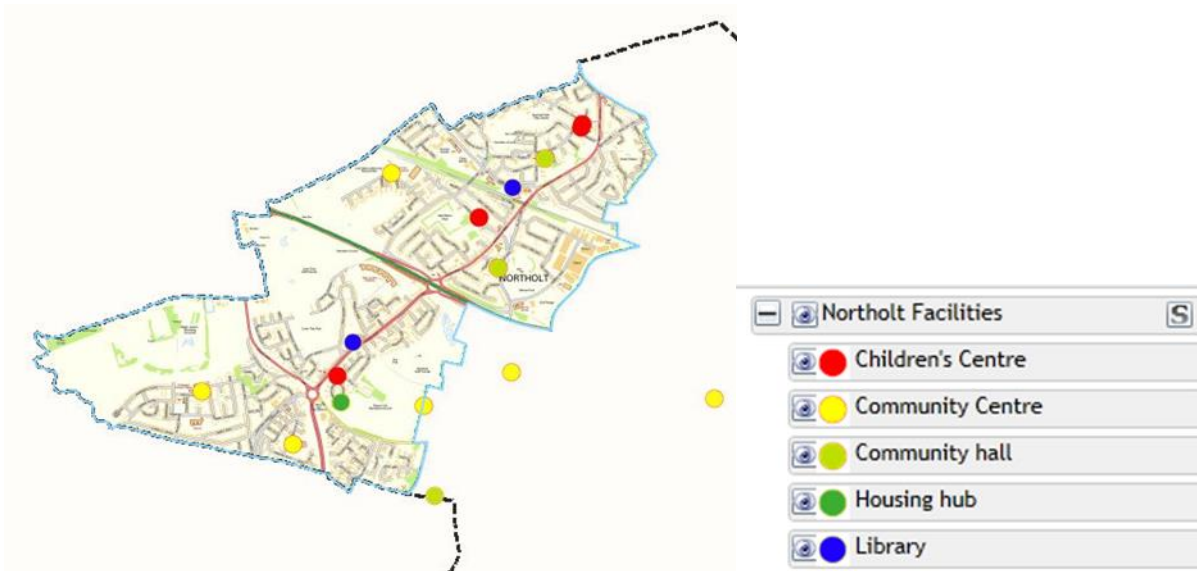
Unemployed residents can find help getting back into work at the **Northolt Library Work Club** which runs every Tuesday between 10am and 3pm. Practical advice and support is provided to help unemployed residents in their return to work including:

- Help with searching for a job
- Internet access
- CV building
- Interview techniques
- Help in completing application forms
- Access to vocational training and other education opportunities

The **Work West website** - <https://ealingworkwest.com/> contains a great deal of information to support people in terms of employment and skills. The website is still being developed with more information being added.

3.3 Mapping of local services/activities

3.3.1 Venues where services/activities are on offer which may contribute to meeting the aims of the Northolt project have been mapped. They show where advice on employment, health, housing, etc is available and indicate where residents could be signposted to. It should be noted though that even though the maps indicate that some support is available in Northolt, signposting was not the intention of the Northolt Project. It was rather to have all services in one place to be able to deliver a person-centred approach.



The activities taking place at these sites can be further analysed by the type of services that are provided there i.e. health, skills and training, employment support, language skills, etc. Full details are in the Appendix, but the following maps illustrate the spread of activities and services. It should be noted however that none of these sites provide the person-centred approach that the Northolt Project aimed at delivering.



3.3.2 There are other services available across the borough which residents can take advantage of, but which are not specifically based in Northolt or set in a single location. These were identified as part of the service mapping of the Northolt Project, although the information was not kept up to date by partners.

Organisation/ Service	Services provided										Eligibility Criteria
	Advice/ Support	Debt / money	Benefits	Housing	Employment	Mental Health	Skills and training	Childcare	Work experience	Volunteering	
Jobcentre Plus	✓		✓		✓	✓	✓		✓	✓	Eligibility for support is governed by claimants' circumstances
Ealing IAPT (Improving Access to Psychological Therapies)						✓					Registered with Ealing Borough GP Practice. 18 years and older.
LB Ealing – West Project	✓				✓		✓		✓	✓	Out of work over 18, live in Ealing borough
IPS Works					✓	✓					25+ on benefits or economically active but not on the WLA Work and Health Programme
Mental Health Employment Trailblazer	✓				✓	✓	✓		✓		JSA or ESA claimant, mild to moderate mental health need
LBE Adult Learning							✓				
Catalyst Housing	✓	✓*	✓*	✓	✓		✓	✓	✓	✓	Unemployed or economically inactive NB: * Catalyst residents only
LBE - Skills Escalator	✓				✓		✓				Working and in receipt of Housing Benefit

Whilst the mapping and the table above indicate that there is additional local provision it needs to be said that this is not the type of provision that was envisaged for the Northolt Project. The key 'USP' for the Northolt project was that people could receive a person-centred approach in a single location – the hub at Northolt Library.

It is possible to signpost potential customers/clients to these facilities for advice about a variety of issues, but simple signposting was never the intention of the project. Also, the type of clients who require in-depth targeted personal support are unlikely to take advantage of services spread across the area.

4. Funding issues

Although funding was secured for the first year of the project, there was no budget committed for the second year. In fact, the only direct funding for the project in year two came from the council who paid for the hire of the rooms in the library to support the delivery of employment support. They have continued to do this for the 'pause' period.

Even when funding was in place, the Early Evaluation Report recognised that the resources necessary for a personalised approach to every customer had been underestimated. This resource issue was

identified as a likely reason behind why a “person-centred combined assessment tool” that was described in early reports never materialised.

These issues were also highlighted in both the final Evaluation Report and the monitoring reports brought to the LSP over the lifetime of the project but were not resolved. The lack of funding for the whole 2-year pilot period for the project would inevitably impact on the sustainability of the project.

Going forward, the council (including Public Health) and Ealing CCG have no designated budget for a project of this nature. However, DWP have offered £25,000 to employ a Project Manager for a future project despite not wanting to continue to manage any future project themselves.

5 Recommendations

5.1 In view of the issues highlighted in the Evaluation Report and the quarterly monitoring reports as well as this review there appears to be no compelling argument for continuing the project in its current form. Whilst there remains a need to support people in Northolt back into employment, it is possible for the specific activities currently being provided by the DWP and the Shaw Trust to continue without being considered as being under the umbrella of an LSP ‘project’. Also, alternative provision such as that delivered via the Community Connections grant, the work of the council’s employment and skills team and the potential for more involvement from the Northolt Housing Hub could mean that some of the aims of the project will continue to be met. What won’t happen however is the person-centred approach that was at the heart of the Northolt Project, but as this was not effective anyway there should be no negative impact on residents.

5.2 It is therefore recommended that there should be no more partnership effort applied to the Northolt Project via the LSP and that the LSP should cease ‘sponsorship’ of the project for the following reasons:

- The project as originally conceived has not delivered the wider outcomes i.e. sustainable community champions model, referrals to CCG etc. It was only ever a two-year pilot and its continuation beyond March 2019 was dependent upon the effectiveness of the project.
- The current provision is just focused on the work of DWP and Shaw Trust so is no longer a project involving a range of LSP partners as it was originally. In fact, the DWP is the only LSP partner involved in the project currently (apart from the council support to pay for the hire of the room in Northolt Library over the past two years and during the ‘pause’).
- The LSP is taking a different direction focusing now on multi partner activity rather than delivering specific ‘projects’.
- No funding has been committed for the future, although the DWP have offered £25,000 to fund a Project Manager. The council (including Public Health) and the CCG have no further funding available and are already funding the Community Connections work in Northolt which is providing a weekly hub at the Library.
- The insight highlighted in the Year Here research and the Customer Insight Forum focuses on issues not currently included within the aims of the Northolt Project.

5.3 Some elements of the project could continue in an updated form through other delivery routes – options i) and ii) as set out in the introduction. Employment support provision could continue with the support of local organisations and DWP. Governance for the project should move away from the LSP Executive for decision-making and co-ordination and move to a project delivery group, made up of interested stakeholders. The added benefit of this approach is that the project could progress more fluently, yet still be connected to a stakeholder who is a member of the LSP Executive (the DWP).

Even before the outcome of this review and a decision by the LSP about the future of the project, this avenue is already being pursued by some of the key partners in the current project. GOSAD, GNP, DWP and the Shaw Trust, who have been core operational partners of the Northolt Project, have already decided to start meeting monthly as a partnership to develop the programme going forward starting from mid-May. They have said that they will be reviewing the delivery programme of the past 2 years and seeing what can be agreed to take forward in the project amongst themselves. They are also looking at funding opportunities for the longer term to sustain the work.

As these local organisations are preparing plans for a continuation this should be supported by the LSP, even if no direct funding is available via the LSP. This would ensure that there was a legacy for the LSP from the pilot scheme.

REPORT TO LSP EXECUTIVE

Subject of report	LSP Multi-partner activity (MPA) update
Lead partner	LSP Executive Members
Authors	Stephen Meah-Sims/Mohammed Ahmed, Ealing Council
For DECISION by	LSP Executive Board
Date	15th July 2019

Reason for report

- The LSP Executive Board members agreed to sign up to developing specific areas of multi-partner activities (MPAs). This was in response to the LSP 2018/19 review and the ongoing commitment to the principle of 'One Public Service' concept, which included the following five priority work strands:
 1. Workforce initiatives
 2. Health promotion initiatives
 3. Resource Optimisation
 4. Volunteering
 5. Customer Insight
- This report presents an update on the MPA development, specifically, the response to the agreed action at the LSP Executive Board on the 1st April 2019. LSP members were asked to sign up against the MPAs and develop an outline of the priorities for each one, to come back to the LSP Executive.

Report summary

The concept of 'multi-partner activities' aimed to capture the commitment and enthusiasm of LSP Executive members to develop a meaningful way of working that was cost neutral, which harnessed the combined power of partners in what they might be doing, albeit, in different ways. MPAs are an attempt to foster a coordinated collaboration in the LSP to deliver, using the economy of scale that the membership of the LSP offers.

The summary of the MPA priorities have been developed through initial discussions and contributions between partners and stakeholders. To date, the following priority areas have been put forward as broad concepts to scope out and develop, with a plan of action and a communications strategy.

1. **Workforce:**

- Develop 10-12 apprenticeship opportunities for young people with long term health issues and learning disabilities (match funded by partners).
- Shared Vacancy list (available online).
- Ealing partnership jobs fair (organised in a timely and collaborative manner and with input from professional recruitment agencies).

2. **Health Promotion:**

- To make Ealing a 'mental health friendly borough' by encouraging all partners to sign up to the London Healthy Workplace Award (LHWA) accreditation scheme led by the Mayor of London's Office and supported by Public Health England.
- Promoting the workplace health ambition linked to the GLA healthy workplace charter and self-assessment framework.

3. **Resource Optimisation:**

- Resource efficiencies: potential for savings through reconfigured and aligned services.
- Community engagement, consultation and communication.

4. **Volunteering:**

- Corporate volunteering charter that local businesses sign up to and encourage their staff to volunteer on a set number of days during the year (an average of 3 days is the national average).
- Create a Giving Scheme in Ealing which is already an established model throughout many London Boroughs.

5. **Customer Insight:**

- Developing a partnership online data platform / data and intelligence hub for sharing customer insights and develop better collective understanding of community priorities and challenges and improve data sharing amongst partners to drive service improvements and promote greater accountability.

Relationship to the Borough plan

As part of delivering the Borough Plan, the multi-partner activities will support one or more of the 9 Borough Plan priorities, thus reinforcing the role of the LSP in underpinning the Borough Plan.

Next steps

The LSP Executive is required to consider the proposals and decide if these are the right priorities that can be owned and delivered by the LSP, as a collective and taken back to partner organisations to be adopted (in principle).

The next stage will involve confirmation of LSP members against each strand, to develop the detail of the multi-partner activity, to include:

- a) Outcomes (detail of delivery and any campaigns)
- b) Timescales for delivery
- c) Positive external communications about what the LSP is doing in Ealing
- d) Identification of complementary working with other MPAs
- e) Progress with implementation of the MPA and report back to the LSP Executive Board at quarterly intervals

Recommendations

1. LSP to consider the draft proposals for each of the five MPA work strands.
2. LSP to approve and sign off the MPA priorities and proposed activities for each strand.
3. LSP MPA leads to agree to setting up working group(s) that will be responsible for developing and delivering the work and reporting quarterly to the LSP Exec Board.

Attachments

Multi-partner activity slide packs (1-5)

LSP Multi-Partner Activity (MPA) 1: Workforce Initiative

Why workforce initiative?

150 businesses have benefited from the **Ealing Apprenticeship Network**

650 apprenticeship vacancies in Ealing



Finding the right workers



Optimising and improving existing skills

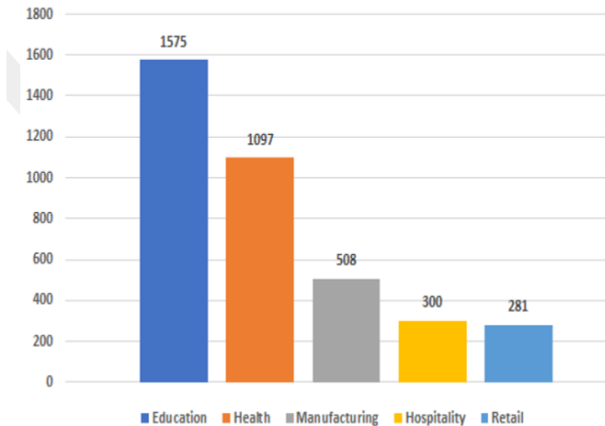


Expanding employee training



Improving workplace practices to drive performance

Top five industries



APPRENTICESHIP STATS 2018/19



Nearly **three-quarters** of apprentices agreed that their chances of earning a higher wage in future had increased



80% of apprentices agreed that their chances of progressing to a higher level of training had also increased

Source: Learners and Apprentices Survey 2018

EMPLOYERS ALSO BENEFIT

78%

Of employers that hired an apprentice reported improved productivity



65%

recognise the new ideas apprentices bring to their organisation



83%

would also recommend apprentices to other businesses

AFTER COMPLETION



90%

of apprentices will get a job or go into further training after finishing an apprenticeship

72%

will find sustained employment



17,885 small businesses in Ealing and over **162,000 Local Businesses**

Most VAT registered businesses in West London

LSP Multi-Partner Activity (MPA) 1: Workforce Initiative

Proposition to LSP Executive Board

1) What does the LSP mean by workforce initiatives?

Ealing LSP partners are committed to developing a more strategic approach to recruitment, retention and maximising staff training and professional development opportunities locally. This will help raise Ealing's profile and attract more skills, growth and investment and enable partners to share and extend best practice.

2) What kind of priority areas / activities have been discussed by LSP partners?

- Co-ordinated recruitment & retention strategy (Comms Strategy / promoting vacancies).
- Recruiting and advertising (being creative / targeting young people with disability/ BME women etc.).
- Maximising workforce training and professional development opportunities.
- Developing more apprenticeship opportunities and local career pathways (young people made aware of career pathways).
- Developing a new LSP employment and skills strategy.
- Skills shortages / exchange bank.
- Specialist & technical staff data base (hard to fill jobs).
- LSP partners aware of the various employment support projects.
- Ealing LSP Employers Pledge 2019 (*review 2015 pledge?*).
- Get all local LSP partners to sign up to London living wage.
- Co-sponsor / commission strategic research to assess the future demand for employment and skills shortages.

3) What is the proposed area / activity for LSP to focus on?

- Develop 10-12 apprenticeship opportunities for young people with long term health issues and learning disabilities (match funded by partners).
- Shared Vacancy list (available online).
- Ealing partnership jobs fair (organised in a timely and collaborative manner and with input from professional recruitment agencies).

4) How is this linked to the Borough Plan?

The workforce initiative MPA is directly linked to [Outcome 1 of the Borough Plan priorities](#): *A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes and skills*. This is also linked with 'resources optimisation and 'volunteering' MPA. This LSP work strand is linked with several other local strategies including:

How does this link to other plans / priorities?

- Employment and Skills Strategy
- 14-19 Strategy
- Workforce Strategy
- Health & Wellbeing Strategy

5) How will we develop and deliver this work strand?

The next step would be to put together a small working group that will be responsible for developing and delivering this work and reporting quarterly to the LSP Exec Board on progress & challenges. The following LSP members have already agreed to be involved with this work and would be invited to join the working group:

- DWP (Olivia Hargadon);
- Higher Education (West London College / Further Education (University of West London)
- Ealing Council (Paul Najsarek / Kieran Read)
- ECN (Lesley Dodd)

Who else could / should be involved?

- Employment & Skills Group
- Businesses (West London Business Partnership / MakeitEaling)
- Met Police / Fire Services
- Public Health
- CCG
- NHS Northwest London
- ECVS

LSP Multi-Partner Activity (MPA) 2: Health Promotion

Why Health Promotion?

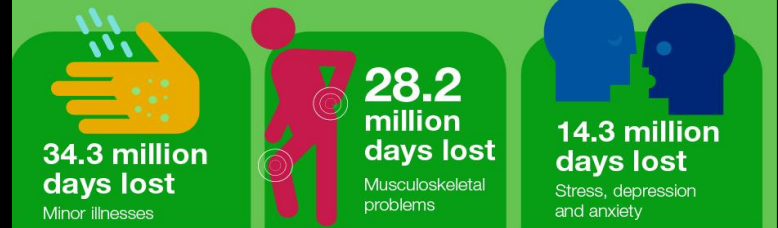
Poor diet and **smoking** can explain up to **40%** of **mortality rates** in **Ealing**



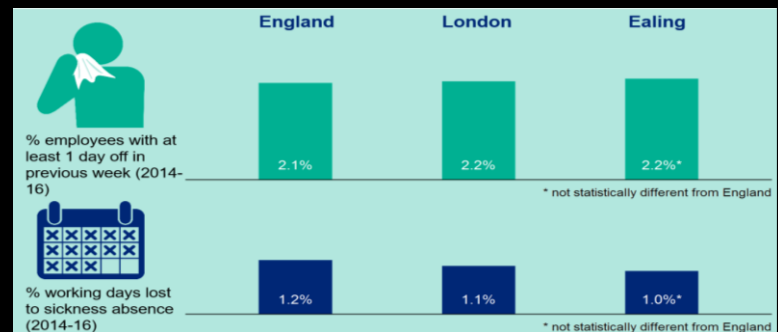
5 Ways to Wellbeing

Managing health at work for employers

In the UK, 131 million working days are lost to sickness absence every year.
Main reasons for sickness absence:



1 in **3** employees with a long-term health condition have **not discussed it** with their employer



The scale of the problem for employers



The scale of the problem for employees



LSP Multi-Partner Activity (MPA) 2: Health Promotion

Proposition to LSP Executive Board

1) What does the LSP mean by health promotion initiatives?

LSP partners recognise that more work is required to make more extensive use of educational settings and local workplaces as health-promoting environments. There is also considerable potential to use the council, healthcare providers, other public services, and wider workforce to deliver basic public health messages and to engage residents in health change conversations.

LSP partners understand the importance of having fit, healthy and happy workforce. There is no doubt that placing an emphasis on employee health and wellbeing contributes heavily to an employee's overall engagement within the business. Research has shown that promoting health does not only yields 'soft' results. Instead, health promotion ensures that staff want and like to be at work. Over time, this has a drastic effect on the businesses performance. *On average, 4.3 per cent of days were lost due to sickness and 8.7 days per full time employee. The most common cause of sickness absence was "stress, depression, anxiety, mental health and fatigue" compared to the UK workforce as whole where minor illnesses such as colds are the most common reasons.* ([Local Government Workforce Survey 2016-17](#))

2) What kind of priority areas / activities have been discussed by LSP partners?

- Healthy Workforce (sugar reduction / smoking cessation etc.), poor diet and smoking can explain up to 40% of mortality rates in Ealing.
- Public Health have an ambition to make Ealing a 'sugar smart' borough. This would involve organisations making changes to

reduce the amount of sugar

https://www.sugarsmartuk.org/get_involved/

- Mental Health and wellbeing (focus on vulnerable young people and adults with mental health issues) and links to serious youth violence.
- Key priorities in child and adolescent mental health and provide information and practical advice on diagnostic and management issues and encourage multi-disciplinary discussion and learning.
- Co-ordinated comms strategy to promote the uptake of seasonal flu vaccination to reducing hospital admissions.
- Targeted early screening programme for serious health conditions, like risk of stroke and diabetes, which are more prevalent in Black, Asian and Ethnic Minority groups who make up a majority (54%) of the borough's population.

3) What is the proposed area / activity for LSP to focus on?

- I. *To make Ealing a 'mental health friendly borough' by encouraging all partners to sign up to the [London Healthy Workplace Award \(LHWA\)](#) accreditation scheme led by the Mayor of London's Office and supported by Public Health England.*
- II. *Promoting the workplace health ambition linked to the [GLA healthy workplace charter](#) and self-assessment framework.*

This is similar to the [Five Ways to Wellbeing](#) (developed in Cheshire / Merseyside) and [Thrive London](#)

Paul Najsarek is the wellbeing spokesman for the Society of Local Authority Chief Executives ([SOLACE](#))

4) How is this linked to the Borough Plan?

At the heart of the Ealing Health and Wellbeing Strategy (2016-21) is a desire to promote wellness, in its broadest sense, throughout Ealing's population. The health promotion MPA is also directly linked to [Outcome 4 of the Borough Plan priorities](#): *Residents are physically and mentally healthy, active and independent.*

This is also linked to the [Ealing Health and Wellbeing Strategy 2016-21](#) and the Ealing CCG Joint Prevention Strategy for Adults.

5) How will we develop and deliver this work strand?

The next step would be to put together a small working group that will be responsible for developing and delivering this work and reporting quarterly to the LSP Exec Board on progress & challenges. The following LSP members have already agreed to be involved with this work and would be invited to join the working group:

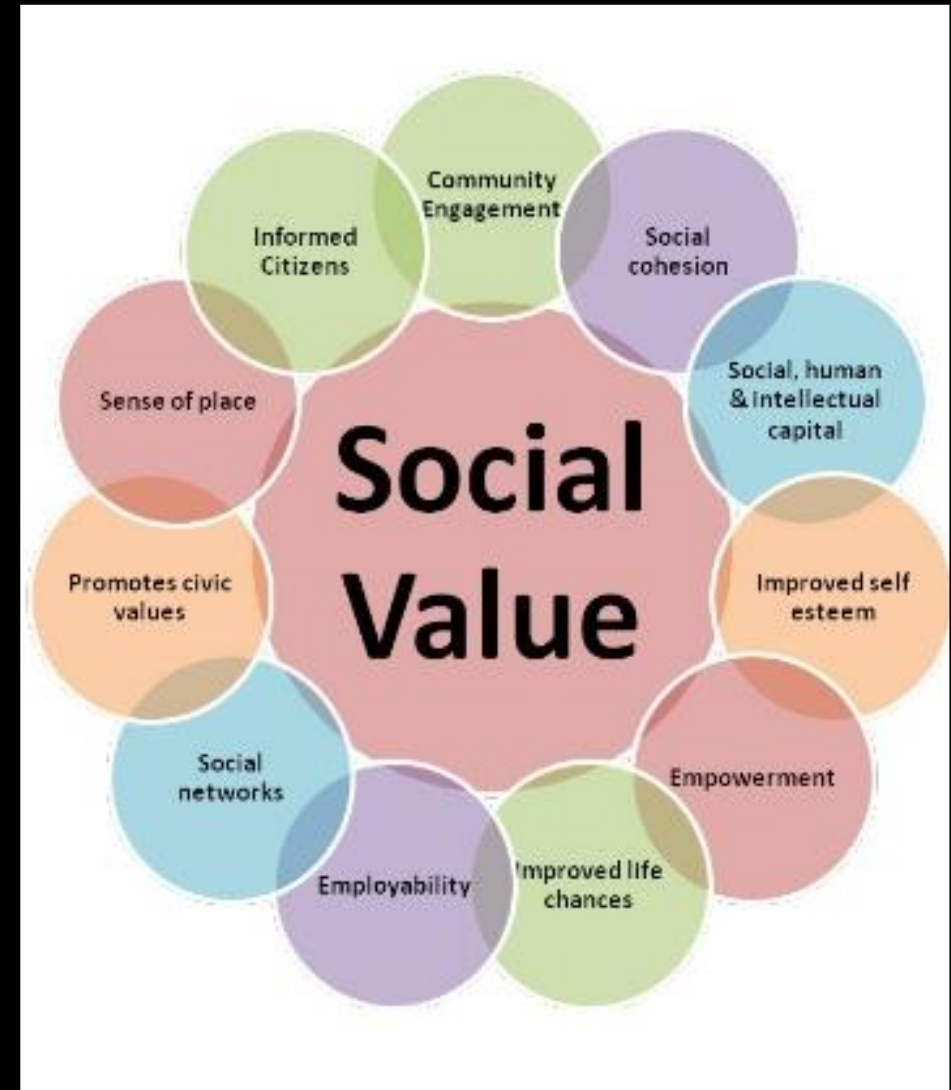
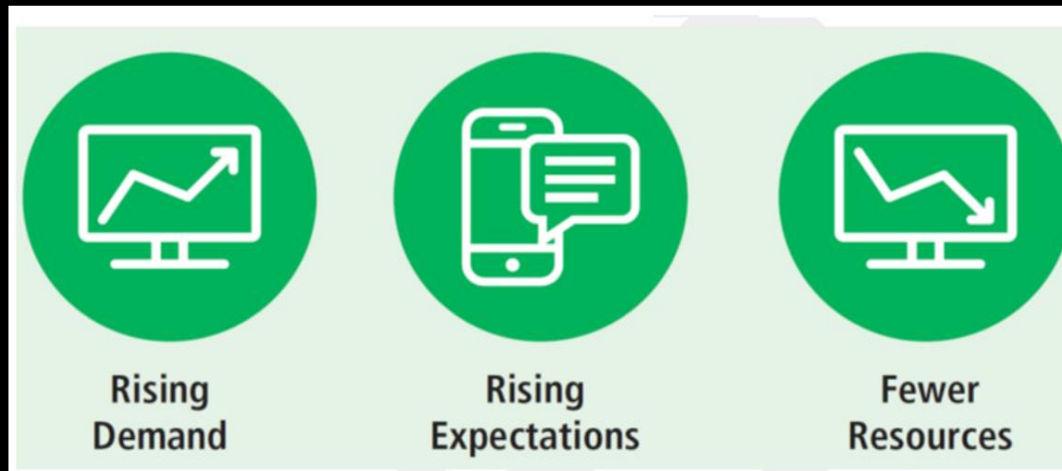
- CCG (Tessa Sandall / Neha Unadkat)
- NHS Northwest London (Sarah Rushton / Chris Blake)
- Ealing Council (Paul Najsarek / Kieran Read)
- ECN (Janpal Basran Singh)

Who else could / should be involved?

- Public Health
- Education, Children and Adults Services
- Higher Education (West London College)
- Further Education (University of West London)
- Businesses (West London Business Partnership / MakeitEaling)
- ECN and ECVS

LSP Multi-Partner Activity (MPA) 3: Resource Optimisation

Why resource optimisation?



Proposition to LSP Executive Board

1) What does the LSP mean by resource optimisation?

Resource optimisation in simple terms means making the most out of our local strategic partnership resources including money, workforce and assets. This is about optimising public / community buildings in our area to collectively create best value for the community; joint commissioning or embedding social value and corporate social responsibility, partnership economies of scale and building community resilience or skills. It is also about targeting local resources at those residents most in need, services that are a priority and at the right stage to have maximum effect on outcome.

Local authorities and public services in general are facing unprecedented challenges, in response to austerity, funding reductions, demographic pressures and technological change. Public services are therefore required to ensure public resources are effectively utilised. This means local strategic partners working more collaboratively and aligning resources to tackle the strategic challenges facing Ealing. There is evidence nationally that partnership working can improve efficiency, provide value for money and reduce duplication etc.

2) What kind of priority areas / activities have been discussed by LSP partners?

- Commissioning & procurement (embedding social value and corporate social responsibility across the partnership)
- Economies of scale and increased 'purchasing power'
- Review and develop accommodation strategies / Office space (Re-modelling Ealing HQ based on Croydon / Brent model)
- Common asset management strategy (shared assets, premises, workforce / integrated teams)
-

3) What is the proposed area / activity for LSP to focus on?

- Budget Savings: how savings and reconfigured services will align with each other, are there groups of users or residents more likely to be cumulatively affected and are there opportunities for additional cross- organisation savings;
- 'Community Engagement, Consultation and Communication: All LSP partners carry this out, at different times and in different ways. It might be useful to have a discussion via the LSP around whether these could be aligned better to make it easier for residents and service users to have a more active voice and input, especially on big cross cutting issues facing the borough. Also, whether there are specific groups of residents or service users who tend to fall through the net in all our engagement and consultation work?

4) How is this linked to the Borough Plan?

The 'resource optimisation' MPA is directly linked to [Outcome 1 of the Borough Plan priorities](#): How we will work together 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. LSP partners want to collaborate even more so that, rather than different agencies, residents see and experience 'one public service' in Ealing.*

This work strand is cross cutting and therefore has links to all the other LSP MPA.

5) How will we develop and deliver this work strand?

The next step would be to put together a small working group that will be responsible for developing and delivering this work and reporting quarterly to the LSP Exec Board on progress & challenges. Give that 'resource optimisation' is a cross-cutting MPA work strand it would therefore involve and be relevant to all LSP partners.

Who else could / should be involved?

- Public Health
- Education, Children and Adults Services
- Higher Education Institutions / Further Education Institutions
- Local Businesses
- ECVS

LSP Multi-Partner Activity (MPA) 4: Volunteering

Why volunteering?

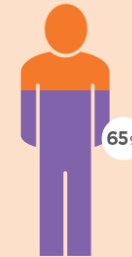


Ealing volunteer centre supports over 400 charities and community groups and enable over 2,000 people to volunteer in Ealing

CIPD Employer-supported volunteering survey 2015 results

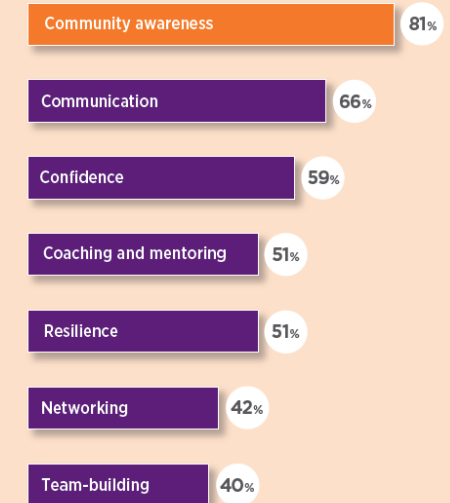
Employees more likely to work for an employer

65% say that they would be more likely to work for an employer that encourages and promotes volunteering



Skills and competencies

Most popular skills and competencies CIPD members say volunteering has helped them to develop



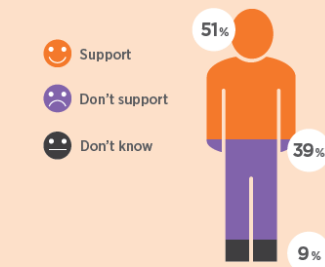
Employers' recognition of skills

Where volunteers report that their employers do recognise the skills they have developed through volunteering, they state that they are doing so in the following ways

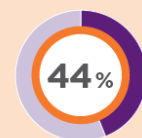


Employer support

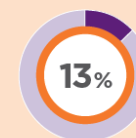
51% of volunteers report that their employer supports volunteering either by offering paid time off or promoting opportunities (39% said that their employers did not support it and 9% said they did not know)



Volunteering activities



44% of volunteers said that their employer knew about their volunteering activities



Just 13% of volunteers said that their employers had recognised the skills they had developed through volunteering

Proposition to LSP Executive Board

1) What kind of priority areas / activities have been discussed by LSP partners?

- Develop a common / Partnership Volunteer Strategy
- Co-ordinated recruitment / training & development strategy (co-ordinated comms strategy)
- Mapping progression routes and career pathways
- Organise volunteer day for Ealing to recognise / celebrate contribution of local volunteers (LSP could sponsor Ealing Volunteer Award / dinner?)

2) What is the proposed area / activity for LSP to focus on?

- LSP to produce a corporate volunteering charter that local businesses sign up to (including Ealing Council and CCG) and encourage their staff to volunteer on a set number of days during the year (an average of 3 days is the national average).
- Create a Giving Scheme in Ealing which is already an established model throughout many London Boroughs and Ealing CVS is running the [Hounslow Giving Scheme](#) with Hounslow Council.
- A Giving scheme is not just about monetary matters but help in kind such as recycling equipment, offering workspace and training etc.

Examples of corporate volunteering could include the following:

- A local business provides dedicated training to voluntary sector representatives; training could be on marketing and promotion for example;
- A local business provides basic IT sessions to residents and donates IT equipment that they may no longer need as they may have upgraded their equipment;
- Local businesses in partnership with Ealing Volunteer Centre offer dedicated volunteering engagement events with their staff on local opportunities and this may be of particular interest to those thinking of retirement.

3) How is this linked to the Borough Plan?

The 'volunteering' MPA is directly linked to [Outcome 1 of the Borough Plan priorities](#): How we will work together
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.

This work strand is also linked to 'workforce and resources optimisation MPA.

4) How will we develop and deliver this work strand?

The next step would be to put together a small working group that will be responsible for developing and delivering this work and reporting quarterly to the LSP Exec Board on progress & challenges. The following LSP members have already agreed to be involved with this work and would be invited to join the working group:

- ECN (Lainya Offside-Keivani) with support from ECVS (Barbara Tilly)
- Ealing Council (Paul Najsarek / Kieran Read)

Who else could / should be involved?

- Ealing Volunteer Centre / Greater London Volunteering / West London Volunteering Network
- Public Health
- CCG
- NHS Northwest London
- Education, Children and Adults Services
- Higher Education (West London College / Further Education (University of West London)
- Businesses

LSP Multi-Partner Activity (MPA) 5: Customer Insight

Why customer insight?

Poverty Insights

The UK poverty rate is twice as high for Black and Minority Ethnic (BME) groups as for White groups

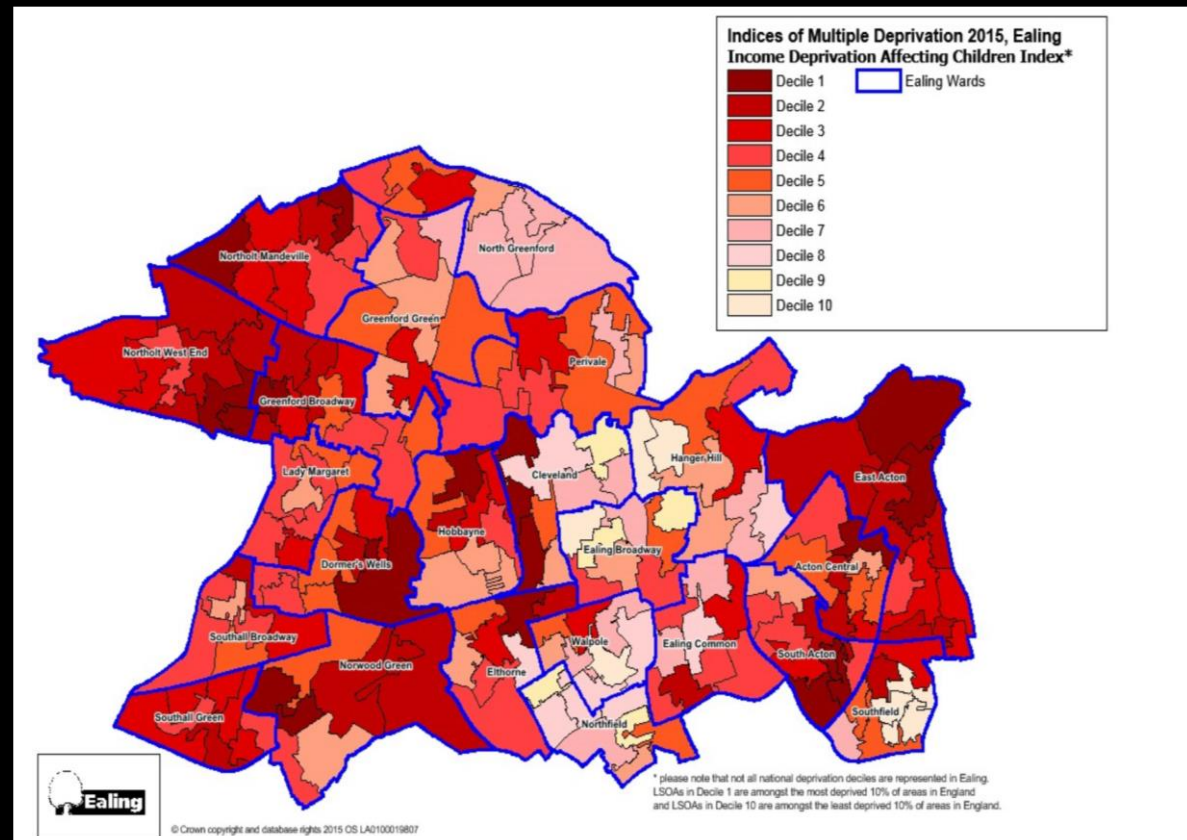
Poverty in the UK today is fairly evenly split between workless households and those in work

Children excluded from school are twice as likely to be in the care of the state, four times more likely to have grown up in poverty

Ealing is in the 10–20% worst local authorities for social mobility in the 'working lives' age group category, despite ranking 10th best overall

Increasing levels of inflation suggest that the average UK household is already paying the price of Brexit

The proportion of low-income renters who do not have all of their rent covered by Housing Benefit has risen



LSP Multi-Partner Activity (MPA) 5: Customer Insight

Proposition to LSP Executive Board

1) What does the LSP mean by 'customer insight'?

'Customer insight' is knowledge derived from the variety of qualitative and quantitative data and information all partners collect about their area and services. Sources of customer insight include demographic data, surveys, feedback from focus groups and consultation exercises, service usage data, and 'complaints, compliments and comments.

2) What kind of priority areas / activities have been discussed by LSP partners?

- Identifying common areas where data sharing would be appropriate amongst Ealing partners and maybe useful in forecasting, service designs and strategy (e.g. JSNA / market data) and support LSP priority settings.
- Exploring and improve data sharing amongst partners (possibility of setting up a 'Repository' / common set of partnership data?) to drive service improvements and promote greater accountability. Develop smart borough concept / digital platform for sharing soft data such as case studies and feedback from customers / service delivery partners (e.g. Safer Ealing) to share customer insights and develop better collective understanding of community priorities and challenges.
- Looking at data as whole and understand its transformative power ('whole system' approach to affect real change)
- Develop common data policy / data sharing protocols. [Ealing LSP Information Sharing Protocol \(2011\)](#) could be reviewed and updated with new focus and priorities.
- Increase access and use of JSNA ONS / IMDD / OSCI Data (central data hub / portal) and organise high level briefings for LSP partners.
- Establishing connection with various LSP partner's performance & intelligence resources and encourage greater collaboration and networking.

3) What is the proposed area / activity for LSP to focus on?

- Developing a partnership online *data platform / data and intelligence hub* for sharing customer insights and develop better collective understanding of community priorities and challenges and improve data sharing amongst partners to drive service improvements and promote greater accountability.
- This would be modelled on [Croydon's Data Observatory](#) / [Haverling Data & Intelligence Hub](#)
- The Croydon Observatory provides access to data and information about Croydon. It is an information sharing, mapping and reporting website that can be used by anyone. Information and data on this website can be used by local government, community and voluntary sector organisations, partnership members, businesses, students and the public.
- The Haverling Data Intelligence Hub provides data, information and research about the London Borough of Haverling. By hosting resources including data, analysis, surveys and reports the Haverling Data Intelligence Hub aims to benefit the local authority, its partners and the public in understanding key information about the borough.

4) How is this linked to the Borough Plan?

- Data sharing and improving customer insight are directly linked to [how we will work together priorities in our Borough Plan \(2018-2022\)](#).
- *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 (page 23).*
- It is also linked to the [Ealing Customer Service Strategy](#) (2017-2021) as well as the 'resource optimisation' MPA.

5) How will we develop and deliver this work strand?

The next step would be to put together a small working group that will be responsible for developing and delivering this work and reporting quarterly to the LSP Exec Board on progress & challenges. The following LSP members have already agreed to be involved with this work and would be invited to join the working group:

- Ealing Council (Paul Najsarek / Kieran Read)
- Dele Ryder (A2Dominion)
- Met Police (Paul Martin)
- ECN (Lainya Offside Keivani)

Who else could / should be involved?

- Statutory Services: Fire Services / CCG / NHS / Public Health
- Education, Children and Adults Services
- Higher Education (West London College / Further Education (University of West London))
- Businesses
- ECVS
- Catalyst Housing