

Local Strategic Partnership Executive AGENDA

14th October 2019

Ealing Council

14-16 Uxbridge Road, Ealing, London W5 2HL

4.30pm – 6.30pm, Perceval House, 5th Floor, Room 5.12

Time	Item	Leading	Comments (Attachments – bold)	Purpose
4.30	1 Welcome and Apologies Minutes and Matters Arising	Julian Bell <i>Ealing Council</i>	Minutes (PAGE 4) Minutes from 15th July 2019 meeting.	For information and decision
4.40	2 Partner updates on key issues	All partners	Verbal updates including Brexit preparations.	For information
5.15	3 Multi Partner Activity updates	LSP MPA Leads	ITEM 3 Paper (PAGE 12) Individual MPA presentations by leads on: Workforce planning Health promotion Resource optimisation Volunteering Customer insight	For information and decision
6.25	5 Final comments, next meeting and close	Julian Bell <i>Ealing Council</i>		

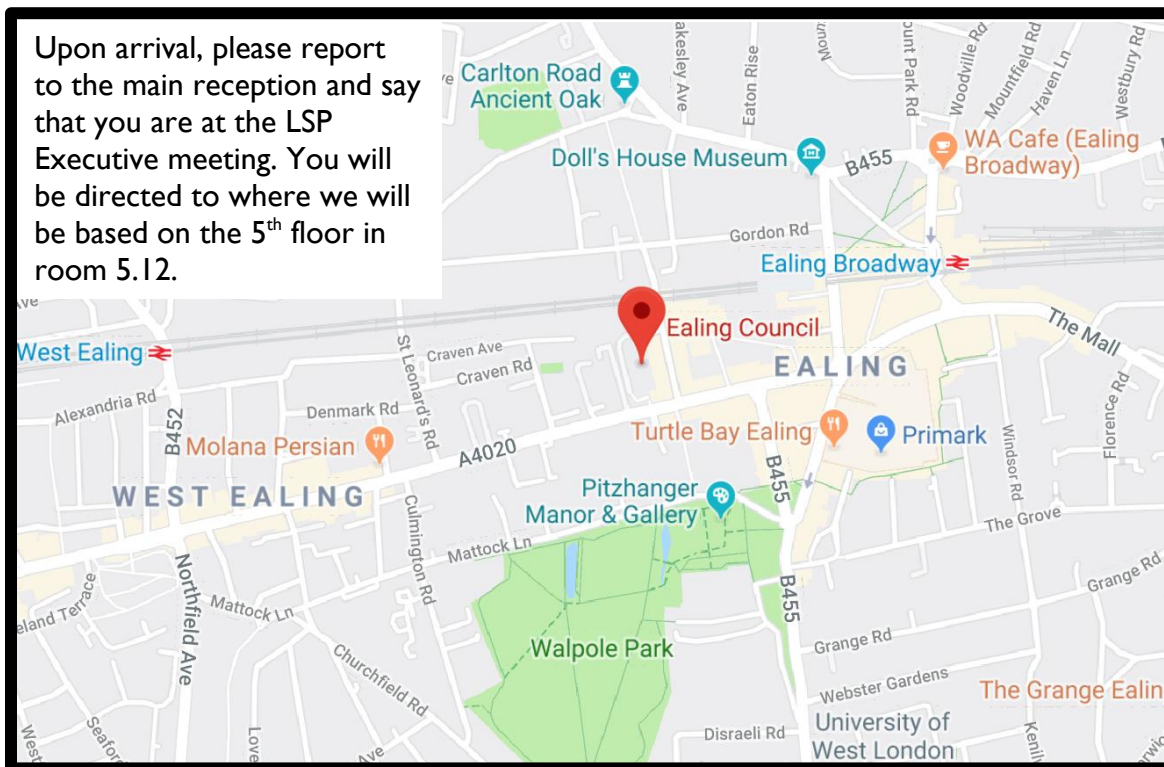
Membership of the Executive Board

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
Janpal Singh Basran	Vice Chair	Ealing Community Network
Dele Ryder	Partnerships and Fundraising Manager	A2 Dominion
Paul Martin	Borough Commander	Metropolitan Police Service
Chris Blake	Director of Commercial Development	London North West Healthcare NHS
Barbara Tilley	Director	Ealing CVS
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	Make It Ealing
Andrew Dakers	Chief Executive	West London Business (WLB)

Finding us

You can find us at:

**Ealing Council, Perceval House
14-16 Uxbridge Road, Ealing, London W5 2HL**



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, 15 July 2019 at 4.30pm
Ealing Central Library, 103 Ealing Broadway Centre, Ealing, W5 5JY**

MINUTES

ATTENDANCE

Executive Board Members	
Julian Bell (Chair)	London Borough of Ealing
Paul Najsarek (PN) Vice-Chair	London Borough of Ealing
Chris Blake (CB)	London North West Healthcare NHS
Lesley Dodd (LD)	Ealing Community Network
Olivia Hargadon (OH)	Job Centre Plus
Andrew Dakers (AD)	Ealing Business Partnership
Neha Undakat (NU)	Ealing Clinical Commissioning Group
Dele Ryder (DR)	A2 Dominion
Andrew Rollings (AR)	MakeitEaling
Karen Redhead (KR)	West London College
Also attended	
Kieran Read (KRD)	LBE Director of Strategy & Engagement
Stephen Meah-Sims (SMS)	LBE Head of Strategy, Performance & Intelligence
Mohammed Ahmed (MA)	LBE Policy Officer (Secretariat)
Christopher Hilton (CH)	West London NHS Trust
Sahil Khan (SK)	Catalyst Gateway

1. Welcome and Apologies (Agenda item 1)

The Chair welcomed all LSP members to the meeting and thanked everyone for arriving on time. The Chair also formally welcomed Andrew Dakers to the Board and recorded his thanks to Ealing Central Library for hosting the meeting and expressed his appreciation of the new excellent library facilities.

Apologies for absence had been received from:

- Janpal Singh Basran, Ealing Community Network
- Paul Martin, Metropolitan Police Service
- Peter John, University of West London
- Ben Moore, London Fire Services
- Sarah Rushton, West London NHS Trust
- Lainya Offside-Keivani, Ealing Community Network

1b. Minutes and Matters Arising (Agenda item 2)

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

RESOLVED:

- That the minutes of the meeting of the LSP Executive Board held on 1st April 2019 be agreed and the Chair be authorised to sign them as a true and correct record.

ACTION:

15/07/19/1b Secretariat to formally record that the minutes were resolved.

2. LSP Partner Updates on key issues

Ealing Council:

- The Chair mentioned that a report about Children Centres and Libraries in Ealing was due to go to 16 July Cabinet meeting. The report outlines the financial challenges and tough decisions that need to be made.

Children Centres:

- Ealing will maintain 7 children's centres and 18 linked sites which will provide sufficient safe space for key partners to maintain current levels of service delivery such as midwifery, health visiting, and other services funded externally.
- 11 centres have been saved and were now secure due to mitigations and very helpful collaborations and consultation feedback from key partners, such as health; which will reduce the impact on the frontline children's centre offer.
- Renegotiation with health and other service partners who regularly use children's centres has led to a greater level of financial contribution to the running costs.
- The remaining funding gap of £218,210 will be funded through setting a 24% budget reduction across these 11 children's centres originally selected in the draft children's centres strategy for reorganisation.
- Two of the smallest centres (North Ealing and Wood End) with relatively low attendance will unfortunately close and negotiation will take place with the schools on these sites around how some services might be continued.

Libraries:

- Ealing has 13 libraries, of which 6 (Acton, Ealing, Northolt, Southall, Jubilee Gardens, Northolt leisure library) have secured core funding and will be run as statutory libraries.
- Two libraries (Greenford and Wood End) will have a hybrid operating model (community supported libraries with the aim of handing this over to community)
- The remaining five (Hanwell, Northfields, Perivale, Pitshanger and West Ealing) will be community managed libraries, operated by community partners and volunteers with reduced opening hours and services.
- The core libraries will be retained in areas where there is the greatest need (deprivation) and Council will ensure there is a good geographical spread.

Peer Review:

- PN mentioned that due to the Grenfell tragedy there is now a greater focus on emergency planning on local authorities.
- Ealing Council will have a peer review on this soon and may call upon local partners to participate. Partners will receive notice well in advance.

Ealing Community Network (ECN)

- LD mentioned that the ECN were still in negotiations with Ealing Council and the ECVS as to how they move forward and reorganise the network.
- ECN are still very much committed to the workforce outcomes.

DWP / JCP

- OH, mentioned the DWP budget is being currently reviewed and negotiated with the HM treasury as part of the 2019 government's spending review.
- The early indications are that there will be significant reduction in the DWP budget which may impact on the local partnership work and support services.
- Ealing JCP are in the process of appointing local partnership manager.

A2 Dominion

- DR mentioned the research they have commissioned around the support services for vulnerable residents / customers both internally and externally. The report will come up with clear recommendations.
- A2 Dominion have put together a bid for the Youth Endowment Fund (YEF) which has been launched as part of the Government's Serious Violence Strategy. The Home Office has made £200 million available over the next ten years to fund and test interventions aiming to prevent young people from being drawn into crime and violence.
- This will build on their local youth partnership / safer neighbourhood work including the Mayor's office for Policing and Crime (MOPAC) funded activities.
- A2 Dominion are part of the Love London Working training and employment programme (funded by the European Social Fund) that helps unemployed people over the age of 16 into work or assist them setting up their own business.
- Customer segmentation work going on to increase first time resolution of customer contact, reduce inefficient hand-offs and improve the customer journey.
- The 'Great Place to Live' funds available (up to £350k and £50k for small organisations).

Catalyst Housing

- SK mentioned that Catalyst and Ealing Council have commissioned a feasibility study to turn undercroft garages in Havelock into community spaces which is estimated to cost around £0.5 million.
- The project aims to transform the underused garages into neighbourhood hubs, communal gardens, street cafe and places to play for young people and support artists and creative start-ups. The study will be funded by £35k from the Mayor of London's 'Good Growth fund'.
- Local GP pilot – social prescription (for residents with low level stress / depression). The project saw local GP practice prescribe this 1km health walk along the Grand Union Canal to their patients and Catalyst is aiming to roll this pilot out to other areas.
- Catalyst are looking at the language needs of Asian elderly residents (particularly Punjabi speaking skills) to tackle social isolation and are working with the Southall Day Centre and other befriending services.
- Catalyst have completed a revamp of its Executive Team following its successful merger with Aldwyck Housing Group, which will increase resources in Ealing.

West London College

- KR mentioned the College has been under formal intervention by the Education and Skills Funding Agency.
- The College is now in recovery mode and halved the funding deficit and student numbers / income is now back up. The three-year turnaround plan will now be hopefully achieved in two years.
- The College is offering a range of free courses for adults that will help them gain the necessary skills and qualifications to further your career or progress on to higher level study.
- Most of the Adult Learning funding now comes from the GLA 'Skills for Londoners' programme and is a key part of the 'growth agenda'.
- KR reminded partners to contact the College if they would like to explore the opportunities around accessing / delivering adult skills and training for local residents.

MakeitEaling

- AR mentioned the Ealing Central Library was a big draw for the Broadway Centre and how wonderful the new facilities were, and all should be proud of this. He recently welcomed 450 local children and gave them a guided tour of the new library.
- The developer has signed a new letting deal with Decathlon.
- Ealing Broadway Shopping Centre (owned by British Land) have permission for developing new workspaces at International House. Storey, is a new type of flexible workspace that is just four

minutes from Ealing Broadway station and is designed with wellbeing in mind and has its own gardens.

- AR also mentioned the enormous amount of customer / visitor data that is collected and that he is happy to share this with LSP partners.

West London NHS Trust

- CH mentioned that the Trust's budget had originally been set to deliver an operating surplus of £4.4m. However following receipt of additional Sustainability and Transformation funding the Trust subsequently delivered an overall operating surplus of £10.9m.
- A £242m investment has renewed most of Broadmoor, providing modern, high quality accommodation enabling implementation of a new model of care for high secure services. Ongoing external works to reconfigure the estate will be completed in 2020.
- The Trust has sold its land in Park Royal and in Northwick Park for more than £22m to a housing association who are planning to build thousands of homes.
- The Trust is engaging with local communities on the NHS Long Term Plan throughout July and August 2019.
- Project Search is a year long supported internship programme for young people between the ages of 16-25 with special educational needs and disabilities (SEND). The DFN project search supported internship at Charing Cross hospital and the graduation ceremony was held recently with various community organisations invited.
- Trust's AGM on 23 July 2019. Annual report and accounts available on their website.

Clinical Commissioning Group (CCG)

- NU reported about the new GP contract which will come into effect on 1st July.
- NU mentioned the NHS England 10 Year Long Term Plan and outlined several goals including the development of Integrated Care Systems (ICS) more local Integrated Care Partnerships (ICP) and the Primary Care Networks (PCN).
- In the new structure there will be wrap around services with community nursing, clinical pharmacists, dentists and greater focus on social prescriptions.
- The long-term vision is that each ICS would consist of just a single CCG – rather than the eight that NW London has now.
- It will also support the move away from the payment by results system towards capitated outcome-based budgeting, support consistency and equity in methods for engagement, and simplify system wide financial planning.
- NU gave reassurance that local authorities will remain key partners in local integrated care partnerships. Health and wellbeing boards in each borough will also continue to play a key role in shaping and developing local services.
- The CCG have already started to plan for winter flu particularly considering the recent flu outbreak in Australia.

Ealing Business Partnership

- AD mentioned that the Ealing Business Partnership (EBP) and the West London Business represent the voice of business in North-West London.
- Their mission is to ensure West London is the best place to do business.
- They are currently focussing on:
 - Sustainable mode of transport
 - Commercial regeneration
 - Environmental sustainability (Green energy / Greener supply chain) – backing £1.6m Better Futures investment in London CleanTech fund for start-ups.
- The Brexit workshop for SMEs' started in March. The sessions were delivered by highly experienced EU / business specialists and supplemented by a range of online content.

- One of the first Mayor of London's Construction Academy Hubs is now up and running in West London. The West London MCA is one of seven hubs awarded contracts by the Greater London Authority (GLA).
- WL Business have commissioned research on the digital upskilling needs of SMEs. They are calling all SMEs in social care, retail, hospitality/tourism and property/construction, to participate in the research and are looking to present their recommendations to the London Growth Hub at the end of June.
- Re-launched WL Business Awards taking place in Feb 2020 at Twickenham stadium.

London North West Healthcare NHS

- CB mentioned that in March 2019, the Secretary of State for Health and Social Care confirmed that the North West London Strategy 'Shaping a Healthier Future' would be drawn to a conclusion
- LNWH working collaboratively with CCG and West London NHS Trust for smooth transfer of contract to deliver community services in Ealing.
- Ealing's A&E will remain an important part of the sector's emergency pathway capacity and the necessary adjacent clinical provision will be retained.
- While they achieved many successes, this was tempered by the Care Quality Commission 'requires improvement' inspection report received earlier in the year.
- Although this was a disappointing outcome, they have responded positively and with a sense of urgency with their Transformation programme to improve the way they work and deliver care and to return the Trust to a 'good' rating within two years. It is also designed to improve the Trust's operating efficiency.
- Chris invited all to the Ealing Hospital Open Day 2019 on 27 July and encouraged all to find out more about local health services.

3. Northolt Project: Legacy and future delivery

- SMS provided a brief overview of the report which 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 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.
- The LSP Executive was now required to decide on its future sponsorship of and support for the project and determine whether the project should continue in an updated form, continue through other delivery routes, or not continue.
- SMS mentioned local users and stakeholders were still supporting project, however the number of users is very low and is therefore difficult to justify sustaining.
- The Chair mentioned that while this project was successful in getting quite a lot of residents into employment but agreed with the report findings and conclusions and it was important for the LSP to take on board the lessons learnt particularly as we were taking on board new MPA's,
- The Board members in general agreed to draw a line under this project and felt the recommendations in the report were sensible.
- Members mentioned that it was important that the evaluation / monitoring report was shared more widely.

RESOLVED:

- **That the LSP Executive Board shall be brought to a close and for communication to be prepared to signpost users to other local employment support services and opportunities.**

- **The Board wished to formally record thanks and appreciation to all the partners and colleagues involved with the Northolt project.**

ACTIONS:

15/07/19/3a The Northolt Project management team to ensure urgent communication is prepared to inform all stakeholders of the closure of the project and to signpost users to other local employment support services and opportunities.

4. NHS 5 Year Plan

- CH gave a presentation on the NHS five-year strategic plan that sets out how they will work collaboratively to transform the health and care landscape across NWL in order to achieve our shared vision, deliver improved outcomes and patient experience, ensure a financially sustainable system, and meet the expectations of patients and the public.
- The five-year plan will deliver two key outcomes: (1) improved health outcomes and patient experience (along with reduced health inequalities) and (2) a financially sustainable health system for future generations.
- He mentioned that the plan is built on the:
 - Sustainability and Transformation Partnership (Five year forward view)
 - Regional Integrated Care Systems (NWL – single CCG)
 - Local Integrated Care Partnerships (Ealing)
 - Neighbourhood Primary Care Networks (population ~50,000)
 - Focus on primary, community and mental health care, digital, prevention.
- Their main priorities are:
 - Safe continuation of existing care
 - Supportive experience for transferring staff
 - Internal restructuring of services
 - Delivery of new pathways (e.g. ASD, Psychology, Hub, 24/7)
 - Planning future working with PCNs
- LD mentioned the importance of the VCS being consulted on the five-year plan and that significant proportion of the adult population are digitally excluded or find it challenging to access online services due to health conditions
- PN mentioned the real opportunity for LSP to get a collective handle on this and to shape / contribute to the NHS local plan.
- Some members commented that a single CCG might strengthen local relationships.

ACTIONS:

15/07/19/4a Secretariat to circulate the copy of Dr Hilton's presentation to all LSP Members.

5. LSP Multi Partner Activities (MPA)

- SMS mentioned that the report and slides present 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.
- 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 Planning:

- 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 (the national average being 3 days).
- 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.

RESOLVED:

- That the LSP Executive Board shall approve and sign off the MPA priorities and proposed activities for each strand
- That the LSP MPA leads 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.

ACTIONS:

15/07/19/5a LSP members against each MPA strand, to develop the detail of the multi-partner activity, to include:

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

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
15/07/19/1b	Secretariat to formally record that the minutes were resolved	MA	15/07/2019	Completed
15/07/19/3a	Urgent communication is prepared to inform all stakeholders of the closure of the project and to signpost users to other local employment support services and opportunities.	SMS / JP	31/07/2019	Completed
15/07/19/4a	Secretariat to circulate copy of Chris Hilton's presentation to all LSP Members	MA	16/07/2019	Completed
15/07/19/5a	LSP members against each MPA strand, to develop the detail of the multi-partner activity, to include: b) Outcomes (detail of delivery and any campaigns) c) Timescales for delivery d) Positive external communications about what the LSP is doing in Ealing e) Identification of complementary working with other MPAs f) Progress with implementation of the MPA and report back to the LSP Executive Board at quarterly intervals	SMS / JP	30/09/2019	In Progress

REPORT TO LSP EXECUTIVE

Subject of report	Multi Partner Activities update
Lead partner	MPA Leads
Authors	Stephen Meah-Sims, Ealing Council
For	<u>INFORMATION and DECISION</u> by LSP Executive Board
Date	14th October 2019

Reason for report

- This report provides an update on all five Multi Partner Activities that were agreed by the LSP Executive Board on the 15th July 2019 LSP Executive Board.
- The LSP Executive is required to consider the work of the MPA leads' recommendations for priority areas of focus under each MPA, agree to the recommendations and support the priorities as a LSP and within individual organisation/operation role.

Report Summary

I Introduction

The LSP Executive Board agreed to developing areas of work that will benefit from doing so on a LSP scale; benefitting from the range of sectors covered as LSP members, through to taking some issues on a borough-wide approach. These are called Multi Partner Activities (MPAs) and the LSP Executive agreed to develop 5 MPAs. Each has a distinct focus and the aim is to draw on good work happening at local or organisation level and expand it through the LSP membership and influence.

The five MPA's are:

1. Workforce planning

Improving our co-ordinated approach to maximising workforce planning and opportunities across the borough

LSP lead: West London College

Co-leads: DWP and MakeitEaling

2. Health promotion

Taking health and wellbeing issues at a borough level

LSP lead: CCG

Co-lead: LBE Public Health

3. Resource optimisation

Taking a holistic and strategic view of managing some our important organisational resources to maximum effect for the borough

LSP lead: MET Police

Co-leads: LBE and West London Business (WLB)

4. Volunteering

Enhancing the volunteering offer across the borough

LSP lead: ECN

Co-lead: ECVS

5. Customer insight

Improving our collective understanding of current and future issues and demand in the borough through better use of data and assistive technology and analytics

LSP lead: LBE

Co-leads: A2 Dominion and Catalyst Housing

II Developing the MPA's and governance

The LSP Executive agreed to the broad areas of focus for the MPA's in July and the next steps have been to assign the MPA's to LSP leads and some co-leads from outside of the LSP who have essential operational and strategic significance in the MPA area of work.

The MPA's will sit under the leadership of the assigned leads with policy and project support from the LBE strategy team.

As part of developing the MPAs, leads have been tasked with developing 1-3 deliverables that can be achieved within existing resources over the next 12-24 months. In some cases, additional resources may be required in the form of a financial contribution and resource in kind. Individual MPAs set out their resource requirements, which LSP members are encouraged to note and consider whether there is scope to support MPA activity with additional resources, where required.

Each MPA is developing in different way and at different stages in their process, which is the focus of the updates to the LSP Executive and in this paper.

Each MPA has a delivery group that is chaired by the leads and made up of wider group of stakeholders that have a relevance in the MPA theme. With support from named LBE strategy officers, the delivery group will shape the MPA, manage it and report back to the LSP Executive.

The objective of presenting the updates to the LSP Executive is to seek agreement to the suite of MPA priorities and associated resources in some areas of work. It is important for LSP Executive Board members to note that MPA activity may require support at individual organisation or sector level, in the form of championing, sign-up or policy change.

III MPA updates – priority area of focus and resource implications

1) Workforce Planning

Priority areas:

- a) **Develop apprenticeship, supported employment and internship opportunities for young people with long term health issues and learning disabilities.**
- b) **LSP to develop shared Vacancy list (available online).**
- c) **Organise Ealing partnership jobs and careers fair in a collaborative manner and with input from professional recruitment agencies.**

Resource implications

What is the ask from the LSP Exec Board?

- LSP members are asked to lend their support by being part of the workforce planning delivery / steering group, offering resources (equipment, workspace, training etc) as appropriate.
- LSP members could be asked to lend their support by sponsoring the jobs and careers fair / event or make available staff with event management experience and expertise.

The key areas where LSP partners can add value to the workforce planning priorities and delivery plan are:

- As significant employers themselves (take on apprentices or develop employment support opportunities).
- As skills and employment service providers (WL College, WL University, LBE Council, VCS, RSLs / Housing partners, WLA etc.).
- As influencers, purchasers, developers, landowners etc.

2) Health promotion

Priority areas:

- a) **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.**
- b) **LSP to promote Seasonal health campaigns/ messages with via key partners.**

Resource implications:

What is the ask from the LSP Exec Board?

- All LSP Orgs to commit to achieving LHWA minimum of foundation stage accreditation within 18 months.
- LSP Orgs who are already accredited to encourage their partners / local suppliers to sign up to LHWA scheme.
- LSP Board Members to decide if they want to make their pledge / commitment publicly or keep it low profile.
- Partners to follow up by designating staff / leads in their respective organisation to liaise with the CCG.

3) Resource optimisation

Priority areas:

- a) **One Public Estate Strategy:** *Taking a holistic and strategic view of managing some of our important organisational resources to maximum effect for the borough.*
- b) **Troubled families and priority neighbourhoods:** *Pro-actively pooling community data, intelligence and resources to agree joint actions and targeted interventions for troubled families and priority neighbourhood.*
- c) **Procurement and Social Value:** *LSP to provide a platform for partners to have shared and co-ordinated approach to procurement / commissioning and to promote responsible suppliers for achieving better social value.*

Resource implications

What is the ask from the LSP Exec Board?

- LSP members are asked to lend their support by being part of the resource optimisation planning delivery / steering group.
- LSP members could be asked to lend their support by sponsoring research & feasibility studies on shared services and co-location projects and designating appropriate leads / expertise.

The key areas where LSP partners can add value to the resource optimisation priorities and delivery plan are:

- As significant employers, commissioners and purchasers.
- As skills and employment service providers (WL College, WL University, LBE Council, VCS, RSLs / Housing partners, WLA etc.).
- As influencers, purchasers, developers, landowners etc.

4) Volunteering

Priority area:

- a) **Develop a partnership volunteering charter**
This will provide some consistency across the LSP in terms of the support given to volunteers by their organisations.

Other potential priority areas which do not need to be pursued directly by the LSP:

- Ealing Giving Scheme which is already being progressed by ECVS and will launch in November 2019.
- Volunteer Recognition event which is currently being organised by ECVS to celebrate and reward volunteers.

Resource implications

What is the ask from the LSP Exec Board?

- LSP members will be asked to sign up to a partnership volunteering charter.
- LSP members are asked to lend their support to Ealing Giving Scheme by for example being part of the Steering Board or offering resources such as equipment, workspace, training etc. as appropriate.
- LSP members could be asked to lend their support to the Volunteer Recognition event by sponsoring the event or individual awards.

5) Customer insight

Priority areas:

- a) **Developing a partnership online data platform / data and intelligence hub.**
- b) **Set up a cross- partner network of performance and data analysts that meet regularly and share customer data and insights.**

c) LSP to use pooled community data and intelligence to agree joint actions and interventions for priority neighbourhoods (place-based approach to these neighbourhoods).

Resource implications:

- The financial resource needed for the hub is still being established.
- Council is undertaking a market assessment of providers of out of the box solutions for data platforms / observatories.
- Final costs will be available once feasibility study is completed and the Council evaluates solutions best fit for purpose.

Recommendations

1. LSP Executive to agree to the MPA priority areas as the LSP programme of work.
2. LSP Executive to consider resource requirements in some MPA's with the view to making a partnership contribution.
3. LSP Executive to consider how MPA's will affect individual organisations or sectors. By adopting the MPA priorities, there may be a requirement for individual LSP member organisations or sectors to make strategic or operational changes.

Attachments

APPENDIX 1

MPA Delivery Plans

- 1. Workforce Planning (page 18)**
- 2. Health Promotion (page 20)**
- 3. Resource Optimisation (page 23)**
- 4. Volunteering (page 27)**
- 5. Customer Insight (page 28)**

MPA Delivery Plan 2019-22

Name of Multi Partner Activity: **Workforce Planning**

Activity Lead: WL College **Co-Leads:** DWP / MakeitEaling

Members of the activity team: WL College, DWP, WLA, LBE, MakeitEaling

Activity area	Outputs – what activities are you going to deliver?	Measures – how will you measure success?	Outcomes – what difference will this make to local people?	Lead	Timescale
Activity 1					
Develop apprenticeship, supported employment and internship opportunities for young people with long term health issues and learning disabilities.	<ul style="list-style-type: none"> • Desktop research and mapping. • Benchmarking. 	<ul style="list-style-type: none"> • Produce evidence base. • Provide clear rationale. • Set realistic targets. 	<ul style="list-style-type: none"> • Audit of existing provisions, projects and funding opportunities. • Identify gaps and demands. 	Ealing Council MA / SMS	Nov 2019
	<ul style="list-style-type: none"> • Brokering contact with key local providers and employment support project leads. • Bringing together local experts in scoping the LSP apprenticeship, supported employment and internship offer for young people and employers. 	<ul style="list-style-type: none"> • LSP employment support offers is inclusive and adds value to existing projects/ programmes. • Employment support opportunities are scoped clearly that utilises local knowledge, expertise and networks. 	<ul style="list-style-type: none"> • Effective co-ordination. • Encourage greater collaborations. • Secures local partnership buy-in and commitment. • Ensures efficiencies and sustainability. • Avoid duplication of efforts and resources. 	Ealing Council SB / MA WL College WLA DWP	Jan 2020
	<ul style="list-style-type: none"> • Develop local support structures and guidance for employers. 	<ul style="list-style-type: none"> • LSP offer is clearly understood, taken up and commitment secured. 	<ul style="list-style-type: none"> • LSP employment support initiatives are popular, easy to deliver and is sustainable. 	WL College WLA	Jan 2020
	<ul style="list-style-type: none"> • Produce briefing paper for LSP that scopes out the local offer, targets and resources required from partners /orgs. • Table discussion at the LSP and secure commitments from 	<ul style="list-style-type: none"> • LSP Exec Board is supplied with a clear brief and able to agree scope and set targets. • LSP members understand objectives and resources needed. 	<ul style="list-style-type: none"> • LSP members understand the cost / benefits to orgs. • Resources that are required. • Resources they can offer / commit to in supporting and sustaining the project. 	MA / SMS	March 2020 July 2020

	partners and 'menu of offering'.				
Activity 2					
LSP to develop shared Vacancy list (available online)	<ul style="list-style-type: none"> • Explore the viability of the 'Work West' jobsite (to act as the local partnership jobs hub). 	<ul style="list-style-type: none"> • Understand capacity. • Identify limitations. 	<ul style="list-style-type: none"> • Develop local partnership resource and online tool. 	SB / MA	Jan 2020
	<ul style="list-style-type: none"> • Encourage LSP partners to share vacancy details and post them on Work West. 	<ul style="list-style-type: none"> • Increase usage / traffic. • Number of vacancies and unique visitors. 	<ul style="list-style-type: none"> • Promote Ealing as popular job destination / place to work and nurture local talent. 	SB / WLA	March 2020
	<ul style="list-style-type: none"> • Link Work West site to other local jobs / skills site such as 'Talent Bank' / Job Centre Plus/ supply agencies etc. 	<ul style="list-style-type: none"> • Increase referrals and applicants applying via vacancy links on partner job sites. 	<ul style="list-style-type: none"> • Effective linkage and co-ordination. • Increase local jobs offer and upskilling opportunities. 	Ealing Council / WLA / WLC	July 2020
	<ul style="list-style-type: none"> • Broker contacts and meetings with key recruitment leads and HR personnel in partner orgs. 	<ul style="list-style-type: none"> • Identify key leads and facilitate greater collaboration. 	<ul style="list-style-type: none"> • Recruit local talent. • Make job search easier and more accessible for locals. 	MA / WLA / WLC / DWP	July 2020
Activity 3					
Organise Ealing partnership Jobs and careers fair in a collaborative manner and with input from professional recruitment agencies	<ul style="list-style-type: none"> • Produce briefing paper that scopes out the specs for a local careers and jobs and careers fair and resources and time required from LSP members / partner orgs. • Map career pathways and local professional development opportunities. 	<ul style="list-style-type: none"> • LSP Exec Board is supplied with a clear event plan and resources needed. • Examples of good practices. • Signpost career pathways and learning and development opportunities. 	<ul style="list-style-type: none"> • LSP members understand the cost / benefits to orgs. • Resources they can offer / commit to in supporting and sustaining the event (jobs fair). 	MA / SMS	July 2020

MPA Delivery Plan 2019-22

Name of Multi Partner Activity: **Health Promotion**

Activity Lead: CCG Lead **Co-lead:** LBE Public Health

Members of the activity / delivery team: CCG, LBE Public Health, ECN, NW London Health, West London NHS Trust and A2Dominion.

Activity area	Outputs – what activities are you going to deliver?	Measures – how will you measure success?	Outcomes – what difference will this make to local people?	Lead	Timescale
Activity 1: 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.				CCG / LBE (including Public Health)	18-24 Months (target 2021)
Organise another planning meeting after 14 th Oct LSP Exec Board Meeting with key delivery partners to discuss next steps and LHWA accreditation strategy and promotion.	<ul style="list-style-type: none"> MA to book meeting for end of October and in partners diaries. Produce updated list of all local organisations that have achieved LHWA accreditation. Discuss draft comms / publicity materials with designated leads before they are disseminated / cascaded publicly. Discuss plans for stakeholder workshop. 	<ul style="list-style-type: none"> Meeting takes place on time. Involves all key delivery partners. Workshop aims and objectives clear. 	<ul style="list-style-type: none"> List is checked and verified. Designed leads are on board and involved with delivery plan and setting timetable for achieving accreditation. 	CCG / LBE (including Public Health) Input from All Health Promotion Delivery Partners	Nov 2019 MPA Planning and Delivery Group Meeting
Promote LHWA to all LSP Executive Board Members. Encourage LSP Member Organisations to renew / achieve highest level of	<ul style="list-style-type: none"> Produce briefing note of the London Healthy Workplace Award. (LHWA) for LSB Board Members. MA / SMS to table discussion on LSP agenda for Jan Exec Board Meeting. Neha and 	<ul style="list-style-type: none"> Briefing notes are simple and Board friendly. Provides clear overview / explanation of LHWA. Mentions key selling benefits / enticement. Agreement reached on publicity and profile of LHWA Scheme. 	<ul style="list-style-type: none"> LSP Exec Board are better informed. LSP Exec Board Members encouraged to be fully signed up. LSP Board Members who are already accredited to encourage / champion other 	CCG / LBE (including Public Health) Input from All Health Promotion Delivery Partners	Jan 2020 LSP Board Meeting

LHWA accreditation.	<p>Chris to lead discussion at LSP.</p> <ul style="list-style-type: none"> Board Members to decide if they want to make their pledge / commitment publicly or keep it low profile. 	<ul style="list-style-type: none"> Decision regarding the pledge and approach is taken at the LSP meeting. Partners to follow up by designating staff / leads. 	<p>partners / local suppliers to sign up to LHWA scheme.</p> <ul style="list-style-type: none"> Designated Leads are contacted and brought in to planning discussions. 		
Promote LHWA to all local partners and wider stakeholders.	<ul style="list-style-type: none"> Produce a comms plan for promoting LHWA to wider stakeholders / local Health Partners / SME's/ CVS orgs). Mona to look into existing GLA marketing materials / templates that can be used. MA / SMS to broker links with Ealing Council / partner Comms Teams. 	<ul style="list-style-type: none"> Wider comms material is public friendly and cascaded effectively. Local orgs understand value to staff. Receives positive support and done in collaboration with partner comms teams. 	<ul style="list-style-type: none"> Local Partners are better informed. Local Orgs are encouraged to be fully signed up. Local Orgs who are already accredited to encourage their partners / local suppliers to sign up to LHWA scheme. 	<p>CCG / LBE Comms Team</p> <p>Input from All Health Promotion Delivery Partners</p>	<p>Jan 2020 LSP Board Meeting</p>
Organise a planning LHWA workshop with key partners / designated Leads.	<ul style="list-style-type: none"> Discuss ways to support local organisations achieve LHWA accreditation. Signpost support and local resources. Promote local good practices. 	<ul style="list-style-type: none"> Good Attendance at LHWA Workshop. Positive feedback. Local Orgs learn about good practices locally. Set up local support network / contact list. 	<ul style="list-style-type: none"> Local Orgs / Attendees understand ways to address LHWA common issues and challenges. Org decide on level of Award. All LSP Orgs to Achieve minimum of foundation stage accreditation within 18 months. 	<p>CCG / LBE (including Public Health)</p> <p>Input from All Health Promotion Delivery Partners</p>	<p>March 2020</p>

Activity 2: LSP to promote Seasonal health campaigns/ messages with via key partners					
Winter Flu planning.	<p>Messaging around seasons campaigns</p> <ul style="list-style-type: none"> Flu Population (Targeted esp. over 65). Frontline staff / e.g. police / social care providers/ SMEs). Links to pensioner / fuel poverty. 	<ul style="list-style-type: none"> How well we communicate this? How orgs disseminate this? Delivery within each orgs / support? How we reflect on this? 	<ul style="list-style-type: none"> Delivery of orgs targets. Increase uptake from frontline staff / public (at risk). Collective LSP Briefing / understanding. System overview and response. Points of reflections. 	<p>All Health Partners</p> <p>Comms / briefing to be shared as soon as it comes out</p>	<p>Quarterly LSP Progress / MPA updates</p>
Other Health campaigns	<p>MPA planning group to discuss and explore the potential for other health campaigns such as:</p> <ul style="list-style-type: none"> Pre-school MMR? University (Meningitis) Cancer Screening? 	<ul style="list-style-type: none"> Co-ordinated comms messaging. Local take up increased. 	<ul style="list-style-type: none"> Increase uptake. Increase cancer survival rate. 	<p>All Health Partners</p>	<p>Quarterly LSP Progress / MPA updates</p>

MPA Delivery Plan 2019-22

Name of Multi Partner Activity: **Resources Optimisation**

Activity Lead: Met Police **Co Leads:** West London Business (WLB) / London Borough of Ealing (LBE)

Members of the activity team: Met Police, WLBP, LBE, A2Dominion, Catalyst, MakeitEaling, London NW University Healthcare NHS Trust

Activity area	Outputs – what activities are you going to deliver?	Measures – how will you measure success?	Outcomes – what difference will this make to local people?	Lead	Timescale
Activity 1:					
One Public Estate Strategy: <i>Taking a holistic and strategic view of managing some of our important organisational resources to maximum effect for the borough.</i>	<ul style="list-style-type: none"> • Desktop research on other LA's public estate strategy. • Mapping the public estate and key organisational resources in Ealing (assets). 	<ul style="list-style-type: none"> • Understand good practice models in use and challenges. • Produce evidence base. • Knowing who owns what in each locality / ward in Ealing. 	<ul style="list-style-type: none"> • Provide clear rationale for resources sharing. • Identifying key assets in local areas / wards. • Identify key leads in orgs. 	Met Police Ealing Council A2Dominion Catalyst	Jan 2020
	<ul style="list-style-type: none"> • Set up key officers 'working group' to explore the possibilities for sharing / co-locating local authority and other public sector services. • Undertake feasibility studies of sharing assets and local resources. 	<ul style="list-style-type: none"> • Review current accommodation and asset management strategies. • Scope out potential cost savings and sustainability. • Services better coordinated and with reduced costs. 	<ul style="list-style-type: none"> • Identifying the opportunities to share, use assets / resources in a more efficient way. • Identify shared services / potential areas for co-location. 		March 2020
	<ul style="list-style-type: none"> • Produce briefing paper for LSP that scopes out the local resources map and identifies various options / potential service for co-location. • Table discussion at the LSP to secure commitment from partners and identify key leads from each orgs. 	<ul style="list-style-type: none"> • LSP Exec Board is supplied with a clear brief and up-to-date information of who owns what in each locality. • LSP Exec Board study options papers. • LSP members understand scope, challenges, cost-savings and resources needed. 	<ul style="list-style-type: none"> • LSP members understand the cost-savings / benefits to orgs. • Resources required to enable co-location. • Clear commitment to supporting co-location project. • Appointing project leads. 	Met Police with support from LBE (MA /SMS)	July 2020

Activity area	Outputs – what activities are you going to deliver?	Measures – how will you measure success?	Outcomes – what difference will this make to local people?	Lead	Timescale
Activity 2:					
<p>Troubled families and priority neighbourhoods: <i>Pro-actively pooling community data, intelligence and resources to agree joint actions and targeted interventions for troubled families and priority neighbourhoods.</i></p>	<ul style="list-style-type: none"> Collective focus. Targeted interventions. Joint actions / initiatives. Place-based targets for priority neighbourhoods. 	<ul style="list-style-type: none"> Improved outcomes. Number of activities initiated. Number of joint interventions. Better community intelligence and data. Improve accountability. 	<ul style="list-style-type: none"> Better targeting of needs / vulnerable customers. Focus on priority families / priority areas. 	<p>MET Police LBE A2Dominion Catalyst</p>	<p>End of 2021</p>
Activity 3:					
<p>Procurement and Social Value: <i>LSP to provide a platform for partners to have shared and co-ordinated approach to procurement / commissioning and to promote responsible suppliers for Achieving better social value.</i></p>	<p><u>Convene network, develop framework and establish baseline</u></p> <ul style="list-style-type: none"> Document the designated leads. Commitment from LSP for relevant personnel to meet. Set up key officers 'working group' / network to share market data, insights and intelligence – clarifying models for assessing responsible suppliers. Assessing what services have been procured and is already available locally. 	<ul style="list-style-type: none"> Provide up to date information of local commissioning procurement activities. Utilisation of LSP's collective bargaining power / leverage. Share knowledge of responsible and/or local suppliers / and increase business growth. 	<ul style="list-style-type: none"> Share performance issues. Common standards and signals to the supply chain. Start to avoid duplication and purchasing services from weak providers. 	<p>MET Police WLB LBE A2Dominion Catalyst</p>	<p>July 2020</p>

Activity area	Outputs – what activities are you going to deliver?	Measures – how will you measure success?	Outcomes – what difference will this make to local people?	Lead	Timescale
<p>Procurement and Social Value: <i>LSP to provide a platform for partners to have shared and co-ordinated approach to procurement / commissioning and to promote responsible suppliers for Achieving better social value.</i></p>	<ul style="list-style-type: none"> Identify key responsible/ local suppliers & service providers and gaps. Identify think tanks that can provide best practice advice. 				
	<p><u>Capacity build the supply chain</u></p> <ul style="list-style-type: none"> Improve signposting for suppliers to tender opportunities. Co-develop ‘fit to supply’ training – online/ face-to-face. Method for mutual recognition of suppliers’ quality marks to reduce cost of tendering. 	<ul style="list-style-type: none"> Value of procurement opportunities that are advertised. Number of occasions that joint procurement / framework opportunities established. Number of potential suppliers (now and old) participating in fit to supply training. Number of suppliers being mutually recognised for their quality. 	<ul style="list-style-type: none"> More £ spend with trusted responsible businesses. More local people in high quality, high value employment. Reduced negative social / environmental impacts and increased positive outcomes – e.g. employment opportunities for vulnerable residents and achieve carbon neutral buying. 	<p>MET Police WLB LBE A2Dominion Catalyst</p>	<p>Dec 2020</p>
	<p><u>Embed the change and monitor impact</u></p> <ul style="list-style-type: none"> Facilitate regular dialogue and encourage greater collaboration between procurement / commissioning leads in partners orgs. 	<ul style="list-style-type: none"> Quarterly commissioning / procurement trends & market Intelligence reports. Share social value impact – and % of procurement that is meeting shared approach to social value overtime. Executive summary reports that generate LSP business / strategic questions. 	<ul style="list-style-type: none"> Enable LSP orgs to be more proactive and strategic in procurement and commissioning. Enable LSP to address community needs in more co-ordinated and efficient manner. Improved cross-partner collaboration. 	<p>MET Police WLB LBE A2Dominion Catalyst</p>	<p>March 2021</p>

Activity area	Outputs – what activities are you going to deliver?	Measures – how will you measure success?	Outcomes – what difference will this make to local people?	Lead	Timescale
<p>Procurement and Social Value: <i>LSP to provide a platform for partners to have shared and co-ordinated approach to procurement / commissioning and to promote responsible suppliers for Achieving better social value.</i></p>		<ul style="list-style-type: none"> • Partnership economies of scale. • Quarterly network meetings of procurement / commissioning lead and key officers. • Network meetings well attended and include the right reps / leads from all LSP orgs. • Network that produces regular reports that are considered useful and adds value. 	<ul style="list-style-type: none"> • Sharing market data and intelligence. • Identify collective purchasing potentials. • Reduce costs. • Better value for money. • Achieve social value outcomes. 		

MPA Delivery Plan 2019-22

Name of Multi Partner Activity: **Volunteering**

Activity Lead: Ealing Community Network (ECN) **Co-Lead:** Ealing Community & Voluntary Services (ECVS)

Members of the activity team: ECN, ECVS and LBE

Activity area	Outputs – what associated tasks are you going to deliver?	Measures – how will you measure success?	Outcomes – what difference will this make to local people?	Lead	Timescale
Activity 1					
Develop a partnership volunteering charter	A draft charter (based on research of charters used by other authorities/ organisations.	Consistency across the sectors in terms of the support given to volunteers.	Greater support for volunteers in the community which benefits individual volunteers and residents.	ECVS / ECN	18 December 2019
	Discussion paper (including the draft charter) for consideration by the LSP.			ECVS / ECN	20 January 2019
	Charter signed by all LSP members.			All LSP	30 March 2020
	Dissemination/communication of the commitment to the charter throughout partner organisations.			All LSP	30 March 2020

Additional information:

- An Ealing Giving Scheme is already being progressed by ECVS and will launch in November 2019. LSP members are asked to lend their support by for example being part of the Steering Board or offering resources such as equipment, workspace, training etc. as appropriate.
- Links are also being made by ECVS with the plan to introduce Community Resilience Volunteers.
- ECVS are currently organising an event to celebrate and reward volunteers. LSP members could be asked to lend their support by sponsoring the event or individual awards.

MPA Delivery Plan 2019-22

Name of Multi Partner Activity: **Customer Insight**

Activity Lead: LBE **Co-Leads:** A2Dominion / Catalyst Housing

Members of the activity team: LBE, A2Dominion and Catalyst Housing.

Activity area	Outputs – what activities are you going to deliver?	Measures – how will you measure success?	Outcomes – what difference will this make to local people?	Lead	Timescale
Activity 1:					
Developing a partnership online data platform / data and intelligence hub	<ul style="list-style-type: none"> Intelligence hub populated with pooled data and insights. 	<ul style="list-style-type: none"> Adds value to what is already available. 	<ul style="list-style-type: none"> Better service design and delivery. 	Ealing Council A2Dominion Catalyst	March 2020
	<ul style="list-style-type: none"> Range of data from across the LSP and wider Ealing partnership and networks. 	<ul style="list-style-type: none"> Open and accessible. Number of unique visitors and hits. 	<ul style="list-style-type: none"> Easy access to data and insights. Support CVS orgs in funding applications. 		
	<ul style="list-style-type: none"> Shared good practice. Develop better collective understanding of community priorities. 	<ul style="list-style-type: none"> Number of reports generated. Number of references made. Promote greater accountability. 	<ul style="list-style-type: none"> Customer satisfaction. Improves data sharing amongst partners. 		
	<ul style="list-style-type: none"> Gathering all open source data. Hub that is free and accessible to residents. Community resource. 	<ul style="list-style-type: none"> Projects within LSP orgs make this online tool the first point of call. Requirement in initiating or developing any community insight research. 	<ul style="list-style-type: none"> Commitment to pooling resource from LSP partners. 		
Activity 2:					

Activity area	Outputs – what activities are you going to deliver?	Measures – how will you measure success?	Outcomes – what difference will this make to local people?	Lead	Timescale
Set up a cross-partner network of performance and data analysts that meet regularly and share customer data and insights	<ul style="list-style-type: none"> Facilitate regular dialogue and encourage greater collaboration between data analysts in partners orgs. 	<ul style="list-style-type: none"> Quarterly network meetings that are open, well attended and include the right reps / leads from all LSP orgs. 	<ul style="list-style-type: none"> Improved cross-partner collaboration / develop data sharing protocols 	Ealing Council A2Dominion Catalyst	January 2020
	<ul style="list-style-type: none"> Sharing data and insights. Assessing what's already/ tools out there. Map data streams / tools. 	<ul style="list-style-type: none"> Network that produces regular reports that are considered useful and up to date insights of Ealing (adds value). 	<ul style="list-style-type: none"> Better customer insight, community intelligence and needs analysis. 		March 2020
	<ul style="list-style-type: none"> Get understanding of what is out there. Produce report / doc that outlines who the designated leads are. Commitment from LSP for insight person to meet. 	<ul style="list-style-type: none"> Quarterly Data Trends and Intelligence reports that provide key insights / headlines for LSP to consider and agree actions. Executive summary reports that generate LSP business / strategic questions. 	<ul style="list-style-type: none"> Enable LSP to be more proactive and strategic Enable LSP to address community needs in more co-ordinated and efficient manner Pooled resources 		July 2020
	<ul style="list-style-type: none"> Will help council scope out specifications for new partnership data platform. Build additional requirements to scoping 	<ul style="list-style-type: none"> Get regular feedback and trial suggested specifications with key partners. Better specs and usage. 	<ul style="list-style-type: none"> Improves customer satisfaction Improves service planning and design Regular evaluations 		Sept 2020

Activity area	Outputs – what activities are you going to deliver?	Measures – how will you measure success?	Outcomes – what difference will this make to local people?	Lead	Timescale
Activity 3:					
LSP to use pooled community data and intelligence to agree joint actions and interventions for priority neighbourhoods (Place-based approach to these neighbourhoods)	<ul style="list-style-type: none"> Improved place-based neighbourhoods. Joint initiatives. Co-location of services / pools resources. Enable greater efficiencies. 	<ul style="list-style-type: none"> Improved outcomes. Number of activities initiated. Number of joint interventions. Better performance data. Hours and resources saved compared to what partners may do individually. Enables partners to take a whole systems approach to vulnerable customers / residents. 	<ul style="list-style-type: none"> Better targeting of needs / vulnerable customers. Focus on priority areas / hot spots. Identifying gaps. Data returns / collations more efficient by council. Improve / meet Borough Plan outcomes / targets. 	Ealing Council A2Dominion Catalyst	End of 2020

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