



Local Strategic Partnership Executive

AGENDA

16 Jan 2012

Perceval House, Room 5.12

5 – 6.30pm

Item	Lead	Comments
1. Welcome and Apologies	Cllr Julian Bell	
2. Minutes and Matters Arising	Cllr Julian Bell	Minutes from meeting on 24 Oct 2011
3. Feedback from O&S Committee Nov 2011	Cllr Julian Bell Ann Griffiths	Feedback from the Annual Update to Overview and Scrutiny on 3 November 2011, and suggested actions <i>(verbal update)</i>
4. Community Strategy Performance and Future LSP Projects	PI Report by Guy Boniface and Dami Awobajo Project proposals by Ann Griffiths	Report on performance against Community Strategy indicators; discussion on actions to improve areas with issues and areas for development Proposed focus for LSP Priority Projects in 2012
5. Equality Objectives	Ann Griffiths	Discussion and agreement of Equality Objectives as set out in Community Strategy, to be formally agreed to meet requirements of Equality Act
6. Priority Projects Update	Reports by Shehzad Ahmed, Emily O'Hare, Dami Awobajo, Ann Griffiths	Project review and progress update from LSP Projects: <ul style="list-style-type: none"> – Community Budgets – Southall (report by Shehzad Ahmed) – Local Information System / Strategic Needs Assessment (report by Dami Awobajo) – Joint Assets (report by Emily O'Hare)
7. Community Covenant	Ann Griffiths	Request for participation in the production of a local Armed Forces Community Covenant
8. AOB and close	Cllr Julian Bell	

Future meetings (all from 5 – 6.30pm):

- 16 April 2012, room 5.12
 - Agenda to include: External Funding Review and Income Generation Strategy
- 16 July 2012, room 5.12
 - Agenda to include: Annual Performance Report Community Strategy; detailed Project Scoping for future LSP projects
- 22 Oct 2012, room 5.12
- 21 Jan 2013

**LOCAL STRATEGIC PARTNERSHIP FOR EALING
EXECUTIVE BOARD MEETING (NUMBER 30)**

**Monday 24th October 2011 at 5.00pm
Room 5.12, Perceval House, Ealing W5 2BY**

MINUTES

ATTENDANCE:

Executive Board Members

Cllr Julian Bell (Chair)	Leader of London Borough of Ealing
Martin Smith	Chief Executive, Ealing Council
Liz Cierebiej	JobCentre Plus
Andy Roper	Ealing CVS
Paula Whittle	Ealing, Hammersmith & West London College
Sian Vasey	ECIL

Also Attending

Matthew Booth	Director, Policy & Performance, Ealing Council
Ann Griffiths	Policy & Performance, Ealing Council
Emily O'Hare	Policy & Performance, Ealing Council
Dami Owobajo	Corporate Performance, Ealing Council
Laurie Lyle	Committee Administrator, Ealing Council
Tracy Rabe	JobCentre Plus

1. Welcome and Apologies

In the absence of Councillor Bell, Andy Roper took the Chair. He welcomed all those present at the meeting, and invited each participant to introduce themselves.

An apology for lateness was received from Councillor Bell. Apologies for absence were also received from Julie Lowe (Ealing Hospital), Mohini Parmar (GP Commissioning Consortium), Andy Rowell (Chief Superintendent, Ealing Police), and Ricky Singh (Director, Ealing Race and Equality Council).

2. Minutes and Matters Arising

Resolved: That the minutes of the meeting held on 25th July, 2011 be agreed as a true and correct record, subject to the following amendments:

- (i) To record that apologies for absence from the last meeting were received in respect of Andy Roper (Ealing CVS).
- (ii) Minute No 5 – 'Southall Project Update,' Page 6 – delete the words 'spitting khat,' and replace with the words 'spitting paan.'

3. Localism Bill

Emily O'Hare submitted a report for information which provided the Board with an update on the progress made with regard to the Localism Bill through Parliament.

She said that the report sets out the key amendments made to the Bill since its first publication, and the progress made by the Council in responding to the opportunities, and challenges, arising from the Bill. She referred to Appendix A of the report which she said contained an updated schedule of expected policy announcements, and developments for the coming three months.

LOCAL STRATEGIC PARTNERSHIP FOR EALING EXECUTIVE BOARD MEETING (NUMBER 30)

The Chair thanked Emily O'Hare for her report, and invited Board Members to comment and ask questions.

The Chair said that he welcomed the significant opportunities the Bill provided for changes to be made to a number of policy areas. He said that he regarded these developments as a positive thing for local democracy, as the Bill essentially concerns devolved local power.

In response to a question from the Chair, the Chief Executive said that he too welcomed the Bill's proposals, particularly in areas such as local finance, which affords Council's such as Ealing greater discretion in the setting of their business rates, though the details of this are yet to be confirmed. He said that one of the positives of these changes are that this enhanced discretion does more to link the Council with the local community.

The Chair informed the Board that the Ealing CVS were intending to hold an event in January/February 2012 to discuss some of the issues arising out of the localism bill, and said that he would welcome the attendance of LSP Board Members at that meeting.

Resolved: (i) That the Board note the content of the Localism Bill briefing, and the Council's response;

(ii) That the Board notes the need to raise awareness more broadly of potential changes that may result from the Localism Bill, and the options for engaging with partner organisations on this;

(iii) That the Board note the schedule of expected forthcoming policy developments, set out in Appendix A of the report.

4. Community Budgets

Ann Griffiths submitted a report which gave details of the Council's Community Budgets programme, which aims to deliver better services for families with complex needs.

She said that work is currently being undertaken to investigate opportunities to establish Ealing as a centre of best practice in developing approaches to community budgets for the next round of pilots, and that the Council are currently in discussions with a range of government and other external organisations to secure involvement in the development, of new models of investment, and the delivery of services that will inform future efficiencies, and improve outcomes in these areas.

She proceeded to give a presentation to the Board which outlined the progress made to date in a number of areas, and covered a range of issues including:

- Suggested objectives for Community Budgets in Ealing and priorities to achieve through this work
- Proposed definitions of 'families with multiple problems'
- The indicators associated with families with multiple problems
- What models of delivery, joint working, sharing of information are anticipated to be most effective?
- Government expectations of what community budgets are,

**LOCAL STRATEGIC PARTNERSHIP FOR EALING
EXECUTIVE BOARD MEETING (NUMBER 30)**

- Learning from other areas in how to make a community budgets a success
- Priorities, challenges and opportunities,
- The next steps and priorities and the mapping of other local authorities.

She said that whilst the partnership's agencies are very good at dealing with crises situations, there were a number of areas in which partners could improve, such as establishing more coordinated approaches to dealing with family issues, and early intervention, based on work to identify where the highest needs families are situated, and how much services to these families cost, and increasing use of measures of the costs and benefits of different sorts of approaches.

She said that the partnership may also benefit from being more diverse in the way it seeks to fund services and commission providers from multiple different sources, with work underway to evaluate options for doing so sustainably and with acceptable risks associated.

The Chair thanked Ann Griffiths for her presentation and detailed report, and invited Board Members to comment and ask questions.

In response to a question from Paula Whittle, Ann Griffiths said that evidence from other boroughs suggests that local authorities had been relatively successful in terms of agreeing definitions of high need families, and sharing information effectively.

Liz Cierebiej said that whilst she endorsed the definitions contained in the presentation, the data sharing elements in the report appear to be far more challenging. She said that she would look at her own organisations policies to see what it is exactly they can, and cannot do.

Paula Whittle said that there needs to be more preventative measures in place, rather than the mainly reactive measures that we see at present.

The Chief Executive said that in order for this work to be effective two things need to happen; (i) the stakeholders concerned must be convinced that there is a better way of doing things, and want to change the way they do things currently and, secondly;

there are early warning signals built into the system, that will alert it to those families that are in likely need of assistance.

The Chair said that it was important that the appropriate people are brought on board this project group, and that the progress made is regularly reported back to the LSP Executive Board.

Resolved: (i) That the Board agree to support the Council's and LSP's involvement in piloting Community Budgets, and related developments;

(ii) That the Board note and support the provision of information and involvement in this work from within key services, and support the review of approaches to families with complex needs, with a view to feeding into value for money opportunities;

(iii) That the Board note the full and active involvement in taking this work forward over the coming six months to implementation, and participation in implementation stages after April 2012.

**LOCAL STRATEGIC PARTNERSHIP FOR EALING
EXECUTIVE BOARD MEETING (NUMBER 30)**

5. LSP Project 2011 Updates

5a Joint Assets

Ann Griffiths presented a report reporting progress towards a joint asset strategy for the borough, and the challenges being experienced in this work, including commitment to participating in the project group and sharing detailed information about the use of assets.

She said that the 'West London Alliance' has a similar project that it is working on, and that it may now be appropriate to focus this project on feeding into the WLA project, which would provide an opportunity for the LSP to share strategies and a single database with them. It was suggested that future work on this project could focus on practical colocation opportunities should partners agree to committing a specific venue

She concluded her presentation by requesting that Board Members give their own perspectives on how much of a commitment or priority different elements of this work remains for the LSP.

The Chair thanked Ann Griffiths for her report, and invited Board Members to comment and ask questions.

In response to a question by the Chief Executive, Ann Griffiths said that unfortunately there had primarily been a lack of will to drive forward elements of this work across the partnership, possibly attributable to a lack of capacity to contribute, or feeling by some on the group that it was unlikely that the aims of the group would be realised.

In response to a supplementary question by the Chief Executive, Ann Griffiths said that the agencies involved to date include the; PCT, Mental Health Trust, Police, Ealing Hospital and Job Centre Plus.

The Chair said that he was most concerned at the non-attendance of meetings by representatives of some of the bigger agencies, in particular as the level of cuts being faced by these organisations, is such that he would have thought it in their best interests to attend.

The Chair said that whilst he had no real objection to not continuing to hold a project group, and he agreed with the proposal that Ealing take part in the work currently being progressed by the West London Alliance, he also believed that the best way forward for the LSP was for the organisations concerned to get together, and discuss practical and specific proposals to share premises in order to reduce, or save costs.

The Chair said that buildings are a big cost, therefore sharing buildings will lead to substantial savings being made. He suggested that officers make a further, final attempt to get some of the bigger organisations to collaborate and collectively look at opportunities for sharing buildings.

The Chair suggested that officers widen this proposal out further, and that they write to local schools, colleges and housing associations, and that and request that these agencies provide details of their property strategies and property disposals policies.

Matthew Booth said that this is an area of work that the Policy Team were prepared to look at, however this is a time consuming area of work.

LOCAL STRATEGIC PARTNERSHIP FOR EALING EXECUTIVE BOARD MEETING (NUMBER 30)

Resolved : (i) That the Board agree to the winding up of the Project Group for the time being;

(ii) That the Board agree that alongside Ealing's partnership developments, that Ealing take part in the work currently being progressed by the borough 'West London Alliance' (WLA), project on property assets;

(iii) That the relevant officers write to the major partner agencies asking them for details of their property strategies and property disposals policies in an effort to develop a comprehensive partnership asset database.

6. Projects Update 2

5b: Southall

The Board gave consideration to a report which provided an update on the project for Southall. The report advised of the progress being made with regard to the action plan developed by the LSP Southall Project Board, which is linked to the four previously agreed themes for Southall:

1. Prosperous Southall
2. Safer Southall
3. Connected Southall
4. Healthier Southall

It was noted that the Action Plan is to be made into a user-friendly format to present to stakeholders and members of the public at the next Stakeholders meeting in November, 2011, and the action plan will demonstrate the achievements made to date, and give details of up coming projects.

At this point in the meeting, Councillor Bell resumed the Chair for the remainder of this item, and the rest of the meeting.

In response to a point raised by Paula Whittle, Ann Griffiths stated that in addition to the action plan, a programme of work has been set up and a prospectus is to be made available shortly which will summarise all the latest developments in Southall. She said that she would circulate the prospectus to all Board Members.

She added that a bid for £50k has recently been submitted to the LSP in respect of LAA reward funding for developing a 'Southall Charter,' which is research for a piece of work that seeks to deliver; a shared vision of Southall, a set of guiding principles to inform service delivery, and an action plan of short to medium term deliverables, designed and developed with the community and with sign up to taking forward actions from a range of local organisations. She said that she was seeking the Board Members views on this proposal.

The Chief Executive said that he was pleased at the work being undertaken in Southall to date, which he said appears to be gathering momentum and is progressing well. He said that he would be happy to agree to the request for funding.

Andy Roper said that whilst he did not object to the allocation of funding to the project, he felt that the level funding should be apportioned differently to that proposed. He said that a much smaller proportion should be spent on the action plan, perhaps £5k, in order that more money can be spent on other, more relevant items.

LOCAL STRATEGIC PARTNERSHIP FOR EALING EXECUTIVE BOARD MEETING (NUMBER 30)

The Chair said that the difficulty in projects such as these, is trying to establish a universally shared vision, as in Southall there are often some fairly entrenched views which can pose problems.

Resolved: That the Board note the report.

5c: Data Efficiency

The Board considered a report which gave details of the data project agreed as a priority by LSP Executive, which examines the way that partners are currently collecting and using data. The report also identified opportunities for improving the efficiency and effectiveness of the data collected.

Ann Griffiths presented the report and advised that currently there are a large number of teams and individuals across the Council, and partner organisations who are collecting different types of data, however it would appear that there is little duplication in terms of precise data being collected.

She said that in many circumstances the data being collected is mandated by central government legislation, and this limits the opportunities to change the arrangements around the collection of this data.

She said that it remains the case that vast amounts of data being collected in different places leads to individuals having to be aware of the locations to contact to access that data, and that currently there is no single or coordinated way to access data.

She said that the report proposes opportunities to simplify this arrangement, and generate efficiencies through the process. She said that the report also offers broader opportunities around staffing and resourcing of data-related roles, and asks the Board whether they wish to pursue further analysis of these opportunities given the uncertain, but possible savings as a result.

She referred Board Members to the options listed in the report which looks at ways of achieving potentially greater efficiency in the way the LSP organisations collect, manage and share data, and suggested that the most appropriate way forward would be to focus on ensuring that information on where to access data is made as widely available as possible, to continue to develop a technological hub of data to enable people to access information from one place, but to not pursue further work around staffing efficiencies at this time, above and beyond any already occurring within organisations.

The Chair thanked Ann Griffiths for her presentation of the report, and invited Members of the Board to comment and ask questions.

The Chief Executive said that he was pleased that there had not been a great deal of duplication, and was happy to endorse the conclusions in the report.

Paula Whittle said that she too was happy to endorse the report's conclusions.

Andy Roper said that speaking from the perspective of the local voluntary sector, he believed that a lot of duplication does currently exist, however he was happy to agree the recommendation set out in the report.

Resolved: That the Board agree to pursuing opportunities to make the audit of data available to people to ensure awareness of what is available and where from, and to

LOCAL STRATEGIC PARTNERSHIP FOR EALING EXECUTIVE BOARD MEETING (NUMBER 30)

continue development of a technological data hub, but not to pursue additional detailed forensic work around potential staffing efficiencies at this time.

5d : Local Information System

Dami Awobajo submitted a report which he said details a business case highlighting the benefits, costs, savings, risks and options which has been developed for the establishment of a permanent 'Partnership Local Information System.'

He said that the Local Information System provides a single place for hosting information that links effectively to other aspects, and facilitates effective strategic commissioning, community engagement, and informed decision-making.

The Chair thanked Dami Awobajo for his report, and invited Members of the Board to comment and ask questions.

Matthew Booth said that the report illustrates the value of making information more accessible, by creating a single point of access.

The Chief Executive said that he welcomed the report, and said that whilst he thought it unlikely that cashable savings could be made in this area, the idea that relevant information is held in one place, and it is possible to find all the information needed, is very encouraging and fundamental to the effective planning of services.

Resolved : To note the report and endorse the business case for the establishment of a permanent Partnership Local Information System.

7. LSP Structures and Accountability

Ann Griffiths presented a report which advised the Board on how aspects of the terms of reference of the Delivery Management Group (DMG), are now being covered through other means.

The report proposed methods for ensuring effective performance management of the partnership, and reviewed the DMG's terms of reference against new arrangements for ensuring effective delivery of the partnership's priorities.

The report also suggested proposals for ensuring accountability and performance management going forward, and noted the forthcoming LSP Executive update to the Council's Overview and Scrutiny in November 2011.

The Chair invited Members to comment and ask questions.

Andy Roper said that at the time of its inception there was much fanfare accompanying the Delivery Management Group. He said that it was hoped at that time that the DMG would identify future projects, and advise the LSP on equalities issues, as well as having a wider role on issues concerning communication.

He said that it was therefore disappointing to him that the DMG appears not to have lived up to its early promise. He said that he was also concerned that the proposal to abolish the Delivery Management Group would mean a likely absence of involvement from partners at the second tier level.

LOCAL STRATEGIC PARTNERSHIP FOR EALING EXECUTIVE BOARD MEETING (NUMBER 30)

He said that he believed that groups such as the DMG do have a useful role to play, particularly in relation to communication issues, therefore he preferred a suspension rather than an abolition of the DMG.

Matthew Booth said that unfortunately meetings of the DMG had not delivered value to the process, and that the consequence of this was the Policy Team were faced with having to reduce their own capacity in order to service this area.

Andy Roper said that he believed that the reason why DMG meetings had not been productive was because those meetings tended to focus mainly on the discussion of projects. He said that he thought it would be a mistake to completely disband the DMG and then be faced with a situation some way down the line whereby the DMG, or a similar group needed to be reinstated.

Andy Roper said that if the DMG is to be disbanded, then it is important that issues such as communication, community engagement and equalities continue to be engaged with at the public at a lower level.

There was some discussion as to the appropriate role of the LSP Executive and balancing opportunities to deliver practical strategic projects, and consider cross-cutting issues and partners responses to these. Ann Griffiths noted that in January's meeting the LSP Executive would get a chance to review performance measures from the Community Strategy and identify areas of priority for future action.

It was suggested that partners should hold a partnership strategy day to discuss cross-cutting national and local issues and appropriate LSP responses to these. Paula Whittle said that the Ealing, Hammersmith & West London College would be very happy to host this one day seminar looking at amongst other things, the future strategy of partner organisations. It was agreed that this should be taken forward at an appropriate time and the Policy team will make arrangements for this to occur further to discussions with key partners.

Resolved: (i) That the Board note the review of the DMG's terms of reference against new arrangements for ensuring effective delivery of the partnership's priorities, and agree that its role can be successfully fulfilled through other means;

(ii) That the Board agree the proposals in the report for ensuring accountability and performance management going forward;

(iii) That the Board agree that should the 'DMG' should be disbanded, however that important issues such as communication, community engagement and equalities continue to be engaged with;

(iv) That the Board note the forthcoming LSP Executive update to Overview and Scrutiny, on 3rd November 2011.

AOB and close

It was noted that the next meeting of the LSP Executive Board would take place on Monday 16th January, 2012.

The meeting ended at 6.40pm

Contacts:

**LOCAL STRATEGIC PARTNERSHIP FOR EALING
EXECUTIVE BOARD MEETING (NUMBER 30)**

Policy and Performance
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Secretariat:- 020 8825 7380

Ealing Local Strategic Partnership Report for Executive Board

Title: Community Strategy performance and initial proposals for future LSP projects

Report from: Policy and Performance

Author: Ann Griffiths

Item number

4

Background

The LSP Executive, Ealing Council's Cabinet, and full Council, signed off Ealing's refreshed Community Strategy in 2011. This strategy set out a streamlined vision for the borough based around priorities agreed by the LSP, and focussed largely on practical activity to deliver these priorities in the coming years.

This report sets out an overview of the first indication of performance measures, where available, against the indicators chosen to provide a perspective on how well we're doing against the priorities we have set for the borough.

It provides an overview of issues in collecting data suggested within the Community Strategy and recommends action where this is the case.

It sets out some prompts for debate and discussion informed by those PIs and more detailed qualitative reporting, and makes suggestions for areas where the LSP could consider taking action.

Setting the information in the context of priority national and local developments, the report then proposes a long list of potential projects for future LSP delivery that the LSP Executive is asked to consider and advise as to areas for further scoping in coming months.

It is intended that the LSP Executive will receive such a report twice a year, with an annual review of performance in July to inform formal decisions on future projects.

Recommendations

It is recommended that LSP Executive:

- Consider the report on Community Strategy Performance and provide feedback as to any amendments required to the format and proposed timescales for reporting, to enable best use of the information
- Consider the data issues raised within the PI reporting and agree the proposed alternative measures where required
- Consider the context setting information and long list of proposed LSP projects, and agree which of these projects should be scoped in more detail ahead of formal proposals for future projects later in the year, and what other areas they would be interested in seeing further projects developed around
- Agree to receiving an annual performance review in July at which time formal decisions will be taken on priorities for future projects of the LSP

Community Strategy Performance

The attached report sets out the range of PIs chosen to reflect how well we are delivering our Community Strategy objectives as a partnership.

PIs around community strategy objectives and qualitative commentary from services and partners involved in delivering these services suggest that areas Ealing could focus on for development and improvement, are as follows:

- young offenders engaged in employment, education or training
- out of work residents supported to gain work based qualifications
- more broadly, indicators around income and unemployment – median income is down against national trends of slight increases; unemployment is increased slightly, though this is in line with London averages; fuel poverty remains a concern; work to develop financial confidence for local people may be dependent on grant funding
- deprivation – some areas' rank in indicators of deprivation have got worse since 2007 – while this is relative, it suggests there may be opportunities to targets work on communities where a range of deprivation factors are in play
- recycling and composting
- reducing concerns about ASB – small decrease in perception indicators and some current issues with monitoring
- supporting development and growth of SMEs and social enterprise – heavy current reliance on grant funding, potential links to employment skills and entrepreneurship
- child poverty – impact of benefit changes, increasing numbers of children in workless households
- community cohesion and perception indicators of people getting on well together locally

These areas are those on which current activity appears to not be making the required impact on indicators expected, or where narrative and commentary from partners suggests that while work is underway in these areas, there may still be opportunities for partners to do more to work together to improve outcomes for local people.

LSP Executive is asked to consider whether they believe sufficient existing work is being done in these areas at present, whether these are areas that should be tackled in partnership, and whether there are opportunities to explore in more detail what further projects, activities and service developments could be implemented by the LSP to target improvement on these objectives.

The rest of this report provides further background information to enable discussions on these points, setting out the context in which the LSP is operating, and combining this information with the areas for development identified by performance indicators, to make some initial suggestions for areas the LSP Executive may wish to focus on in future years' projects.

Community Strategy and LSP Priorities

The Community Strategy sets out our aim to ensure that:

Ealing will be a borough of opportunity, where people enjoy living in clean, green and cohesive neighbourhoods, as part of a community where they are able to be safe, healthy and prosperous

Specifically, by ensuring that we targets work around our priorities and values:

- **Health:** Improve public health and support those with specific needs to achieve well-being and independence.
- **Safety:** Work with communities to ensure that everyone is safe and has the support they need.
- **Prosperity:** Secure Ealing as a place where people are able, and want, to live and work.
- **High quality of life:** Make Ealing a place where people enjoy a high quality of life.

- **Equality and fairness:** reducing inequalities in access to services and opportunities and reducing discrimination and harassment.
- **Engaging and enabling:** Making sure everyone feels involved in their community and is empowered to help develop solutions to issues they face, and has the opportunity to be involved in decisions about the services they receive wherever possible.
- **Value for Money:** Making the best use of money to provide the high quality public services that local people deserve.

Context for Operating

These priorities and values are set within the context of a range of challenges and priorities facing the Council and its partners over the coming months, and the implications of these, including:

- Coordinating activity and integrating resources and delivery across partners – ‘community budgets’
 - Reducing the number of ‘Troubled Families’ – the government’s biggest domestic priority after the economy
 - Assumption that partners will coordinate commissioning, activity and service delivery increasingly efficiently together, extracting measurable and cashable savings
 - Delivering effective, evidence based earlier intervention
 - Broader goals about integrating spending and delivery for whole places – neighbourhoods and boroughs
 - Increasing focus on payment by results as model for funding – contracts based on clear outcomes – likely to shape future means of commissioning services

- Making ‘Localism’ and ‘Open Public Services’ real –
 - General Power of Competence and ability to apply to secretary of state for transfer of responsibility on public functions the local area wishes to have responsibility for
 - Power of local people to veto council tax increases; repeal of duty to promote democracy and have a petitions scheme
 - Right to Challenge – right for civil society organisations (VCS, charities, staff groups) to bid to take over and run a service currently being delivered by a local authority, triggering a procurement process – will create a need for business development skills (e.g. in scoping

- and testing new models of delivery), management of processes of market testing and procurement, and coordinating potentially increasingly diverse markets of local provision, their commissioning and performance management
- Broader expectations around encouraging a more diverse range of providers of local services – Local Authorities entering into a more competitive world of provision, traded services, shared services and increasing pressure to have market tested all provision;
 - generates need for capacity building, smarter commissioning and contract management
 - requires skills in managing relations with increasing number of independent organisations locally, e.g. schools
- Assets of Community Value – right for local organisations to nominate assets for inclusion on publicly available register; sale of such assets will then be notified to community to enable chance for purchase
- Opening of Big Society Capital as a source for social investment, and an increasing market in this area that may provide changing opportunities for future funding
- Planning – reform to the planning system, prioritisation of stimulating local economic growth through delivering homes and regeneration; introduction of a duty to cooperate; amendments to Community Infrastructure Levy to allow councils to charge developers to pay for infrastructure and spend some of the revenue for the benefit of the local community; introduction of neighbourhood plans
- Housing - reductions in the housing grant, end to the Housing Revenue Allowance (HRA) Subsidy system and introduction of a self-financing system, allowing Councils that operate HRA to keep the rent received, new form of flexible tenure for social housing tenants to the introduction of greater financial autonomy
- Public Health reform – changes to structures, e.g. NHS Commissioning Board, GP Commissioning Consortia, establishment of health premium and patient choice over GP surgeries, establishment of Healthwatch, increasing importance of Health and Wellbeing Boards and Needs Assessments, development of 24/7 urgent care service
- Managing the implications of other legislative change:
 - Welfare reform – housing benefit changes, work programme and new providers of worklessness support, development of universal credit, new assessment and review processes for credits (e.g. Disability Living Allowance)
 - Crime and ASB – elected Police commissioners, sentencing and rehabilitation pilots
 - New reports and developing reviews of funding for social care, children's centres, establishment of Social Mobility and Child Poverty Commission; continuing shift towards choice and personalisation
 - Local government resource review – localising a percentage share of business rates, localising of council tax benefit, possibility of new schools funding formula, changing role for Councils in capital markets – significant reduction in centrally provided capital, new responsibilities and new risks, need to encourage local growth and enterprise
- Responding to increasing transparency and changing audit and performance regimes – shift towards self-regulation, publicly available information and

data, 'crowdsourced' policy and practice, changes to Standards regime, local governance requirements and pay policy; increasing expectations of open and accessible data and the use of IT to support decision making processes, engagement between agencies and the public, and efficient service delivery

- Operating within the context of significant budget reductions and reducing staff resource –
 - increasing need to prioritise funding at effective and sustainable services to meet need on the front line, continuing to eliminate waste and duplication, maximising income generation targetted at strategic goals and the importance of sustainable funding
 - focuses importance of customer insight and understanding local need in a meaningful way and commissioning effectively to deliver outcomes against it
 - growing focus on shared services, coordination and merging, particularly the back office
 - pressures on staff during transitions – maintaining morale, managing change, maintaining and improving productivity, retention and talent management, innovation
 - continuing and developing opportunities to engage, provide and organise using technology and social media

These challenges require response coordinated at a strategic and operational level, and the more streamlined our responses as partners can be, using the LSP Exec to steer action with service commissioners and providers on the ground, the better.

Potential Future Projects

Previously, following the review of the LSP in 2010, LSP Executive agreed that its programme of work should meet the following criteria:

Active projects that:

- help deliver the community strategy priorities around health, safety, prosperity and quality of life
- deliver measurable efficiencies and/or service effectiveness
- deliver measurable benefits for local residents and service users
- either:
 - identify and address issues not currently being actioned elsewhere, or
 - pursue ideas or opportunities not currently being actioned through another means, or
 - facilitate the joining up or coordination of work occurring separately across partners, reducing duplication, or
 - add value to existing work by extending or developing current projects

Taking into account the performance measures reported, our Community Strategy priorities, the context for our operation over the coming years and our project priorities, it is suggested that future projects the LSP may wish to consider undertaking may fall into the following categories:

- Worklessness and skills development – links between local volunteering, jobs, training, and education – opportunities for further partnership engagement in approaches to employment linked to work programme and other local programmes, particularly for vulnerable groups

- Coordinated partnership activity on poverty – e.g. options for work around financial confidence, child poverty building on existing groups – are any partners not currently involved or any further links to be made across projects?
- Personal development and staff morale – opportunities for increasing joint training and development, peer support, coaching/mentoring etc across partners and boroughs
- Targetted neighbourhood-based action on areas where deprivation ranks have got worse in previous 4 years on several indicators – linked to VCS development of local community action plans, opportunities for partners to be involved in coordinated activity targetted at neighbourhood specific needs, and work to develop 'community budget' type approaches for longer term
- An agreed strategic partnership-wide approach to external funding and income generation, including considering potential opportunities for social investment, agreeing priorities for seeking funding, and support
- Projects around influencing community perceptions and behaviours – community cohesion, recycling, ASB perceptions
- Developing a better coordinated partnership approach to community engagement and consultation – potentially linked to development of Ealing-Involve, and Council development of decision-making map? Knowing who is doing consultation, where and when, and how to access and use the results of it effectively
- In association with further development of performance reporting on Community Strategy, and development of partnership Strategic Needs Assessment – wider work on opportunities to identify areas for measuring need, impact and outcomes of services jointly with partners where impacts are shared; partnership agreement to consistent measures on family outcomes; measures of improvement for neighbourhoods and communities
- Business development, local entrepreneurship and social enterprise support – opportunities to do activity to encourage these more collaboratively, share skills and build capacity

LSP Executive are asked to consider whether they would like to see any of these areas scoped in more detail ahead of future meetings of the LSP Executive.

Partners are further asked to identify other areas they would like to investigate for future projects, based on their experience of areas of priority that would benefit from further partnership work.

A shortlist of projects will then be developed and scoped in more detail for discussion in April and July 2012, when a full year's performance indicators will be available and resourcing for future projects will be more freely available as current projects move into more service led operational phases.



Local Strategic Partnership Executive Board

2011/12

Quarter Two Performance Report

Introduction

This report provides a quarterly snapshot of how we are performing against a collectively agreed group of themes, objectives and performance indicators. These indicators reflect the strategic themes of the Sustainable Communities Strategy 2011.

Performance across the LSP is assessed in terms of thematic progress, and by performance indicators. Sub-reports are included for each theme.

There are a number of qualitative measures spread across the four thematic sub-reports. Many are reported as annual measures. Staff identified as having responsibility for each measure have been asked to submit commentary to indicate progress towards both quarterly and annual results, identifying key events or activities within the quarter, challenges, risk or issues, and actions that have been taken to mitigate against them.

The LSP Executive Board are advised to review the following items and note the actions recommended against them:

1. Summary of the quarterly performance
2. Performance and data issues

Progress Against Themes

There are four themes against which performance has been collectively assessed. They are as follows:

- Health
- Safety
- Prosperity
- High Quality of Life

Progress Against Highlight Indicators

There are ten indicators, which have been identified as highlight measures for 2011-12. They are as follows:

Theme	Highlight Indicator	Direction of Travel (Current Period v Previous Period)
Health	Local 31 Decrease in percentage of Year 6 children classed as obese.	N/A
Health	Local 30 Reduction in number of alcohol-related hospital admissions	N/A
Safety	Local 21 Number of incidents of violence against the person	↑
Safety	Local 25 Number of incidents of residential burglary	↑
Safety	Local 26 Number of incidents of theft from motor vehicle	↑
Safety	Local 27 Number of incidents of theft from person	↑
Prosperity	Annual Weekly Median Income	↓
Prosperity	Number of People Unemployed	↓
High Quality of Life	NI 155 – Number of Affordable Homes Delivered (gross)	↑
High Quality of Life	Healthy Life Expectancy at Birth	N/A

Key

Performance Improving	↑
Performance Declining	↓
No Comparison possible/Data Unavailable	N/A

Summary

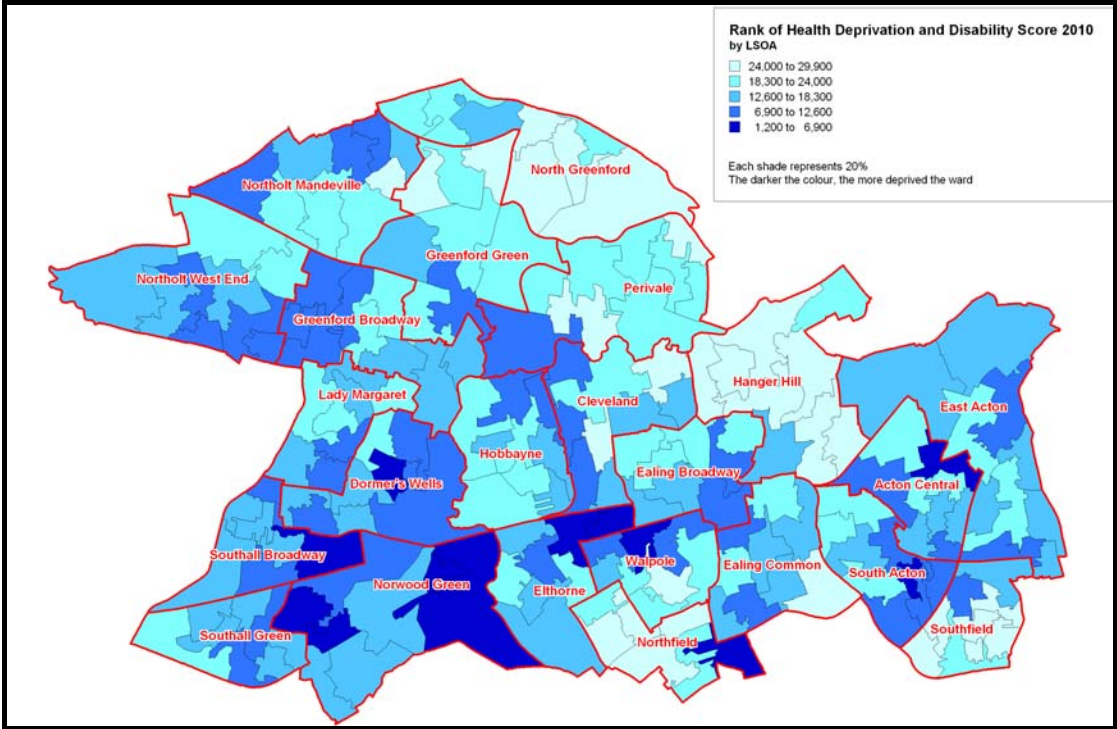
Overall the highlight indicators within the Safety theme are performing well. However measures within Prosperity are on a downward trajectory which may be a reflection of current economic conditions. The remaining highlight indicators are reported annually so cannot be given a Direction of Travel.

Data Issue: Changes to the Metropolitan Police performance reporting framework, data acquisition for NI 15 (Serious Youth Violence) and NI 16 (Serious Acquisitive Crime Rate) has become difficult. As a result, these measures will no longer be reported as individual measures but have been replaced by the following measures – it is suggested we measure these instead

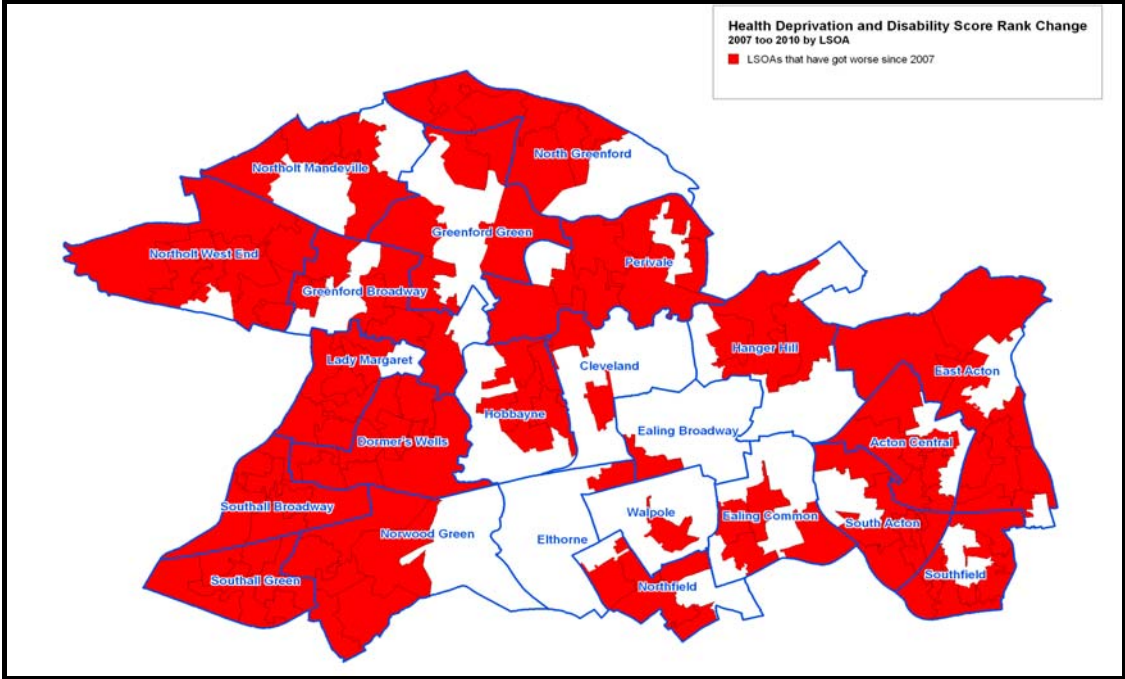
Local 21	Number of incidents of violence against the person
Local 25	Number of incidents of residential burglary
Local 26	Number of incidents of theft from motor vehicle
Local 27	Number of incidents of theft from person

Health

Health Deprivation and Disability 2010



Health and Disability rank change between 2007 and 2010



Key

	Performance on/above target
	Performance within tolerance
	Performance below target
	Data not available or Performance not Assessed

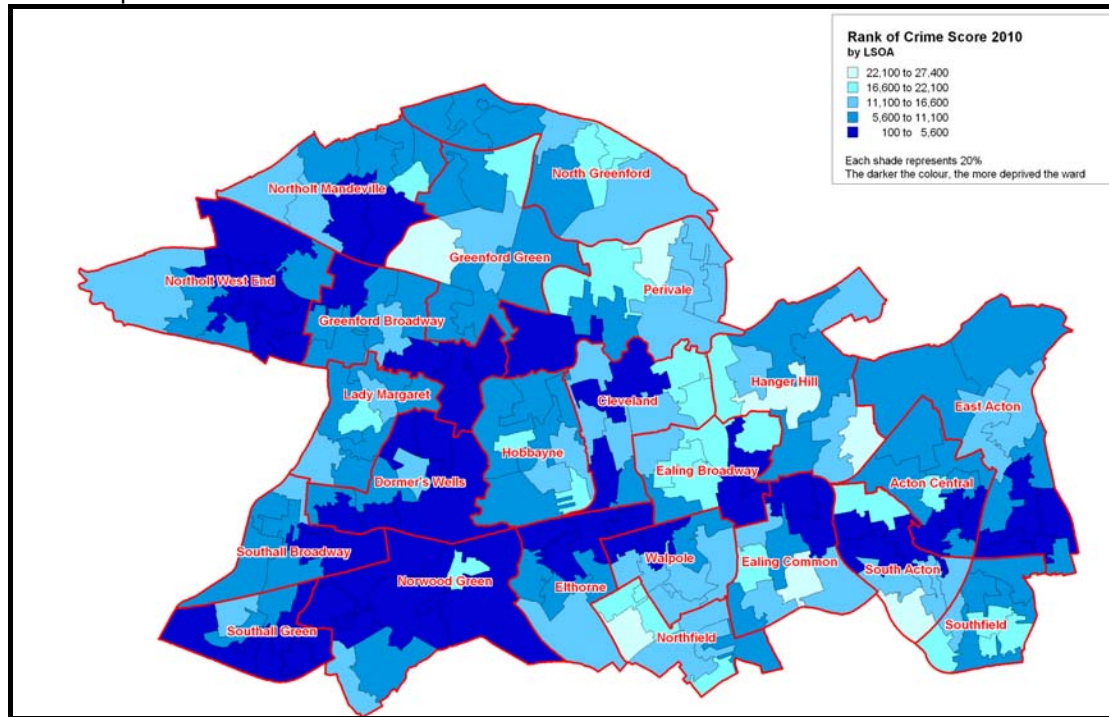
Table: Key Performance Indicators

NI Code	PI	Tolerance Type	Frequency	2010/11 Performance	Quarter 1	Jul-11	Aug-11	Sep-11	Quarter 2	Quarter 2 Target	Year to Date Performance	Year End Target (11/12)	Direction of Travel Qtr 2 vs Qtr 1	Lead Agency
NI 123	Stopping Smoking	Higher is better	Quarterly	1732	481	N/A	N/A	N/A	421 (est)	420	902	1964	↓	NHS Ealing
NI 130	Number of adults (aged 18+), older people and carers (aged 16+ but caring for an adult 18+) receiving self directed support in the year to 31 st March as a percentage of clients receiving community based services and carers receiving carer's specific services	Higher is better	Monthly	30.30%	32.28%	33.39%	34.95%	37.35%	37.35%	15.50%	37.65%	32.00%	N/A	Council
NI 135	The number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a percentage of people receiving a community based service in the year	Higher is better	Monthly	18.20%	8.23%	9.09%	10.23%	11.74%	11.74%	9.20%	12.31%	18.30%	N/A	Council
NI 142	Percentage of vulnerable people who are supported to maintained independent living	Higher is better	Monthly	98.86%	98.65%	N/A	N/A	N/A	98.69%	98.90%	N/A	98.90%	N/A	Council
Local 1	People aged 65 and over admitted on permanent basis to residential or nursing home care (per 10,000)	Lower is better	Monthly	34.12	7.03	11.82	14.07	17.16	17.16	18.96	19.13	36.12	N/A	Council
Local 2	People aged 18 to 64 admitted on a permanent basis to residential or nursing home care (per 10,000)	Lower is better	Monthly	0.98	0.19	0.19	0.23	0.37	0.37	0.59	0.42	1.17	N/A	Council

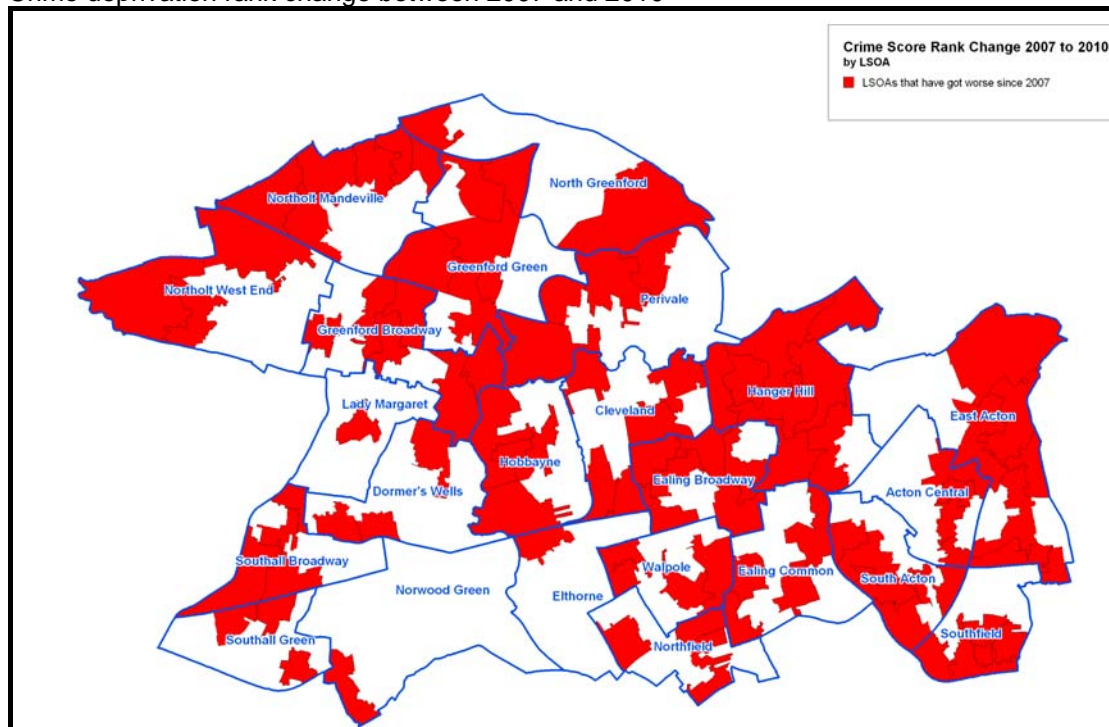
NI Code	PI	Tolerance Type	Frequency	2010/11 Performance	Quarter 1	Jul-11	Aug-11	Sep-11	Quarter 2	Quarter 2 Target	Year to Date Performance	Year End Target (11/12)	Direction of Travel Qtr 2 vs Qtr 1	Lead Agency
Local 30	Reduction in number of alcohol-related hospital admissions	Lower is better	Annual	2382										NHS Ealing
Local 31	Decrease in percentage of Year 6 children classed as obese.	Lower is better	Annual	21%										NHS Ealing
Local 32	Decrease in percentage of under 5s experiencing tooth decay	Lower is better	Annual	36.3%										NHS Ealing
Local 33	No of Client accessing services	Higher is better	Not Reported	Not Reported										WLMHT

Safety

Crime Deprivation 2010



Crime deprivation rank change between 2007 and 2010



Data Issue: Currently no data available to report on the number of incidents of reported hate crime. This may prove an issue in reporting equality outcomes for the purposes of the Equality Act and it would be helpful to know if alternative measures are available to enable an assessment of our success in reducing discrimination and harassment in the borough.

Key

	Performance on/above target
	Performance within tolerance
	Performance below target
	Data not available or Performance not Assessed

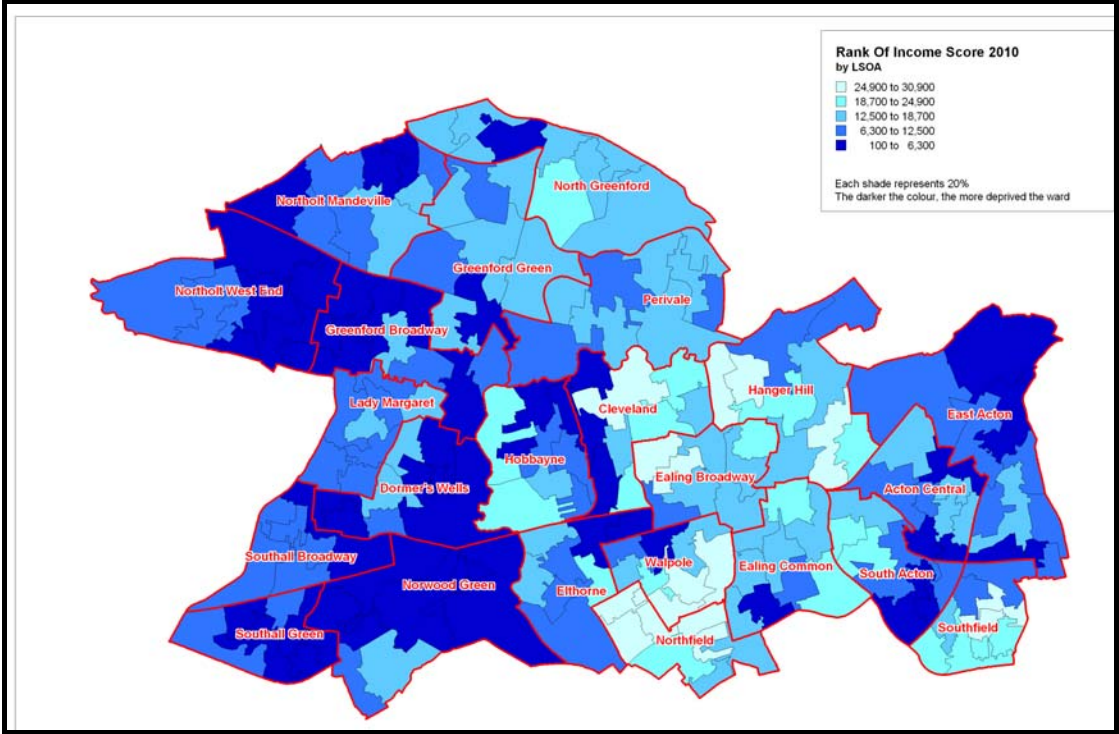
Table: Key Performance Indicators

NI Code	PI	Tolerance Type	Frequency	2010/11 Performance	Quarter 1	Jul-11	Aug-11	Sep-11	Quarter 2	Quarter 2 Target	Year to Date Performance	Year End Target (11/12)	Direction of Travel Qtr 2 vs Qtr 1	Lead Agency
Local 21	Number of Violence incidents Against a Person	Lower is Better	Monthly	8114	2009	664	617	545	1826	1989	4474 (est)	7952	↑	MPS
Local 25	Number of Residential Burglaries	Lower is Better	Monthly	2683	665	181	176	195	553	663	1459 (est)	2656	↑	MPS
Local 26	Number of Thefts from Motor Vehicle	Lower is Better	Monthly	4172	1147	313	308	265	886	1032	2326 (est)	4130	↑	MPS
Local 27	Number of Thefts from Person	Lower is Better	Monthly	1141	332	99	91	69	259	282	676 (est)	1130	↑	MPS
NI 45	Young offenders engaged in employment, education or training	Higher is better	Quarterly	94.00%	94.52%	N/A	N/A	N/A	90.80%	95.00%	90.80%	95.00%	↓	Council
NI 62	Stability of placements of looked after children: number of moves	Lower is better	Monthly	9.40%	0.5%	1.8%	3.1%	4.62%	4.62%	5%	5.62%	9.00%	↑	Council
NI 66	Looked after children cases which are reviewed within required timescales	Higher is better	Monthly	99.40%	99.73%	100.00%	98.73%	98.51%	98.51%	98.00%	99.26%	99.50%	↓	Council
NI 67	Child protection cases which were reviewed within required timescales	Higher is better	Monthly	98.10%	97.80%	100.00%	100.00%	100.00%	100.00%	98.00%	100.00%	100%	↑	Council
NI 131	Delayed transfers of care from hospitals	Lower is better	Monthly	14.1	2.9	4.00	4.97	5.87	5.87	7.5	5.87	15	N/A	NHS Ealing
NI 131 (SS)	Delayed transfers of care from hospitals (social services)	Lower is better	Monthly	4.7	1.1	1.50	1.8	2.13	2.13	2.3	2.13	4.6	N/A	Council

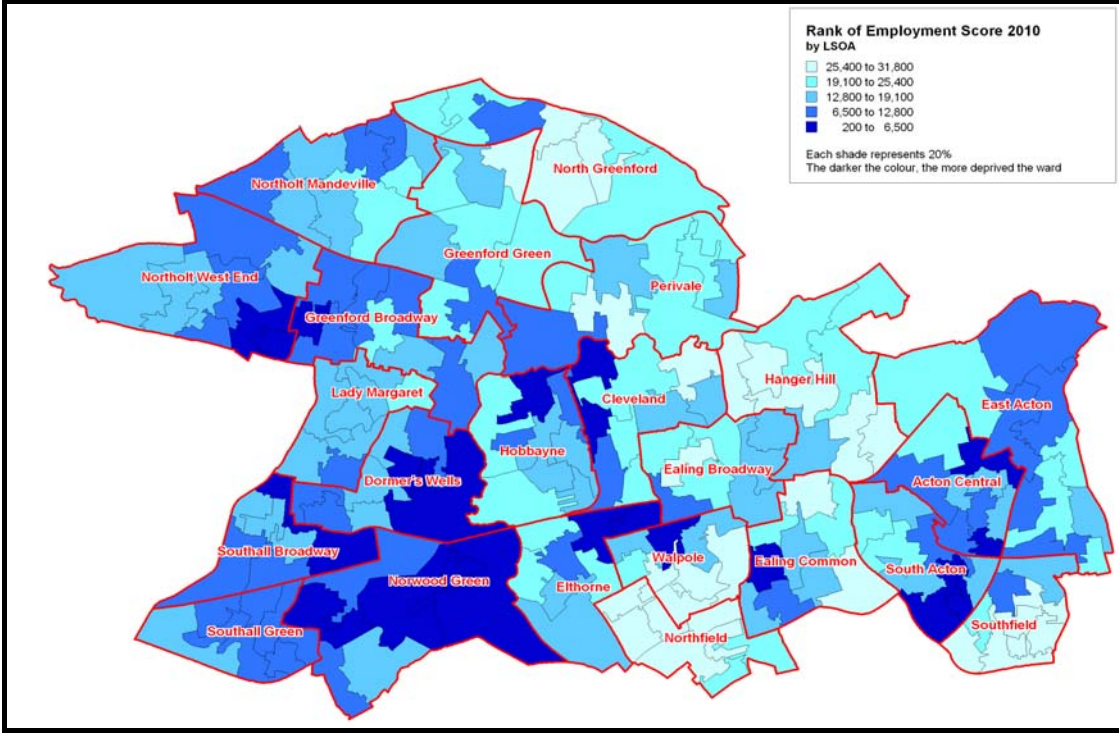
NI Code	PI	Tolerance Type	Frequency	2010/11 Performance	Quarter 1	Jul-11	Aug-11	Sep-11	Quarter 2	Quarter 2 Target	Year to Date Performance	Year End Target (11/12)	Direction of Travel Qtr 2 vs Qtr 1	Lead Agency
Local 34	Serious Youth Violence	Lower is better	Quarterly		166.4	N/A	N/A	N/A	180.6		N/A		N/A	LBE/MPS

Prosperity

Income Deprivation 2010



Employment Deprivation 2010



Data Issue: New VAT registrations. This measure is no longer collected and there is no recent data available. However, there are other measures, which offer the potential information that may show progress against achieving the objective of encouraging more employers to move into the borough. These include numbers of empty/vacant premises occupied, increase in the number of businesses paying rates, new businesses joining local traders associations. It is recommended a decision be made as to which measures will be used in lieu of New VAT Registrations.

Prosperity: Quantitative Based Measures

Key

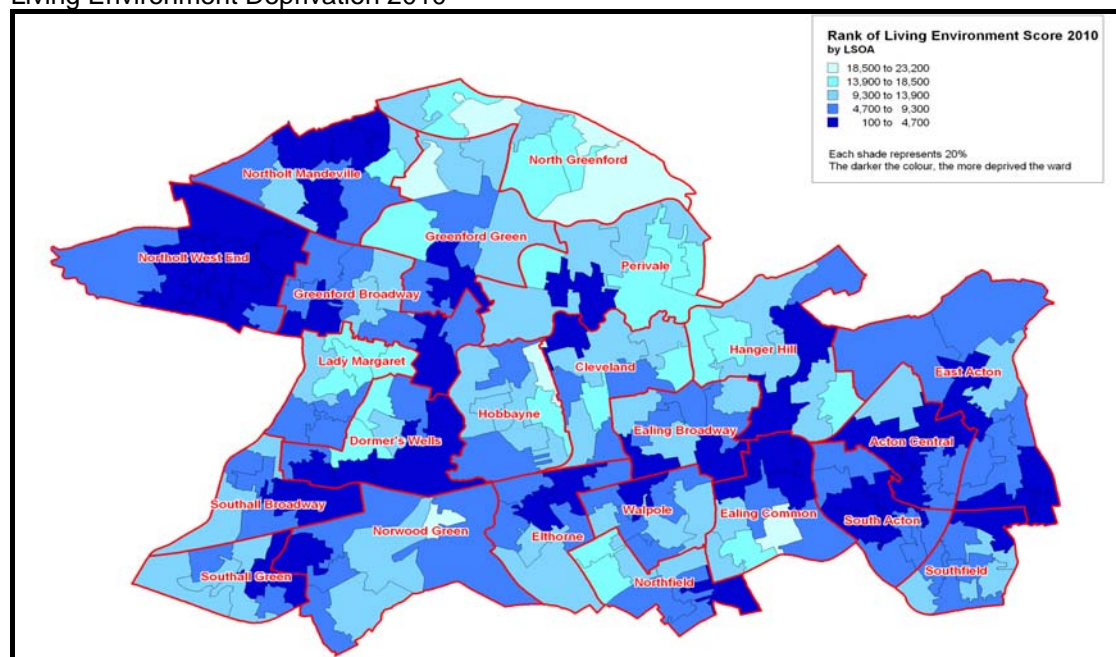
	Performance on/above target
	Performance within tolerance
	Performance below target
	Data not available or Performance not Assessed

Table: Key Performance Indicators

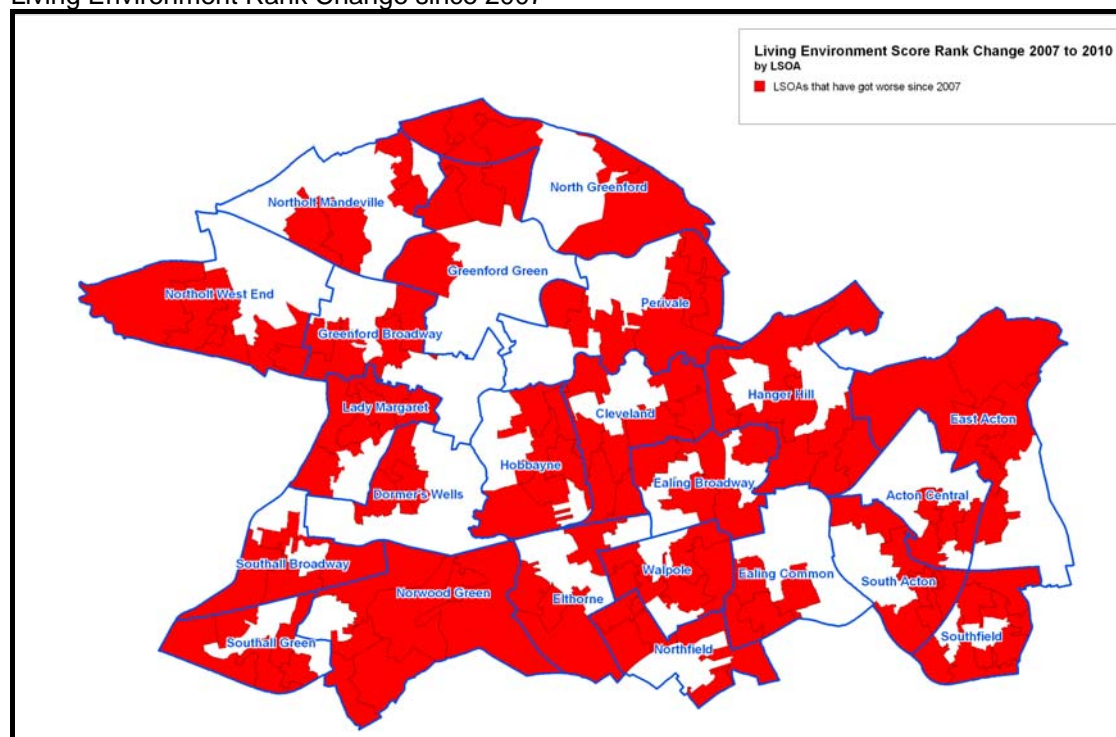
NI Code	PI	Tolerance Type	Frequency	2010/11 Performance	Quarter 1	Jul-11	Aug-11	Sep-11	Quarter 2	Quarter 2 Target	Year to Date Performance	Year End Target (11/12)	Direction of Travel Qtr 2 vs Qtr 1	Lead Agency
Local 23 b	Number of out of work residents supported to gain work based qualifications	Higher is better	Quarterly	Not Available	19	N/A	N/A	N/A	1	8	20	45	↓	Council
NI 117	Percentage of 16-18 year olds not in education, employment or training	Lower is better	Monthly	4.40%	3.40%	3.30%	3.40%	4.30%	4.30%	5.30%	3.60%	5.30%	↓	Connexions

High Quality of Life

Living Environment Deprivation 2010



Living Environment Rank Change since 2007



Data Issue: NI 185 CO2 reduction from local authority operations. This indicator no longer exists. It has been replaced by an Annual Carbon Footprint report which we suggest an summary analysis is reported on as a measure of our performance in this area.

High Quality of Life: Quantitative Based Measures

Key

	Performance on/above target
	Performance within tolerance
	Performance below target
	Data not available or Performance not Assessed

Table: Key Performance Indicators

NI Code	PI	Tolerance Type	Frequency	2010/11 Performance	Quarter 1	Jul-11	Aug-11	Sep-11	Quarter 2	Quarter 2 Target	Year to Date Performance	Year End Target (11/12)	Direction of Travel Qtr 2 vs Qtr 1	Lead Agency
NI 154	Net additional homes provided	Higher is better	Quarterly	211	85	N/A	N/A	N/A	100	244	185	976	↑	Council
NI 155	Number of affordable home delivered (gross)	Higher is better	Monthly	166	2	76	30	38	144	133	189	351	↑	Council
NI 156	Number of Households living in Temporary Accommodation	Lower is better	Monthly	1072	998	990	973	968	968	1024	958	972	↑	Council
NI 192	Household waste composting and recycling	Higher is better	Monthly	40.04%	44.10%	36.23%	44.08%	45.40%	41.34%	42.10%	42.70%	41.00%	↓	Council
NI 195 a	Improved Street and Environmental Cleanliness Litter	Lower is better	4-monthly	6.00%	4%	N/A	N/A	N/A	5%	6%	4.5%	6.00%	↓	Council
NI 195 b	Improved Street and Environmental Cleanliness Detritus	Lower is better	4-monthly	5.00%	3%	N/A	N/A	N/A	11%	10%	7%	10.00%	↓	Council

NI Code	PI	Tolerance Type	Frequency	2010/11 Performance	Quarter 1	Jul-11	Aug-11	Sep-11	Quarter 2	Quarter 2 Target	Year to Date Performance	Year End Target (11/12)	Direction of Travel Qtr 2 vs Qtr 1	Lead Agency
NI 195 c	Improved Street and Environmental Cleanliness Graffiti	Lower is better	4-monthly	4.00%	3%	N/A	N/A	N/A	3%	2%	3%	2.00%	→	Council
NI 195 d	Improved Street and Environmental Cleanliness Fly Posting	Lower is better	4-monthly	2.00%	3%	N/A	N/A	N/A	3%	2%	3%	2.00%	→	Council
Local 35	Healthy Life Expectancy at Birth	Higher is better	Annual	68.7 (male) 71.6 (female)										NHS Ealing

Annual Progress Against Community Strategy Values

Value	Equality & Fairness	
Priority	Year One Progress	
<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equalities Act 2010.</p> <p>Advance equality of opportunity between people who share a protected characteristic and those who do not.</p> <p>Foster good relations between people who share a protected characteristic and those who do not.</p> <p>Ensure we have a robust and accurate evidence base of equalities information relating to our workforce and the community.</p> <p>Ensure equality related evidence is embedded into the decision-making process and forms an integral part of the evidence base for our strategy and project development and delivery.</p> <p>Agree as partners how and when we will consult our communities about decisions we make, and make sure we follow these principles.</p>	<p>Narrative around progress and outcomes against planned actions – specific measures to be determined ahead of April 2012 as part of agreeing equality objectives:</p> <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equalities Act 2010. • Advance equality of opportunity between people who share a protected characteristic and those who do not. • Foster good relations between people who share a protected characteristic and those who do not. • Ensure we have a robust and accurate evidence base of equalities information relating to our workforce and the community. • Ensure equality related evidence is embedded into the decision-making process and forms an integral part of the evidence base for our strategy and project development and delivery. <p>Unlawful discrimination is addressed by ensuring that all decisions and actions taken by service providers are assessed for their equality impact. Hate crime measures and activities will be reported separately and are dealt with through the criminal justice system. A range of activities are in place to reduce discrimination locally, including awareness raising through training programmes within statutory organisations, and local community cohesion programmes delivered through community groups. We have implemented new guidance and training is in place to inform staff within the Council how to take evidence-based decisions and meet requirements of equalities legislation, and work is underway to ensure we have collated information relevant to understanding our position on equality locally and what more we need to do to improve inequality. This information around need and inequality locally will inform strategies and commissioning as part of service planning processes, and also as part of major partnership projects such as Community Budgets and the Southall Initiative, seeking to address specific issues of inequality around groups and areas of need within the borough.</p> <p>VCS work to improve community cohesion and develop local community action plans will be increasing over coming months to address specific cohesion concerns and identify areas for improvement within communities, and actions to address equality and cohesion issues.</p> <p><u>Mitigating Actions:</u> Ongoing work to agree objectives and processes for implementing equality requirements will continue to develop our approach over coming months.</p>	

Value	Engaging & Enabling	
Priority	Year One Progress	
<p>Have a clear and consistent approach to consultation and engagement and ensure we use each others' knowledge, networks and opportunities for involvement wherever possible.</p> <p>Ensure that success at involving local people, and services users' and residents' perceptions of services and organisations, are key measures of success in our work as partners.</p> <p>Work with residents to understand and set out the relationship between the citizen and the state, including exploring with residents what public services can and will deliver, and what residents can and are expected to contribute themselves, including by supporting local innovation and community organisers.</p>	<p>Narrative and progress against actions agreed:</p> <ul style="list-style-type: none"> • Agree as partners how and when we will consult our communities about decisions we make, and make sure we follow these principles. • Have a clear and consistent approach to consultation and engagement and ensure we use each other's knowledge, networks and opportunities for involvement wherever possible. • Ensure that success at involving local people, and services users' and residents' perceptions of services and organisations, are key measures of success in our work as partners. • Work with residents to understand and set out the relationship between the citizen and the state, through exploring with residents what public services can and will deliver, and what residents can and are expected to 	

<p>Agree a partnership approach to key elements of the Localism Bill, including the Community Right to Buy, Right to Challenge and neighbourhood planning.</p>	<p>contribute themselves, and by supporting local innovation and community organisers.</p> <ul style="list-style-type: none"> • Agree a partnership approach to key elements of the Localism Bill, including the Community Right to Buy, Right to Challenge and neighbourhood planning. <p>Council is developing a consultation and engagement strategy and is working to ensure that all decision making processes are mapped into a forward plan identifying need for consultation early, enabling identifying of other partners and existing consultation of relevance.</p> <p>Southall project provides a practical example of partners joining up to provide a coherent programme of engagement with communities and could offer a model for broader implementation across the borough if further developed. This work is also engaging a large number of local people in the area to define a negotiated and agreed plan for change in the area and ownership of actions around this.</p> <p>VCS are implementing training programmes to support local groups to deliver services and work in partnership with other providers, and will be developing local community plans to identify local areas and activities for improvement. An web portal for community engagement and activity is in development and will enable increasing online access to local involvement opportunities.</p> <p>The Council is working up its response to implementing neighbourhood planning, enabling communities to have a greater say in planning decisions and the physical space in their neighbourhoods.</p> <p>The Council is currently working up its processes for implementing the Right to Challenge and Assets of Community Value, which will enable community groups to have greater say and potentially deliver local services. This in association with ongoing work around value for money and assessing opportunities for alternative models of delivery of services, and opportunities for social investment in these, may provide a growing role for local groups in provision of services.</p> <p>Issues & Risk: Partnership approach to consultation remains a challenge – range of activity that relevant services and organisations do not always know about when commissioned or conducted by other agencies.</p> <p>Mitigating Actions: Developments over coming months to April 2012 will address response to Localism Act, implementation of new community engagement programmes and activities; opportunities to shape future work programme for LSP based on performance reporting against partner priorities.</p>
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Value	Value for Money	
Priority	Year One Progress	
Deliver value for money through a shared approach to assets and data.	<p>Project progress delivering actions:</p> <ul style="list-style-type: none"> • Deliver value for money through a shared approach to assets and data. • Focus on early intervention work and those families with the highest needs, to ensure that our approach suits the needs of these people as well as reducing long-term costs across partners. • Explore co-location of partners and services so that physical location is aligned with the access needs of residents and supports better joined-up working for service staff. • Make the impact on the efficient use of resources (including money, energy and time) a key factor in decisions we make about work to be done by the partnership, and ensure that all our work is assessed for its impact on value for money for local people. • Learn from other areas and share the good practice going on within Ealing so that we become a recognised leader in efficiency and positive change in public services. <p>Progress against this measure is reported through the project updates that regularly considered by LSP Executive, as all the LSP projects have been designed to meet value for money needs. Other value for money work is ongoing within the Council and reported through value for money subgroup, and Corporate Plan reporting.</p>	
Focus on early intervention work and those families with the highest needs, to ensure that our approach suits the needs of these people as well as reducing long-term costs across partners.		
Explore co-location of partners and services so that physical location is aligned with the access needs of residents and supports better joined-up working for service staff.		
Make the impact on the efficient use of resources (including money, energy and time) a key factor in decisions we make about work to be done by the partnership, and ensure that all our work is assessed for its impact on value for money for local people.		
Learn from other areas and share the good practice going on within Ealing so that we become a recognised leader in efficiency and positive change in public services.		

Ealing Local Strategic Partnership
Report for Executive Board
Title: Equality Objectives
Report from: Policy and Performance
Author: Ann Griffiths

Item number

5

Background

The Council is required under the Equality Act 2010 to agree at least one objective around equality, to measure to assess its progress against the requirements of the Act, and to identify areas for improvement.

In the Community Strategy we included a number of objectives related to the value of 'equality and fairness', designed to meet this requirement, which all partners signed up to as part of the refreshed Community Strategy.

We now seek to formalise these objectives as our formal Equality objectives, with partners' agreement.

It is then intended that we liaise further with partners to agree specifics of measurement for these objectives and more detailed actions we need to take to meet them, ahead of April 2012.

Recommendations

It is recommended that LSP Executive:

- Consider the equality objectives taken from the Community Strategy and set out below and agree these as partnership Equality Objectives
- Consider the proposed measures of our performance against these objectives, particularly with regard to areas challenging to measure (e.g. unlawful discrimination, hate crime, harassment) and provide initial feedback as to any likely issues or opportunities relating to measures suggested
- Agree to engage with representatives from Policy & Performance to agree measures and any amendments required to objectives ahead of April 2012, including consultation with the Equality Reference Group.

Background

The general Public Sector Equality Duty (PSED) under S149 Equality Act 2010, came into force in April 2011.

The general duties of the PSED require public sector organisations to ensure we consider how different people will be affected by our decisions and activities, and have due regard, in all the decisions we make, to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different protected groups.

The Equality Act 2010 (Specific Duties) Regulations – the ‘specific duties’ related to the PSED – came into force in Sept 2011.

These require us, beyond our general duties, to specifically publish “relevant, proportionate information demonstrating compliance with the Equality Duty” by Jan 2012, and set ourselves “specific, measurable equality objectives” by April 2012.

Recommendations and Proposed Actions

The Council intends to publish online information relating to equalities to fulfil the first of these requirements by 31 January. This will give an initial picture of information we currently collect around equality, and an overview of how well we are doing to meet our requirements, developed through analysis of the data we currently collect. It will also identify gaps we can work to address in future years.

With regard to the Equality Objectives, in writing the Community Strategy we included objectives specifically around equality, which partners signed up to achieving.

These were raised at the time as being objectives that could also be used to measure progress towards our Equality Duty requirements, aligning directly to the elements of the duty and areas of improvement for us to make sure we achieve them, as follows:

OBJECTIVE	MEASURES
Eliminate unlawful discrimination, harassment and victimisation	<ul style="list-style-type: none">– Reported rates of hate crime, complaints, grievances, disciplinary action and other incidents of discrimination– Outcomes of projects and programme designed to reduce victimisation, harassment, hate crime and increase community cohesion
Advance equality of opportunity between people who share a protected characteristic and those who do not	<ul style="list-style-type: none">– Measures of outcome for different groups – attainment in areas covered by community strategy, e.g. education outcomes, crime and safety figures, health outcomes, employment and income indicators. Summary can be reported as part of SNA and in future years, potentially on the LIS.– Outcomes of projects and programmes designed to reduce inequality
Foster good relations between people who share a protected characteristic and those who do not	<ul style="list-style-type: none">– Perception indicators of how well people get on together locally; differences in these perceptions across different areas and groups - resident survey results and measures of strong communities developed and measured by VCS neighbourhood action plans

Ensure we have a robust and accurate evidence base of equalities information relating to our workforce and the community	<ul style="list-style-type: none"> – Identifying gaps in information published for 2012, and developing an action plan to fill these gaps for future years. Progress in achieving information and evidence base more fully than at present. – Development of SNA that fully reflects equality information held locally and measures of usage of this SNA.
Ensure equality related evidence is embedded into the decision-making process and forms an integral part of the evidence base for our strategy and project development and delivery.	<ul style="list-style-type: none"> – Evidence of use of equality information in assessments that accompany our major decisions. – Monitoring of evidence of equality considerations in our major strategies, and rolling review and reporting on this – integration with 'Policy Map' and evidence through ongoing updating of this where equality is being considered. – Partner feedback and input on equality – through Equality Reference Group and LSP boards.

It is proposed that these objectives should now be formally agreed as our equality objectives.

If LSP Executive agrees to this, we will engage with partners over the coming months to April to agree more specific measures and targets around these objectives.

In future years it is then proposed that we combine the reporting of these objectives with a single set of information as part of our annual overview of progress achieving the Community Strategy's objectives. We can then define our objectives further dependent on progress, and tailor them to the needs of our changing business plans, over future years.

Background

In late summer 2011, LSP Executive agreed that previous work on High Need Families should evolve into a formal pilot for work on 'Community Budgets', seeking to develop better integrated work with families with multiple problems in Ealing.

In October 2011 LSP Executive were presented with progress to date, noting government requirements of Ealing as a pilot areas for 'Community Budgets for Families with Multiple Problems', an overview of proposed definitions of these families, information building the case for doing this work in Ealing, and an overview of existing arrangements for families. LSP Executive were also presented with suggestions as to what community budgets should mean for the borough at a strategic level, which they agreed to.

Since this time there has been progress in working with service providers to identify what we mean by community budgets and practical changes that can occur to make this work real in generating practical improvements to the way we're currently delivering services.

As a result, the bulk of this report will take the form of a presentation to LSP Executive, setting out recommendations on practical ways to improve our partnership working around families with multiple problems.

This presentation will be done jointly with a colleague from Children's Services, who are at the core of the majority of work with troubled families locally and take the lead on commissioning a large amount of this work.

Partners will be asked for their perspectives on the proposals, suggestions for further development, and for their commitment to involvement in making changes happen on the ground and in terms of strategy, planning and budgeting in future years.

Recommendations

It is recommended that LSP Executive:

- Consider, discuss and agree or suggest amendment to the proposals and recommendations to be presented around future developments to work with families, and
- Agree to participate directly as required, including:
 - nominating individuals from their organisations who will take a lead on liaison and managing practical change that needs to occur, for example to put in place arrangements to gain consent and share information on families when they come into contact with services where appropriate, to amend forms and assessments accordingly if and where appropriate, and to engage in discussion on implementing changes to service delivery mechanisms;
 - agreeing to participate in strategic partnership boards that take decisions on the future of joint working around families (e.g. Think Family) where organisations are not currently represented, or agreeing to make contact with their organisation's representative currently on this board to ensure all opportunities for better links and joint delivery are identified and raised at

meeting of this board

Background: Community Budgets in Ealing

Ealing, along with 72 other areas, is in the second round of pilots for Community Budgets for Families with Multiple Problems. The government expects all areas to work on a 'community budgets' approach by April 2013, as part of its push towards increased partnership working, funding and joined-up services around local groups of service users in need, neighbourhood and borough areas.

The only current specific requirement around being a second round pilot is that we publish a plan online by April 2012 setting out how we propose to implement 'community budgets' in the borough, and in the process of doing so, are able to articulate to central government a clear indication of our direction by early 2012. How we choose to define 'community budgets' and the detail as to what our project to achieve these looks like, is open to local flexibility.

However, it is expected that 'community budgets' will include some level of joining together, coordinating, or pooling resources for families with multiple problems in the borough, and will represent a way of doing things differently to deliver better results and/or more efficient services locally.

The plan we are asked to publish by April 2012 is therefore expected to set out what options for pooling and/or aligning resources for families would look like, the outcomes that would be delivered, governance arrangements, the redesign of services required to achieve the outcomes and how new approaches will work operationally. It will identify what needs to happen locally to implement the options identified, and what support and change is required at a central level to enable the best outcomes.

Troubled Families

The development of the new 'Troubled Families' Unit in the DCLG, under Louise Casey, has created some uncertainty around the future of the 'Community Budgets for Families with Multiple Problems' programme. The CLG Select Committee will also be considering the future of Community Budgets and it is likely to make recommendations that also affect the future of the government's approach to this agenda.

It is likely that the term 'community budgets for families with multiple problems' will evolve into 'Troubled Families' – the basic requirements, joining up delivery and resources to work together to tackle the number of troubled families locally, are the same. 'Community budgets' is likely to begin to be used only for the work that seeks to join up all the resources in a neighbourhood or place, though the expectations of our work to articulate how we will better join up services for families will remain. In the absence of clarity we continue to seek practical ways to improve coordination locally and our recommendations are made according to areas that will remain beneficial to service users in the borough regardless of changing government requirements.

There will however be opportunities resulting from the creation of the new Troubled Families Unit – the Council is being allocated £100k pa for the next 3 years to support

coordination of services for troubled families locally, the use of which will be considered as a key element of our approach to community budgets for families.¹

There is then also further funding available from the pool of £448m nationally to pay the Council and its partners back in future years for work that we can prove has reduced the number of troubled families locally – payment by results.

The funding is intended to cover up to 40% of the cost of local work to reduce the number of troubled families, dependent on our being able to evidence we have reduced the number of troubled families locally, defined by four measures:

- 1) school attendance
- 2) employment of parents and readiness for work
- 3) reduction in crime and ASB
- 4) reduced cost to the taxpayer

Current numbers of families are calculated by central government at 880², though we have opportunities to define our own estimates of the numbers of these families to help us report our progress in reducing their problems locally - and there is an expectation that we know “who the troubled families are, where they live and what services they use” by February³.

In order to be able to evidence our impact against these figures, it remains a priority for us to have identified our local understanding of how many families we have, where they are and how we measure what impact we're having on the number.

Our Vision for Community Budgets for Families with Multiple Problems

Further to the last meeting of LSP Executive and Think Family Board, a vision for our work with families with multiple problems locally has been agreed by key service directors and commissioners:

*To deliver services in the most effective way to support families with multiple problems to move out of or prevent disadvantage, high need and dependence wherever possible, **increasing the efficiency** of operations across providers, maximising the value of our front-line services to the people who receive them, and securing means of delivery that are **sustainable** in the long term and flexible to respond to **future change** in needs and requirements.*

This group also considered the priority indicators of ‘families with multiple problems’ discussed at LSP Executive and Think Family Board in October, and considered that priority criteria for indicators of need within a family should be:

- Offending behaviour /crime
- Domestic violence
- Substance misuse
- Worklessness, low skills, low income
- Mental health issues

¹ This is the ‘troubleshooter’ role reported widely in the press, which is intended to be an individual who can work at a senior level across all partners to coordinate interventions that support families, and with the power to direct partners to work together. It seems to be intended that this individual will have a direct progress reporting role to the Troubled Families Unit.

² www.communities.gov.uk/documents/newsroom/1786823/2052252.xls,
<http://media.education.gov.uk/assets/files/doc/e/estimated%20distribution%20of%20families%20with%20multiple%20problems%20as%20at%20march%202011.doc>

³ <http://www.number10.gov.uk/news/troubled-families-speech/>

- Poor housing conditions, at risk of eviction

Additional indicators considered important were:

- NEETs
- subject to social care plans
- attendance, behaviour or attainment issues at school,
- teenage parents,
- poor physical health / disability, and
- non-engagement with services.

Work is underway to create a single definition of the indicators of need in these categories for agreement in January, to enable services to consistently identify our families when they come into contact with them – it is recognised that the best way to take forward work to identify and share information about our families will begin from understanding current provision and services users and getting better at coordinating info about them, and measuring their progress.

Additional Progress to date

Since the last LSP Executive, more intensive liaison and negotiation has been ongoing with services and partner agencies to identify areas for practical development around this work and ways to make the concepts of 'better joint working for families with multiple problems' real.

To date, this has resulted in the following progress being made:

- Definitions of 'families with multiple problems' narrowed down and agreed by key service deliverers as above. This will help us understand consistently what we mean by this term, what we are delivering and how we currently share information about these families
- Changes to existing criteria for family intervention work to broaden partnership considerations in this delivery and ensure the interventions are genuinely tackling multiple need. Further steps in this area are likely to include ensuring referrals are accessed from wider range of partners and ensuring the interventions are joined up with other mainstream provision
- Intensive scrutiny and measurement of outcomes from the family intervention project, including an external review of its cost effectiveness, which will feed into recommendations about future family delivery
- Ensuring that pilot of resolving multiple disadvantage work with DAAT includes family considerations at its core; measurement of outcomes for substance abuse service users also considering impact on wider family – future development can include ensuring other interventions do similarly
- Identification of immediate areas where services can take forward more collaborative working and discussions (e.g. development of triage in Children's Services and Community Safety).
- Discussions with providers and commissioners from a range of services and partner organisations to identify opportunities for improvement – getting a picture of perspectives from a range of partners from front line to service director level to inform recommendations, engaging with senior managers and commissioners from key service areas who have significant impact on
- DWP ESF programme being developed with the need to integrate family provision and coordinate work to fill gaps as its priority. Implementation has included an audit of existing work in the borough to ensure the new provision adds value, and liaison with providers to ensure they direct their resource at areas of greatest need.

- An overview of existing services, projects, interventions and training relating to families with multiple problems is underway and being used to inform development of a more coordinated model. The presentation to LSP Executive will be informed by this overview and recommendations drawn from building on the extensive existing work and strategy we have around families.
- Think Family conference will be held in March, open to all partners working with families and will include a core component giving front line practitioners an overview of 'community budgets' concepts, and a session for attendees to identify their recommendations about opportunities for better joint working, from experience on the ground. Links made to training providers and commissioners working on the 'think family' agenda to ensure all appropriate opportunities for linking up between agencies are pursued
- Discussions begun around information sharing, identifying opportunities for partners to gain consent to share information from families at an early stage in contact, and identifying areas where specific legal issues and a need for more detailed development of information sharing protocols may arise
- Working alongside colleagues in Children's Services and linking to key partner representatives to develop a set of recommendations for future change, to be brought to LSP Executive, Family Intervention Project Steering Group, and Think Family Board in January, further to ongoing discussions with key service commissioners.
- Contact established with wide range of external contacts to ensure access to support, information and advice where may be appropriate in the future and to increase awareness of good practice in Ealing (see appendix A for summary of external support available)

Recommendations

LSP Executive will receive a presentation with an overview of recommendations for practical application of Community Budgets in the borough.

This will cover an overview of existing provision and intervention with families and how this could be developed and linked together better to achieve our goals of more integrated working to deliver better outcomes, and achieve greater efficiency.

It is likely that these will include aspects of the following, and detail around steps required to achieve them - where this is not already the case (it is accepted that much existing process already achieves elements of these suggestions, there are simply opportunities to make them more widespread):

- Partners have agreed a consistent definition of 'troubled families' and this is bought into at a delivery level
- Agencies coming into contact with people meeting criteria for troubled families are aware of this definition, and how they should share information on these families. Consent to share info is achieved where possible at earliest stage and there are clear and understood points of contact for referral
- Boards and meetings that consider cases of individuals within a family context have a consistent and clear route for transferring that info after the meeting
- Partners at a strategic level agree to the outcomes sought for these families. Commissioning strategies are designed accordingly and in the future, partners can discuss and agree to spend £ supporting partnership work on the basis of achieving those outcomes
- In the short term, new funding that becomes available for work with families should have its allocation agreed as partners wherever possible – e.g. new work around Troubled Families

- Develop 'Think Family Board' to incorporate all partners working with families and to ensure meetings identify opportunities for joint working and actions to pursue these
- Links between existing developments to create a coordinated approach to families in need at all tiers – Children's services triage including Police, health reps and developing links to ASB, Community safety, DV, housing – potential to Work towards a single point of contact for families
- In conjunction with the VCS review, consider current local community provision for families to identify areas where better coordination or alternative provision may be possible; encouraging development of local markets, peer support, social enterprise related to families
- Reviewing opportunities for alternative funding sources – e.g. considering future opportunities for social investment
- Projects working with families measure the impact they have on key indicators from the outset and follow up periodically after interventions have finished; ensure that there is consistency of measurement of our impact on outcomes we may be able to access PBR financing from government on in the future
- Develop our evidence-based intensive work with families in need – detail around proposals in development, but likely to build on FIP approach to include greater range of partnership referrals, involvement and delivery to a wider range of families – will require discussions as to long term mainstreaming of this provision within the system of support for families
 - This is also likely to include discussions as to the viability of funding for such interventions and to seek partners' views on the opportunities for partnership funding of evidence based interventions with our highest need families
- 'Troubled Families' troubleshooter role – opportunities to integrate with existing operations an individual individual who can coordinate, operationally, interventions across partners working with families, DWP support, oversee and facilitate connections between organisations working with families with complex needs, and monitoring impact of services on outcomes, work with strategic commissioners and partnership coordinators to link strategic goals and ambitions to operations on the ground.

These recommendations are intended for debate and discussion and will be set out with greater specificity at the meeting. Partners will be engaged with further after the LSP Executive to take forward recommendations in greater detail, including through Think Family Board at the end of January, to which partners should nominate representatives if their organisation is not already involved and seeks to be.

APPENDIX A: External Support Offers

As part of this project, a significant number of external contacts have been made to secure opportunities to work alongside other organisations

A range of offers of support and involvement with our work around community budgets is available from external organisations, falling into the following categories:

Data and analysis

- Experian – can use their databases to identify households likely to be at risk of poverty, and identify households locally experiencing a range of indicators of ‘need’ – cost c. £12k
- Dartington Research and Substance social research co-op – cost benefits analysis, modelling and simulation of service provision choices – cost tbc (currently exploring as part of Bevan Brittan’s pro bono support)

General project management / implementation consultancy

- Interface Associates, BQC consultants, Action for Children, A4e, Gill Strachan Associates, Locality Matters

Resource to develop viability plans for new models of service delivery

- Bevan Brittan – currently exploring (on a pro bono basis) opportunities to develop ‘local integrated services trusts’, evolving LSPs into commissioning bodies – may include exploring viability of attracting and structuring social investment to fund services for families
- Shaftesbury Partnership – free support to establish a business case for developing a social enterprise model to deliver aspects of early intervention services; their involvement offered on basis of involvement in future social enterprise, retaining a cut of future savings, on payment by results basis

Funding and investment intermediaries

- Social finance intermediaries and funders – e.g. Bridges Ventures, Social Finance, Social Investment Business, Private Equity Foundation – will support development of social impact bonds, attracting investment and developing joint investment vehicles to structure funding for services (cost dependent on specifics of service and amount of funding sought – payment often through a cut of future savings, or shares in any company developed). Some fund service provision – e.g. PE Foundation funds specific evidence based VCS interventions.

Partnership working

- Local VCS – offer to review and map existing VCS provision for families with complex needs in the borough; extensive existing provision that may be able to be better coordinated or further developed (link to VCS review)
- Local private sector and social enterprise service providers – interested in exploring opportunities for future service provision opportunities and support they can offer to be a part of our work with families – e.g. *Blue Sky*, who work with ex-offenders locally, have data sharing arrangements with their employees that would enable them to share info about who they are working with, to support our understanding of total picture of services working with families; DWP ESF worklessness support providers and others operating with families in our target group will be key to integrated provision
- GLA Early intervention group – currently including London Councils, Croydon, Harrow, Havering, Hounslow, Islington, Lambeth, Westminster, Kingston, Haringey, Barnet – have identified priority areas for collaboration and cross-borough working

Southall Local Strategic Partnership Briefing Paper **December 2011**

Background

The Leader of Ealing Council, Borough Commander, MP of Southall and Deputy Leader held a Future of Southall Round 2 meeting on 16th November. This followed on from a meeting held earlier in the year in March 2011. Southall faith organisations, businesses, community and voluntary sector organisations and Chairs of Ward Panel were invited to attend. Southall Councillors were also in attendance. An update was provided at that meeting on work being carried out in Southall and next steps for the area. Commitment was made at that meeting to; meet again in 6 months, to deliver the LSP Project (further details provided below) and to continue to focus on the following four themes for the area:-

1. Prosperous Southall
2. Safer Southall
3. Connected Southall
4. Healthier Southall

LSP Southall Group

The Southall LSP Project Board are continuing to meet and have drafted a terms of reference that will be discussed at their next meeting. They have also reviewed their Draft Action Plan that was created to identify areas for networking, duplication and gaps that need to be addressed.

A sub group of the LSP Project Board also formed to oversee the tendering process of the Southall Big Conversation: Developing a Southall Charter. The LSP Exec agreed to allocate approximately £55k towards the project that seeks to consult with the different community groups in Southall to: -

- Establish an agreed shared vision for the area by mapping out and making visible Southall's economic and cultural potential;
- Set out a set of sustainable development principles which allow this Vision to be delivered and which future plans and strategies should adhere to and;
- Further build on the Draft Action Plan and identify specific projects under each principle, the partners who will deliver them and any specific resources committed.

Five organisations were invited to tender for the project and two were invited back to an interview stage. Urban Initiatives have been awarded the contract and an inception meeting is scheduled in early January 2012. The project will also link into consultation with the Crossrail Station Urban Integration Study and the Southall Opportunity Area Planning Framework (OAPF). The project is due to be completed in June/July 2012 and the LSP Project Board will be involved in the strategic direction of the project as Steering Group members.

Progress to Date

Ealing Council is regularly meeting with The Mayor of London's office in regards to a bid that they have been working on as part of the Mayors Regeneration Fund. The Council has submitted a bid in the region of £5m for the following three programme strands: -

1. Southall Gateway

While the station represents a unique opportunity to provide a new gateway to Southall, there is a need for a coordinated public sector effort to ensure the current proposed design is substantially improved. The potential is there to improve the design of the station and its environment to provide Southall with the gateway it deserves and to enable development in the vicinity of the station. A two-stage approach (feasibility + delivery) is intended to identify the best solution given the constraints.

2. Southall High Streets

Southall's town centre environment is poorly defined owing much to the predominance of traffic and the scale of roads in comparison with the amenity for pedestrians. Southall has huge potential to be an economic and cultural driving force for Southall and West London more broadly. However, opportunity is constrained by the fabric of the street, its poor appearance and the safety in its daily use. The programme focuses on three interlinked and mutually reinforcing components:

- The Broadway Boulevard Urban Realm project - substantial enhancement is to be carried out on the public realm for the Broadway. This will entail widening of footways and upgrading of the streetscene and streetware to make the area more attractive to visit and to attract new business and reinforce the vibrancy of the existing retail.
- The Acupuncture Points project – the project has sought to identify specific areas where the public realm could be improved through a series of targeted interventions. Initial work has been undertaken which has identified 10 sites and has described the nature of the potential of each and the cost of delivering change. This public realm project is as much about bringing interest groups together to understand the potential of places and to take ownership over their future use.
- The Shopfronts Enhancement project - this project will be delivered under 3 different strands to compliment the public realm improvements and further improve the physical appearance of the town centre. Under the first strand, grants will be offered to blocks of shops located in key areas of high visibility to achieve maximum impact. The next strand of grants will be offered to shops that are in a very poor condition and have a negative impact on the town centre. The other strand of grants will be made available to sectors that compliment the unique retail offer that distinguishes Southall from other town centres. Sectors that will be targeted include restaurants, fashion outlets and jewellers.

3. Dine in Southall

This project seeks to address a number of multifaceted issues by bringing together a physical asset- Southall Manor House and the expertise of local restaurateurs, business associations in Southall, FE and HE institutions and experts in the Food and Hospitality sector to address high levels of unemployment in Southall and the need for higher level skills in the sector. Dine in Southall will create a unique restaurant landmark destination in Southall and Ealing that complements and benefits the wider restaurant offer in Ealing and Southall.

The Mayor's Office will provide feedback on the funding application in late December 2011 and delivery of the projects will commence from April 2012 – March 2014.

Prosperous Southall Update

Large Southall businesses are met with on a bi-monthly basis and each of them take it in turn to host and chair the meetings. Issues are addressed at the meetings and the forum is set up in a bid to lever in further private sector commitment and resources into the area. The group are discussing the feasibility of a BID taking place in Southall and strengthening links to South East Asia.

Businesses are also continuing to be met with on a 1-2-1 basis with Council officers to further discuss some specific projects. Examples include promotional events and training packages.

Safer Southall Update

The police had positive feedback to provide at the Future of Southall meeting in November and stated that crime was decreasing in Southall. The police have also set up a Jewellers Forum with jewellers located in Southall to address the targeted crime that has been taking place to the jewellers in Southall. They have set up a radio link system with them and have facilitated a tour for them in Ealing's CCTV office that took place in November.

Connected Southall Update

The Southall Broadway Steering Group met in November and agreed a preferred option for public realm improvements on the Broadway and are presenting a report to Cabinet in January 2012.

Healthier Southall Update

Bal Kaur is the NHS representative that sits on the LSP Southall Project Board. The NHS has identified a number of objectives and projects required going forward and have forwarded the draft action plan to DAAT, Ealing Community Services, Ealing Hospital and Ealing Commissioning Consortia to comment on and add to. They will be further engaged through the Southall Big Conversation: Developing a Southall Charter.

Next Steps

- Work will continue to seek external funding through the Mayors Regeneration Fund.
- The LSP Project Board will meet again in January 2012
- An inception meeting will take place with Urban Initiatives in January 2012
- The next Future of Southall Meeting will take place in May 2012.

Project Overview

The primary focus of the project is to consider the way that partners are currently collecting and using data and identify opportunities for improving the efficiency and effectiveness of this, including:

- Drawing together our existing needs analyses, 'State of Ealing' demographics and intelligence, and evidence about our local communities and their priorities in a Single **Strategic Needs Assessment** for the Borough accessible by all decision makers
- Providing means through which service commissioners and decision makers can get easy access to accurate intelligence to enable the best possible evidence based decisions – including the developing a **Local Information System** to host local data, including:
 - The benefits of a single source of relevant local statistical information and shared set of local performance indicators relating to a range of areas of interest for all LSP Partners and potentially interested members of the public;
 - That the data provided be consistent and of high quality, automated and interactive both in terms of inputting data and accessing it, including on a geographic level;
 - That information and data needs to be increasingly open and transparently available to the public as a key part of future accountability of local services. The more innovatively we can present and enable people to access this the more attractive and engaging the information we offer will be.

Progress

Strategic Needs Assessment: Use of data to inform commissioning

The work to identify the range of statistical information (datasets) available across the partnership has been completed. The Strategic Needs Assessment group met to discuss the formats and a work programme. At this stage it was felt producing a document would be of limited benefit. However the themes and the contents that would feed the Strategic Needs Assessment (SNA) were agreed (see diagram overleaf). The data that will become the SNA will be hosted on the Local Information System in place of a document. Furthermore, work has started on updating the Joint Strategic Needs Assessment which will inform the SNA.

Local Information System

Following approval by LSP Executive, work has begun on sourcing expertises and potential suppliers to develop and implement a Local Information System. A supplier day for demonstrations and question was held in December. This resulted in several avenues for exploration. Once this work is completed, it is anticipated that a selected supplier will begin to work closely with the SNA group in late January. The initial task will gather data with a view to deliver the initial (First Cut) Local Information System by late March/Early April.

LOCAL INFORMATION SYSTEM

Strategic Needs Assessment

Themes:

Background

Health

Prosperity

Safety

High Quality of Life

National
Statistics

Joint Strategy
Needs
Assessment

State of Ealing

Local Statistics

Evidence Based Toolkit

Policy Toolkit

Consultation
Toolkit

Policy and Performance

Sustainable
Communities
Strategy

Local Strategic
Partnership
Performance
Report

Community Engagement

Local Contacts

Community
Engagement
Hub?

Joint Assets: Summary of project progress, achievements and challenges January 2012

Aims of the project

The overarching aim of the project was to develop a joint asset strategy agreed by all key partners working in Ealing, leading to more efficient use of buildings, offices and facilities.

The key elements of the project are:

- Understand the totality of property assets available in the borough, their current use, and potential future use.
- Enable partners to agree a single vision for the future use of their assets and an action plan to achieve this.
- In the longer term, enable co-location of services to cut property running and maintenance costs and ensure maximum efficiency in use of assets, while providing a single point of contact for local people and making their contact with partners more efficient.
- Explore options for co-location of public and community services with shops/businesses, for example cinemas, shops etc.
- Explore opportunities for joint asset management e.g. through shared facilities management contracts, and the scope for community ownership or management of assets.

Progress and key challenges

1. Project group

A project group was set up at the start of the project, comprising representatives from across the LSP. The aim of this group was to identify the best approach to developing a partnership approach to assets, identify and develop proposals for area-based projects, and develop a partnership asset strategy.

Unfortunately attendance at project group meetings proved to be inconsistent, which made it difficult to make progress on the project. The group has not met since July. At the last LSP Executive it was agreed that this group could be disbanded. Should future work be required to be taken forward in this area any project group would need to clearly link to existing work programmes and be supported from a senior level as a priority for officers to attend.

2. Data collection

The first phase of the project was to collect data on the public and voluntary sector assets across the borough, with the aim of creating a partnership asset database. Learning from the work done by the Capital Asset Pathfinders, information was sought on:

- Location (address of asset);
- Current use (service, public access);
- Freehold or leasehold, and if leasehold, owner and lease end date;
- Capacity and utilisation;
- Market and rateable value;
- Building condition;
- Operating costs.

The data received from partners was limited, therefore a basic database was prepared that drew on publicly available asset information (including work that had been done on the Infrastructure Development Plan), alongside some of the data that had been submitted by partners.

This database has been used to inform discussions and decisions on location of work in the borough (for example recently with DWP worklessness provision). However, feedback from partners suggested that the data collection exercise risked duplicating work that had already been done by individual organisations.

Therefore it was decided to investigate whether it would be possible to connect existing property database systems (on the basis that those organisations who did not have their own database – mainly VCS organisations – would “piggy back” on another organisation). Partners were asked to complete a basic checklist giving information on the name of their system and the type of information it held. However this information was only received back from one organisation despite several attempts to extract this information, issues with database formats and access were identified, and it was suggested that the development of WLA work and e-pims would achieve the sorts of goals aimed for by the exercise in due course anyway. Therefore this option has not been taken forward at this time.

3. Asset mapping

The basic asset list enabled the creation of an asset map which showed the location of public sector assets across the borough. Given the limitations of only using publicly available information this map should not be taken as complete or definitive; however it does provide a useful overview and enables us to view areas where public services are clustered. This has proved useful for services looking to identify locations to operate out of. The map has also recently been updated with accurate information on the local authority estate from the e-pims project. There may be opportunities to publicise the availability of this map more broadly if it is considered valuable.

4. Asset strategy

At the start of the project one of the aims was to develop a partnership asset strategy. The project group did agree some initial principles of asset sharing, though the difficulties faced in collecting / assimilating asset data, and engaging partners in meaningful identification of strategic goals that would inform action, meant that this element of the project has not been taken forward as a priority. Again, any practical value from this work will require buy-in at a service delivery level, driven from organisations’ leaders, to change the practical activities that partners are engaged in around asset use.

A review of partner organisation’s asset strategies, while limited, demonstrates that all of the organisations are looking to rationalise their property portfolio over the next few years, and are open to co-location opportunities. The difficult part of this will be in aligning (sometimes competing) timescales and needs, and turning a commitment on paper into genuine action.

A summary of the strategies reviewed is at Appendix 1.

5. Links to other projects

During work on the LSP project, links with national and regional asset projects were explored.

The e-PIMS project aims to get all public sector assets onto a single national database. So far central government and local authority asset data has been input into this.

The West London Alliance's Property and Asset Programme consists of five work streams based around three key areas:

- Property Assets – the rationalisation of built assets on a coordinated basis with a view to securing significant benefits in terms of revenue savings and capital receipts;
- Management – a formal resource sharing arrangement between the Boroughs with a view to establishing a more formal shared structure in the future; and
- Supply Chain – rationalising and coordinating the procurement of Facilities Management and other property related services to the Boroughs.

A West London Property Board has been established and acts as the programme board. As the programme continues the aim is to involve the wider public sector in the work streams and membership of the Board. Discussions are ongoing with the Metropolitan Police, Transport for London and LFEPA and aims are to involve the NHS and Jobcentre Plus.

Should this project continue in future it will be vital to link closely with the work being done by the WLA.

Options for future of project

To date the major achievement of the project has been the production of a basic asset list and asset map. However in order to achieve the other aims of the project such as a joint asset strategy or shared database, more resource than is currently available from within the Policy team will be required to take this forward - experience to date has shown that while it may be possible to achieve the goals of the project, it requires more intensive work than anticipated to get and keep partners on board, to access contacts and information, and to drive any useful practical application of this information, with engagement required at senior and service delivery level .

If this is a priority for the LSP, then a dedicated project resource will need to be identified, either from within existing resources or externally. This resource would be tasked with working across Ealing's LSP whilst also acting as Ealing's link to the WLA project. It is suggested that driving the level of engagement and coordination required to deliver practical achievement of the goals of this project could consume at least 2 days a week of an officer's time.

Alternatively, it may be that the LSP would prioritise a more pragmatic approach whereby opportunities to co-locate are explored on an area by area basis, as and when partner agencies are looking to make decisions on property disposals and acquisitions. Forthcoming opportunities and progress could be reviewed annually through a meeting of property leads, which could be facilitated by Policy and Performance.

In light of the small likelihood of accessing resource for the purposes of this project, we propose that the following should happen:

- Policy will conduct a brief annual review of partners' asset strategies to facilitate discussion with LSP representatives who lead on property, to identify any opportunities for colocation in the coming year.
- Policy will maintain periodic links to WLA representatives leading on property work and report to LSP Executive any opportunities arising from development of the cross-borough property work.
- LSP Executive representatives should take responsibility for ensuring that relevant facilities, property and asset leads within their organisations are aware of the drive to collocate.
- In the event of an opportunity arising, if required, Policy can act as a link point to contacts in other organisations and facilitate discussions on practical colocation opportunities or offer specific short term project management support to enable these to be achieved. (Recent experience with identifying colocation opportunities for DWP ESF providers locally has shown that this can work well.)

Appendix 1: Asset strategies

Organisation	Document (year of publication)	Key aims (of relevance to partnership)
LBE	Property Strategy (2010)	<p>Development of 3 “satellite” service centres in Acton, Southall and Greenford.</p> <p>Rationalisation of accommodation.</p> <p>Seek opportunities to co-locate with partners.</p>
West London Mental Health Trust	Estate Strategy (2011-2020)	<p>Development of business cases to support the replacement of Broadmoor Hospital and the provision of an 80 bedded Medium Secure Unit on the St Bernard’s Hospital site to remove patients from the Victorian Tony Hillis Wing building.</p> <p>Develop / procure flexible accommodation for locality based services.</p> <p>Seek optimum solutions through co-location, integration and shared resources across service streams and with our partners in service delivery, delivering services extending into Job Centres, Libraries, GP surgeries, PCT’s, faith/ethnic communities, business and supermarkets.</p> <p>Opportunities to engage the PCT and local authorities in cross-sector property planning should be considered as part of the governance design process.</p> <p>However, the overall amount of office accommodation is likely to remain significant and the Trust is embarking on a programme to introduce new ways of working with the aim of driving down the overall need for office accommodation.</p> <p>A robust centralised database for property and facilities management data is not currently available and the Estates Department has requested funding to support the procurement of a software package to deliver a database to address the above.</p>
West London	Commissioning Strategy Plan 2009-2013	Quadrant model which will deliver 4-6 clusters of primary care facilities

Health Estates and Facilities Management	http://www.ibyd.co.uk/bhf/documents/Ealing_PCT/CommissioningStrategy2009-2013.pdf <i>Strategic review of estate due to be completed September 2011?</i>	<p>providing the polyclinic service offering to populations of 50,000 – 90,000 patients. Plan to deliver one Integrated Care Centre operating as a federated hub in each quadrant by 2012.</p> <p>Quadrant networks will include linking into other community resources such as children's centres, older people's resource centres etc.</p>
VCS groups	No published strategy	<p>Action Acton:</p> <ul style="list-style-type: none"> • Work to acquire assets that will assist with the charity and social enterprise's objectives and financial sustainability. • Interested in discussing opportunities for asset transfer / asset management with public sector partners. • Interested in partnership opportunities including partnership with other voluntary bodies and the private sector.
Jobcentre Plus	DWP Asset Management Strategy (2007?)	<p>The strategic objectives within the Department of Works & Pensions' Property Asset Management Plan are to:</p> <ul style="list-style-type: none"> • Seek value for money from retained buildings rather than the least cost; • Take advantage of advances in communication and information technology to support new and more agile work patterns that are responsive to customer need; • Enable wider collaboration and co-location across central and local government; and • Support increased adaptation to the effects of climate change. <p>It is not yet possible to fully impact what changes to the Department's estate will be required as a result of the change introduced in the Welfare Reform Bill 2012. However the Department is committed to maintaining its focus on working collaboratively with local and national partners to deliver professional services.</p> <p>Would welcome opportunities to work with both the London Borough of Ealing and other partner organisations to improve the delivery of services to</p>

		the residents of Ealing - this would include both Jobcentre Plus staff undertaking outreach work or staff from partner organisations being located in Jobcentre Plus offices.
Police	MPA/MPS Estate Strategy (2010-2014)	<p>Safety</p> <ul style="list-style-type: none"> • Provide safe and secure facilities throughout the estate for those using or visiting the MPA/MPS properties. • Provide accommodation that meets statutory and regulatory requirements in terms of health and safety and accessibility. • Provide accommodation in appropriate locations supporting operational imperatives. <p>Confidence</p> <ul style="list-style-type: none"> • Provide accommodation in support of the Safer Neighbourhoods programme and separately the provision of front counter facilities. • Provide good quality accommodation for service needs in appropriate locations. <p>Value for Money</p> <ul style="list-style-type: none"> • Ensure maximum use of real estate assets whilst minimising operational cost. • Offer an efficient working environment for staff supporting high performance. • Co-locate services to capitalise on the opportunities of partnership working. • Promote sustainable and environmentally friendly provision and use of property.

Ealing Local Strategic Partnership
Report for Executive Board
Title: Armed Forces Community Covenant
Report from: Policy and Performance
Author: Ann Griffiths

Item number

7

Background

In association with the government's move to put into law the Armed Forces Covenant, all London Boroughs and the GLA have been asked to sign up to 'Community Covenants' that act as a signed statement of intent from all local partners to work with and support armed forces communities in the local area.

The Council received a letter in late autumn asking for our initial broad support for this development. We are now asked to more specifically progress development of a partnership-supported Armed Forces Community Covenant for the borough.

A draft of the intended covenant is attached as an appendix. We are able to amend as required the wording to reflect our borough's priorities and focus.

In Ealing we already have a range of activity and policy in place to support the armed forces locally, including celebrations for armed forces day and remembrance ceremonies, specific consideration to ex-service tenants in housing allocations, contact with recruitment organisations in the locality to provide information on our local population, and recognition of the needs of children of service personnel and high mobility in our policies on education and support for families. While we don't have any armed forces bases within the borough, there are several reservist, cadet and charity organisations comprising active members of the armed forces community.

Partners are asked to consider the draft covenant and to agree whether they would like to participate in the development of this statement of intent.

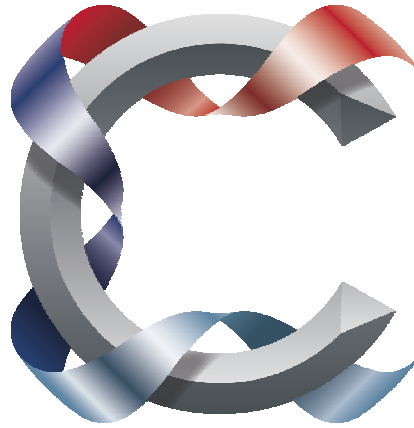
If LSP Executive agrees to take this forward, it is suggested that relevant partners nominate a contact who can liaise with P&P representatives to develop any aspects of the covenant we wish to make specific to Ealing's priorities and needs, particularly for example in relation to local voluntary groups supporting armed forces communities, or steps that statutory organisations locally have taken to show our specific support for the armed forces locally.

Recommendations

LSP Executive is asked to:

- Consider the draft Community Covenant and agree to participate in its development and signing, or identify where this may not be appropriate as required. Identify and raise any amendments necessary.
- Identify existing work, policies and projects to support the armed forces community in Ealing that they would like to see included within the covenant.

Agree to liaise further if required to complete drafting and signing, and nominate a contact who can take the lead on this for partner organisations



Community Covenant

AN ARMED FORCES COMMUNITY COVENANT

BETWEEN

**THE “*Name of Authority*”, REPRESENTATIVES OF THE CHARITABLE
AND VOLUNTARY SECTORS,
THE CIVILIAN COMMUNITY OF “*Name of Area*”.**

AND

THE ARMED FORCES COMMUNITY OF LONDON

SECTION 1: PARTICIPANTS

1.1 This Armed Forces Community Covenant is made between:

The serving and former members of the Armed Forces and their families working and residing in ***“Name of Area”***,

And

“Name of Authority”,

And

The Charitable and Voluntary Sector

And

Other members of the civilian community

SECTION 2: PRINCIPLES OF THE ARMED FORCES COMMUNITY COVENANT

2.1 The Armed Forces Community Covenant is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community. It is intended to complement the Armed Forces Covenant, which outlines the moral obligation between the Nation, the Government and the Armed Forces, at the local level.

2.2 The purpose of this Community Covenant is to encourage support for the Armed Forces Community working and residing in London and to recognise and remember the sacrifices made by members of this Armed Forces Community, particularly those who have given the most. This includes Pre-Service, Serving and ex-Service personnel their families and widow(er)s in London.

2.3 For ***“Name of Authority”***, and partner organisations, the Community Covenant presents an opportunity to bring their knowledge, experience and expertise to bear on the provision of help and advice to members of the Armed Forces Community. It also presents an opportunity to build upon existing good work on other initiatives such as the Welfare Pathway.

2.4 For the Armed Forces community, the Community Covenant encourages the integration of Service life into civilian life and encourages members of the Armed Forces community to help their local community.

SECTION 3: OBJECTIVES AND GENERAL INTENTIONS

Aims of the Community Covenant

3.1 The Armed Forces Community Covenant complements the principles of the Armed Forces Covenant which defines the enduring, general principles that should govern the relationship between the Nation, the Government and the Armed Forces community.

3.2 It aims to encourage all parties within a community to offer support to the local Armed Forces community and make it easier for Service personnel, families and veterans to access the help and support available from the MOD, from statutory providers and from the Charitable and Voluntary Sector. These organisations already work together in partnership at local level.

3.3 The scheme is intended to be a two-way arrangement and the Armed Forces community are encouraged to do as much as they can to support their community and promote activity which integrates the Service community into civilian life.

SECTION 4: Measures

4.1 The London Armed Forces Community Covenant seeks civic support in the following broad areas: adult support to cadet forces; enabling recruitment; allowing work and training; housing; school transition for service children; medical and welfare pathways; veterans; local security; post operational home-coming parades and support to reservists.

4.2 The London Armed Forces Community Covenant suggests military support in the following areas: aid in civil emergencies as permitted by legislation; periodic access to our estate and its facilities; representation at celebrations, commemorations and parades; single Service Presentation teams; and sharing with partner organisations such as uniformed youth, veterans and the third sector.

4.3 It is acknowledged that support in all directions will have periodic resource constraints.

CONTACT PERSONNEL AND TELEPHONE NUMBERS

MOD DCDS (Pers&Trg) Covenant Team

Contact Name: Lisa Harper
Title: DCDS (Pers) Sec Covenant 1
Telephone: 020 7218 9110
Address: DCDS (Pers) Covenant Team
Zone D, 6th Floor
Ministry of Defence
Main Building
Whitehall
London
SW1A 2HB

In-Service representative(s)

Contact Name: Maj Richard Bagnold*
Title: SO2 ETS London District*
Telephone: 020 7414 2437
Address: HQ London District
Horse Guards
Whitehall
London
SW1A 2AX

“Name of Authority”:

Contact Name:
Title:
Telephone:
Fax:
Address:

Charities

Contact Name:
Title:
Telephone:
Address:

*The military point of contact name/appointment may rotate every 2 years in accordance with military posting requirements.

THE ARMED FORCES COVENANT

An Enduring Covenant Between:

1. The People of the United Kingdom;
2. Her Majesty's Government;
3. All those who serve or have served in the Armed Forces of the Crown;
4. Their Families.

The first duty of Government is the defence of the realm. Our Armed Forces fulfil that responsibility on behalf of the Government, sacrificing some civilian freedoms, facing danger and, sometimes, suffering serious injury or death as a result of their duty. Families also play a vital role in supporting the operational effectiveness of our Armed Forces. In return, the whole nation has a moral obligation to the members of the Naval Service, the Army and the Royal Air Force, together with their families. They deserve our respect and support, and fair treatment.

Those who serve in the Armed Forces, whether Regular or Reserve, those who have served in the past, and their families, should face no disadvantage compared to other citizens in the provision of public and commercial services. Special consideration is appropriate in some cases, especially for those who have given most such as the injured and the bereaved.

This obligation involves the whole of society: it includes voluntary and charitable bodies, private organisations, and the actions of individuals in supporting the Armed Forces. Recognising those who have performed military duty unites the country and demonstrates the value of their contribution. This has no greater expression than in upholding this Covenant.

Dated: 14 October 2011

Signatories

Signed:

Name: Brigadier Matthew Lowe MBE

Deputy Commander London District

**Signed on behalf of the Army
Community of London**

Signed:

Name: Colonel Hugh Purcell

Chief Executive RFCA

**Signed on behalf of the Reserve Forces
and Cadet Community**

Signed:

Name: Group Captain Tim O'Brien ADC MA
RAF

Station Commander Royal Air Force
Northholt

**Signed on behalf of the Royal Air Force
Community of London**

Signed:

Name:

(Position Held:)

**Signed on behalf of the Business and
Commercial Sector**

Signed:

Name:

(Position Held:)

**Signed on behalf of the Armed Forces
Charities Community**

Signed:

Name: Mr Derek Myers

Chief Executive

**Signed on behalf of The Royal Borough
of Kensington and Chelsea**

Signed:

Name: Commodore Tim Hennessey DLRN

Naval Regional Commander (SE England)

**Signed on behalf of the Royal Navy
Community**

Signed:

Name:

Branch Chairman

**Signed on behalf of the Primary Care
Trust/NHS Body**

Signed:

Name:

(Position Held:)

Signed on behalf of the Voluntary Sector

