## Local Strategic Partnership Executive

### AGENDA

14th October 2013
Perceval House, Room 5.12
5 – 6.30pm

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### Future LSP Executive meetings:

All in room 5.12 at Perceval House, from 5 – 6.30pm

- 13 January 2014
LOCAL STRATEGIC PARTNERSHIP FOR EALING
EXECUTIVE BOARD MEETING

Monday, 8th July 2013 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
Liz Cierebiej          Jobcentre Plus
Andy Roper            Ealing Community and Voluntary Service (CVS)
Ricky Singh           Ealing Equality Council (EEC)
Martin Smith          Chief Executive, London Borough of Ealing
Anna Whitty           Ealing Community Transport

Also Attending

London Borough of Ealing

Dami Awobajo          Policy & Performance
Dorothy Duffy         Troubled Families Coordinator
Ann Griffiths         Policy & Performance
Tristan Hardman-Dodd  Policy & Performance
Calum Murdoch         Senior External Funding Officer
Lee Teasdale          Committee Services

8. Welcome and Apologies

Apologies for absence were received from

Jean George (West London Mental Health Trust)
David James (Ealing Hospital)
Paula Whittle (Ealing, Hammersmith and West London College)

9. Minutes and Matters Arising

Resolved: That the minutes of the meeting held on 8 April 2013 be agreed and the Chairman authorised to sign them as a correct record.

10. 2011/12 Project: Progress Reports

The Board considered the following progress reports.

(a) Think Family Plus – report from Dorothy Duffy

Think Family Plus (TFP) was Ealing’s response to the National Troubled Families programme launched by the Government in December 2011.
Dorothy Duffy, Troubled Families Coordinator, introduced a report advising that the TFP intensive service the ‘Family Intervention Programme’ (FIP) had expanded and was currently working with 35 families with intensive needs, it offered an intensive, extended, multi-agency intervention for the whole family. There had been positive feedback received from families and partners involved in the programme.

A Multi-Systemic Therapy (MST) service had also commenced in April and was working with 4 young people on the edge of care and custody. 3 out of the 4 families were engaging very positively with the programme and early indicators were good.

The Domestic Violence Perpetrator Service had commenced in April and was based on a model of integrated working that involved a practitioner being located within children’s services setting where they would work alongside social workers providing assessment and case consultation, skilling them up to work more confidently with perpetrators.

Ealing had commissioned the charity Family Lives to deliver a family coaching service for families who met the TFP criteria. The service had commenced in May 2013, was able to work with up to 150 families a year and would offer intensive 1:1 support for families, volunteer led family coaching and mentoring support and parenting programmes.

A dedicated TFP employment advisor had commenced work in June 2013 and would lead on the Information Advice and Guidance (IAG) elements of the TFP programme, and would integrate employment and skills support into the TFP approach.

The Department of Work and Pensions had recently announced that 94 upper tier authorities would receive additional funded resources in the form of Job Centre Plus (JCP) secondees to support the local delivery of both the employment and employability outcomes of the TFP programme. Ealing would receive 1 JCP secondee. Their role would be to work directly with, and give intensive support to, whole families and track the progress made to get them into jobs.

The next steps on the horizon for the TFP included the 2nd TFP conference due to take place on 18 July 2013, the undertaking of cost-effectiveness analysis and the embedding and integration of services offers at intensive and targeted levels.

Upon conclusion of the report, queries were raised about when outcomes would begin to appear from the TFP services. It was advised that the first results should be available to report in around 6 months.

It was asked if Registered Social Landlords (RSL) were being engaged with it, it was reported that this was the case, and RSL’s, and housing groups such as A2Dominion and Catalyst Housing did attend group meetings.

**Noted**

**(b) Southall – report from Shehzad Ahmed**

Ann Griffiths updated the Board that Ealing Council had held a meeting with the Business Forum on 15 May 2013 in Southall. The CEO from Ealing Business Improvement District (BID) attended and delivered a presentation about the BID model.

Ealing Council had provided an initial investment of £30,000 to support the Southall Micro-Fund which had grown out of the Southall Charter. The investment supported the first round of the Micro-Fund and 8 projects were successful in their bids for funds, these were:

- Southall Safe Havens (London Citizens and St Anselm’s Church)
- Elderly Walkway Project (Mael Gael)
- We Love Southall #1 – Media Project (BBA Media)
- We Love Southall #2 – Community Clean-up and Family Day (A Rocha and Clifton Primary School)
- Hambrough Primary – Community Action Project (Hambrough Primary School)
- Healthy Eating Southall (Kay Cookery School)
- Canoeing Outreach Programme (The Sharks)
- Western Road Allotments (Green Corridor)

It was advised that a seminar had been held with the unsuccessful applicants to help in finding them other potential routes for funding.

In addition to these, various other projects were progressing, such as the Outhouse Project, CitySafe Havens, Southall Environment Campaign, Southall Play Day and the Temporary Bike Project.

Board Members commented that the attached charter action plan was considered the be ‘refreshingly honest’.

Noted

(c) LIS – Demo from Dami Awobajo

Dami Awobajo presented the board with the Ealing In-Sight website (available at www.ealinginsight.co.uk). This comprehensive online tool could be used to show data about Ealing in a map format.

It could be used to locate local amenities such as Police Stations or Libraries. You could also layer many different types of information over the map at the same time, aiding in looking for correlations between different sets of information. Census data could also be looked at through the tool.

Board Members queried how easy the tool would be to use for those using it for the first time. It was advised that the website included guidance to ensure that users would be able to make the most of the sites capabilities.

The board agreed that the website formed a very useful tool, and that if the right ‘critical mass’ of bodies started using it, the site could become very popular. It was considered that the LSP needed to act as advocates for the site, promoting its functions where possible.

It was suggested that the sites functions could be sold as a ‘tool’ for businesses for use. It was advised that this could be considered as a future option.

11. 2013/2014 Project Set-up Dates

(a) Area-based Project – Report from Tristan Hardman-Dodd

Tristan Hardman-Dodd advised the Board that following the agreement at the LSP meeting in April that East Acton be chosen as the next area to develop a similar scheme to that which was underway in Southall, the ‘Key Players’ in the area had been brought together for a meeting in which a scoping exercise took place, scoping out the development in terms of:

- Potential project goals
- Areas of focus
As a result of this meeting, a list of potential priorities was developed along with an initial action plan which contained a series of 'quick wins' and medium and long term objectives. The potential priorities were:

- Priority 1 (Community): Building and leveraging community capacity.
- Priority 2 (Environment): Protecting East Acton’s environment and improving its transport links.
- Priority 3 (Young People): Supporting East Acton’s young people to achieve good outcomes.
- Priority 4 (Health and Prosperity): Improving the health of East Acton’s residents and tackling poverty.
- Priority 5 (Safety): Improving safety and making people in East Acton feel safer.
- Priority 6 (Economy): Supporting the local economy in East Acton.

The Board queried whether the issue of rough sleeping in parks was being considered as an area to address. It was advised that this issue could fit within the action plan in some form.

Andy Roper advised that he would like to provide the Board with a briefing note on similar issues being addressed in West Ealing; the Chairman agreed that this would be useful.

Liz Cierbiej advised that Jobcentre Plus would like to be involved in the arrangement of the Job Clubs being set up to provide advice, support and guidance to local residents in finding employment. This offer was welcomed.

1. The report be Noted: and
2. The proposed priorities be agreed.

(b) Business Development – Report from Carol Sam
Ann Griffiths updated the Board on the data that had been gathered about businesses in Ealing.

The data advised that as expected, businesses in Ealing were not doing well in the period 2008-2010, but the years 2010-2011 saw growth and improvement.

It was clear though that significant skills shortages were apparent in key areas.

Further analysis of the data would be undertaken using data from the LBE Business Rates team and the purchasing on Experian data. Key representatives from the Education Business Partnership would be consulted with.

Further analysis and proposals for action would be brought to the next meeting of the LSP Executive Board.

Agreed

(c) Employment and Skills Support – Update on WLA Community Budget Proposal – Report from Kevin Unwin and Tristan Hardman-Dodd
Tristan Hardman-Dodd updated the Board that the West London Alliance (WLA) was in the process of considering a Whole Place Community Budget for the West London
regional area comprising the London boroughs of Barnet, Brent, Ealing, Harrow, Hillingdon and Hounslow. This followed on from a strategic review that focussed on increasing joint working and collaborative approaches to service delivery.

The business case was still in the process of being considered by the WLA, with a decision to be taken at the next meeting which would be within the next few months. Following this, a detailed analysis would be brought to the LSP Executive.

**Noted**

12. **External Funding – Annual Report- Report from Calum Murdoch**

Calum Murdoch, London Borough of Ealing’s Senior External Funding Officer updated the Board about progress made on funding and proposals that were currently under development.

It was advised that Funding Strategy: 2012-2014 with the core aim to ‘Actively seek and develop funding opportunities within the Council and across its key partners to bring in additional financial resources into the Borough of Ealing’ was still in place.

The External Funding Team (EFT) had been an active member of the London Borough of Ealing/Ealing Community Network Strategic Review Panel. Together they had authored the Joint External Funding Strategy which set out a number of priorities for joint working across both sectors over the next two years, including:

- Community cohesion and community safety.
- Applications to the Big Lottery Fund.
- Supporting the development of the Arts and Cultural Strategy.
- Developing revenue funding for sports and heritage.
- Advice services.
- Supporting partnership working and developing funding sources for public health.

The EFT was also providing on-going support to a range of the larger successful projects they helped to establish. With representation on the boards of:

- DO$H (Debts, Overdrafts and Savings Help)
- EAPAREX (The Ealing Partnership Against Radicalisation and Extremism)
- EMPAC (Engaging Migrant Parents and Children)
- Big Local

The Board were also informed of the ‘Fulfilling Lives: Better Start’ submission for lottery funds. Whilst the request for £400,000 was considered as a ‘long shot’, it was still considered as a very strong proposal being led by Barnados.

The Board thanked the Senior External Funding Officer for the report, and for the hard work and results being achieved by his team.

**Noted**


Dami Awobajo presented a report which provided an annual ‘snapshot’ of how Ealing was performing against a collectively agreed group of themes, objectives and performance
indicators. These indicators reflected the strategic themes of the Sustainable Communities Strategy 2011.

It was advised that 61% of indicators had met their target during 2012/2013, which was an improvement of 20% over the previous year.

Discussion took place regarding performance targets that had not been met. Environment and cleanliness performance indicators had failed to meet targets in several areas and were being addressed. Additional housing delivery had also been an issue, but was indicative of the housing market in general.

A rise in the reporting of hate crime figures had taken place. This statistic could be taken as a positive, as the reporting of such crimes was to be encouraged in order to aid with tackling the issue. Further to this issue, Calum Murdoch advised that partner organisations had devoted significant time into developing a local hate crime initiative which would be included under the EU Fundamental Rights and Citizenship Fund bid. It was hoped a proposal would be ready by the autumn.

It was requested that further statistics on child poverty be made available.

**Noted**

14. **LSP Executive Forward Plan**

Ann Griffiths presented the updated Forward Plan to the Executive Board.

It was advised that discussions had been held with the lead coordinators for each of the Boards that lead on the areas LSP priorities. The leads for the Boards agreed that they would report overall achievements and priorities for the year to the LSP Executive, rotating so that one of the key priority Boards would report at each LSP Executive meeting starting from October 2013.

It was also agreed that papers for all major LSP Boards would use the new committees papers system once it was up and running, this would ensure that all meeting agendas, reports and minutes could be found in a single place online.

**Agreed**

15. **Any Other Business and Close**

There was no other business.

The next meeting of the LSP Executive Board was scheduled for Monday, 14th October 2013 at 5.00pm.

The meeting ended at 6.20pm

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**Contacts:**

**Policy and Performance:**
Ann Griffiths 020 8825 7446
Matthew Booth 020 8825 8556

**Secretariat:**
Lee Teasdale 020 8825 7919
1. Background
Community Safety Partnerships (CSPs) formerly known as Crime and Disorder Reduction Partnerships were established under the Crime and Disorder Act 1998. Section 17 of the Crime and Disorder Act, as amended by the Police and Justice Act 2006, requires CSPs to consider crime and disorder including anti-social behaviour and the misuse of drugs and alcohol in the exercise of their duties. The Safer Ealing Partnership (SEP) is Ealing’s CSP.

The purpose of the Safer Ealing Partnership is to:

- provide strategic leadership for delivery of shared objectives across crime and disorder reduction,
- build effective partnerships and multi-agency responses to achieve those objectives,
- fulfill statutory responsibilities

The SEP Strategic Plan identifies how the partnership will continue to maximise opportunities through working together to help achieve the vision for the Local Strategic Partnership Community Strategy 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._


The strategic priorities for 2011/14 for the SEP are as follows:

- **Reduce Crime**
  - Reduce violence and most serious violence
  - Reduce serious acquisitive crime with particular focus on robbery of personal property; theft from motor vehicles and residential burglary.
  - Tackle hate crime and domestic violence.
  - Tackling drugs
- **Reduce Anti - Social Behaviour**
- **Reduce offending**
- **Reduce the harm caused to the community through the misuse of drugs and alcohol**

Underpinning these priorities are cross priority themes of:

- Integrated enforcement
- Support victims and witnesses
- Community reassurance

Partners currently involved in the Safer Ealing Partnership are: MPS; Ealing Council (including:
3. SEP action over the past 12 months

To support meeting the SEP strategic aims, the SEP over the last 12 months has:

- Monitored crime performance e.g. burglary, violence with injury, domestic violence, robbery, vehicle crime and anti-social behaviour. 2012/13 reductions include: robbery (20%), knife crime (4%), serious youth violence (4%), and criminal damage (20%). With robbery and motor vehicle crime currently at their lowest levels in 10 years. Also improved confidence and feelings of safety for residents.
- Overseen and agreed bid submissions e.g. to MOPAC under the London Crime Prevention Fund. Successfully bidding for just under £700k from MOPAC for 2013/14.
- Monitored and challenged performance in key thematic areas e.g. ASB; Violence Against Women and Girls; Integrated Offender Management; tackling drugs and alcohol; and burglary.
- Overseen and agreed strategic development for priority areas e.g. SEP 3 year strategy; ASB, VAWG, and Prevent.
- Provides strategic linkage to other areas such the Ealing’s Safeguarding Children’s Board (ESCB) e.g. in the field of VAWG.
- Overseen London wide changes that impact locally and contributed to debate e.g. MOPAC consultation on MPS and Local Policing Model; changes to London Probation Service in 2013 and to the London Fire Brigade consultation.
- Overseen and been part of external review e.g. Home office peer review on serious youth violence.
- Oversees Domestic Violence Homicide Reviews. One such review is near completion and another has recently started. Linkages are made with ESCB.
- Scrutinises major or critical incidents which occur within the borough i.e. the 2011 riots

4. The focus of the SEP in 2013/14 includes

- Reducing further crime and ASB
- Establishing the new Safer Neighbourhood Panels.
- Embedding partnership working within the new Local Policing Plan.
- Investigating further funding and integrated commissioning opportunities.
- Providing strategic support and oversight for local initiatives e.g. Estates Project, Safer Southall and the East Acton Plan.
- Monitors new projects such as EPAREX, which look at radicalization and extremism.
- Develop and implement a communications strategy regarding successes.

The SEP continues to drive forward the reducing crime and disorder agenda for the borough. To meet these demands in challenging times it will focus on identifying creative and innovative methods of continuing this trend.

Purpose of report

- For information to the LSP
Programme Background
Think Family Plus (TFP) is Ealing’s response to the National Troubled Families Programme (TFP) which the Government launched December 2011 with the ambition to ‘turn around the lives of every troubled family’, estimated at 120,000 nationally and 880 locally by 2015.

The Think Family Plus families framework outlines specific characteristics (defined by Department of Communities and Local Government (DCLG), as households experiencing multiple problems and disadvantages such as unemployment, children absent or excluded from school, and families causing problems such as crime and antisocial behaviour. The Government pledged £448 million, drawn from a number of departments, including CLG, Education, Home Office, Justice and Work and Pensions for this Programme.

We are now half way through the original three year TFP programme. In late June, the Chief Secretary to the Treasury announced that the Government is committing £200m in 2015/16 to start to extend intensive help to high-risk families. This will expand the programme’s focus to reach 400,000 additional families over a 5-year period (the £200m is for the first year).

Key areas of work include, continuing to identifying families who meet the TFP criteria, profiling and determining families levels of need, carrying out needs analysis, data matching with DWP and other key partners locally, developing case and management information systems and embedding newly commissioned services which address the needs and challenges of our families with multiple needs and delivering our employment offer. Work is also progressing on the development of a cost effectiveness tool to measure the impact and outcomes of our intensive interventions and inform future commissioning plans. TFP work focuses on delivery of a range of interventions for our families with multiple problems, coordinating existing interventions and measuring our success in outcomes for families locally. This report provides an update for LSP Executive on developments since the June 2013 meeting, and sets out an overview of next steps.

Progress Update
Since July’s update to LSP executive the following progress has been made.
- As at September 15th, we have identified 617, or 70%, of the total families required
- 18.9% of families have been turned around to date (PBR claimed)
- Over 82% of identified families are being worked with
- The 2nd TFP conference was held on July 18th with over 200 stakeholders present
- The Family Partnership’ programme, jointly commissioned by TFP, commenced in September as part of the sustainability and legacy we are seeking to achieve. This programme is an evidence-based mandatory programme and is being given to the majority of social work and SAFE staff, so that we develop a strong evidence-based ethos across the organisation

Update on the TFP Intensive service offer:
The following services are in place and will address the challenges of the highest need families through a range of evidenced based intensive interventions:
- The expanded Family Intervention Programme (FIP) service is currently working with 42 families with complex needs and offers intensive, extended, multi-agency interventions for the whole family, led by a key worker to identify and address their support needs and also challenge negative behaviour. There has been positive feedback from families and partners on the interventions being provided and outcomes being achieved
- Multi-Systemic Therapy’ (MST) service, (a licensed evidence-based intensive
intervention proven to support improvements in families’ and young people’s outcomes) commenced in April and is working with 4 young people on the edge of care and custody. I family have successfully completed the programme with positive outcomes and the remaining families are engaging very positively. MST will provide a total of 10 interventions a year, focusing on the 12 plus age group.

- The above services will target and work with over 20% of our identified families and will contribute to the wider LAC prevention strategy.

TFP Targeted Offer
A high percentage of the families identified for the TFP in Ealing are already receiving a number of local services. For the majority of families, where a range of professionals and existing services are already working with them, our approach is to build on this existing work, bringing services together to review current approaches and action plans jointly. Approaches such as developing a coordinated ‘Team Around the Family’, and agreeing co-ordinated plans, as well as embedding a culture among services where employment goals will be part of their assessment process and plan, will be used to support increasingly coordinated intervention as well as case management and monitoring across service areas. To support this approach we have also developed and are implementing the following:

Domestic violence perpetrator service
- The Domestic violence perpetrator service commenced in April. The service is based on a model of integrated working which involves a practitioner being located within children’s services setting where they work alongside social workers providing assessment and case consultation, skilling them up to identify and work more confidently with perpetrators, and supporting frontline practitioners to engage with them to present the referral as a positive option.
  This offer spans intensive and targeted.

Progress to date up to end of Quarter 1
  o 13 referrals into perpetrator programme
  o Perpetrator group commenced
  o All partners of men who have been referred into the service have been sent information packs relating to the Women’s Support Service offered, along with other relevant services that they can access
  o 10 team meetings were attended
  o 2 training workshops have also been delivered to a total of around 40 Children’s Services professionals
  o 20 consultations with Social Workers have been undertaken by the DVIP workers

YOS service
- As mentioned in previous updates a significant proportion of our cohort is known to the Youth Offending Service (YOS). YOS and TFP have joint funded a post which sits within YOS to link closely with the TFP programme and support the co-ordination of a holistic approach to working with our families. This post commenced in May the YOS/TFP worker is working in family focussed way with 10 families

Family Coaching Service
- Ealing has commissioned the charity Family Lives to deliver a Family Coaching Service for families who meet the TFP criteria. The service commenced in May and addresses families’ challenges and needs to ensure improved life chances and outcomes for children and young people who live with families with multiple difficulties. The service will also act as a step down approach at the end of more intensive interventions - an area of specific need identified. The Family Coaching service will work with up to 150 families a year and offers a range of support including intensive 1:1 support; volunteer led family coaching and mentoring support as well as parenting programmes. An
additional 12 volunteers were recently recruited to the service

**Employment offer**

In Ealing over 80% of our identified families for TFP meet the worklessness criteria. TFP is working closely with key agencies to ensure a joined up response to the welfare reform agenda and to ensure there is an integrated approach to advising, supporting, and signposting families to employment advice and training. The TFP employment support offer, aims to tackle worklessness through early intervention and personalised support to help families on the pathway to employment.

Pre-employment and employment support will be delivered through a partnership of local authority and Job Centre Plus staff working in a variety of outreach settings and using local authority and DWP data to ensure we prioritise and target the right population. The following initiatives are in place to support families with employment needs.

- The TFP programme has a dedicated employment worker in place to support a number of high need families on the pathway to employment. The role will also lead on the Information Advice and Guidance (IAG) elements of the (TFP) programme and integrate employment and skills support into the TFP approach, embedding a culture within a range of services working with the family of identifying and tackling employment needs in order to achieve better outcomes. The role will also encompass training and advice to specialist children and families’ staff in children’s social care and targeted services to support them to incorporate pathways to employment into their casework.

- Since late July Ealing have a JCP secondee in place as part of the TFP team. Their role will be to work directly with, and give intensive support to, whole families and track the progress made to get them into jobs. The JCP employment advisor will also be part of a team around the family (TAF) network, contributing to family assessments and plans. The role will compliment and work alongside the dedicated TFP employment worker, providing an enhanced and joined up Information Advice and Guidance offer to families and services as well as leading and developing best practice through partnership work.

**Next steps for TFP**

- Continue to work closely with partner agencies to share data and information to ensure we reach our year 2 &3 numbers.
- Continue to ensure that value for money and future efficiency is at the centre of our design and implementation of the TFP, and the TFP service offer and interventions for families are evidence-based, cost-effective and coordinated.
- Implement success measures, reporting and auditing progress with TFP families across a range of indicators including outcomes and impact measures, cost effectiveness & cost avoidance. The ongoing monitoring is being built into IT-based recording systems, recorded by workers working one-to-one with families. They will record events/interventions occurring, and outcomes achieved according to the DCLG-defined data we need to collect as part of a wider evaluation.
- Undertake cost-effectiveness analysis including tracking cost avoidance on key elements of the service offer implemented to ensure that the value of the changes can be quantified. Unit costs for ‘negative’ occurrences and interventions in families’ lives (i.e. costly crisis events that we would ideally wish to prevent) have been defined, agreed and calculated. Costs of positive interventions have also been defined.

**Recommendations**

- It is recommended that the LSP executive consider the updates provided on the TFP and provide any feedback or suggestions regarding the progress to date.
The Southall Partnership continues to meet on a monthly basis.

The formats of the meetings cover specific themes.

Themes covered at previous meetings include:

- Young People
- Health
- Estates (feedback on this meeting is provided below)

Forthcoming themes that will be covered at future meetings are:

- Cleaner and Environmental
- Employment & Skills / Training
- Business Support

The action plan is reviewed on a quarterly basis capturing progress and success. It will inform feedback that is provided to the community at a meeting scheduled with them on 13th December 2013, a year after the launch of the Southall Charter.

**Feedback on Estates Meeting - Bringing the Southall Charter into our Estates**

The following is feedback related to the estates Southall Partnership meeting held in August 2013. It highlights issues that were discussed and commitment made from the partners to address them.

The Community Enterprise Co-ordinator from Catalyst Housing identified three main issues on Southall’s estates, based on a series of local discussion that have taken place with residents and service providers. These were:

- health inequalities
- poverty
- disconnection

Building on these three priorities, Catalyst identified a number of issues that could help shape what a *partnership project* might begin to do. These were:
- Obvious health issues problematic on the estates, backed up by a strong evidence base
- Lack of activity
- Poor eating habits
- The importance attached to starting, living and ageing well in the Charter

Positive examples elsewhere were cited, including:

- Cooking classes at Windmill Park, which have become increasingly popular, not least because demand is being driven by children asking their parents for healthier food
- 'Let's get Ealing cooking'
- Acton estate pilot project

What elements might a Southall project include?

- Involve restaurants: create opportunities for job seekers, those in education and training
- Involve residents: by offering the opportunity to acquire the skills of working in a real kitchen
- Join up existing activities: e.g. community gardens, healthy eating projects and active walks
- Empower residents: by giving residents control of their health and also about personal money management

A discussion ensued, with partners about the possibility of taking this forward and a number of observations were made

- There was a real opportunity to enhance positive, pro-social networking, job opportunities, building on the local community's cultures which are incredibly food focussed
- A really good topic to bring people together - let's get cooking - a positive catalyst
- A local business has previously been happy to sponsor healthy eating work in other locations

A number of offers of help were made

- The first was an interest to see how the health trainer programme might be able to develop more outreach work in Toplocks, Havelock and Windmill Park
- Health, including fitness was a big issue for the youth service, including the Young Adult Centre in Southall. Courses which combine health and fitness have proved very popular and there might be scope to do more
- Southall Community Alliance and Communities Against Diabetes mentioned that they had access to cookbooks and other resources which they could get into the estates and also give basic health advice
• Diabetes UK suggested making use of residents associations wherever possible – there is a network of 15 trained diabetes health champions who are great at linking into the community.

Next steps

There was a strong will to set up a working group to scope out a project. A meeting has been arranged on 30th September between the partners to take this forward.

Update on People (Change Makers) and Processes (Funding Sources)

The following is an update on some elements of the Charter that are being delivered.

• Business Improvement District

A meeting was held with the GLA to gather information about a grants programme that they are launching to support new Business Improvement Districts to set up. Due to be launched later this year, £30k will be made available for local authorities to apply. The condition attached to the grant is that a feasibility stage is completed first. The amount being offered by the GLA is not enough to cover the stage after the feasibility in its entirety – the campaign stage. It would therefore act as match. The partnership is currently exploring alternative funding sources to fund the feasibility stage and funds to contribute towards the campaign stage.

• Southall Champions Fund

Officers are working on the next round of the Southall Champions Fund (previously called Micro Fund). Advertising the fund will take place in late September 2013 and projects that will be funded are due to commence delivery from November 2013 to early March 2014. Funding has been secured from the ward forums to fund the projects. In addition, the Neighbourhood Champions project is also allocating its Southall budget to the fund in order to deliver efficiencies on marketing, publicity and officer time. The partnership and stakeholders have agreed on the funding criteria for the round that matches the needs of the Charter and the funding sources.

• Southall Clean Up Campaign

A meeting was held on 18th September with the Head of Villiers High school and the primary schools in the area to plan a coordinated clean-up campaign later this year. This is something that the schools are interested in being involved in. Funding is being explored via BAA. The project would be led by the Waste Management at the council and ran by Groundwork. A further meeting will be held on 30th September 2013 between the stakeholders to plan.
Identity of Southall Partnership

The Marketing and Communications department are continuing work on producing a concept for Southall that reflects the work taking place by the Southall Partnership. A logo and brand has been produced that can be used to communicate and provide updates on projects through posters, banners and websites. The concepts have been designed to be used flexibly and will be presented to the business forum, who requested marketing campaigns for the area. An initial draft has been viewed and the next draft is due in October.

Play Day Event

A very successful Play Day linked to the Southall Charter was delivered by Ealing’s Play Services on 14th August in Southall Park. It was well attended by members of the community and there were a range of activities on offer. The project was funded by the Southall Champions Fund (Micro Fund round 1). There are plans to deliver this as an annual event and business sponsorship would be sought for next year.

Operation Tolkien

The Metropolitan Police delivered a crackdown on kerb crawlers as part of Operation Tolkien. They have arrested 42 men and to date (24/09/2013), 24 have appeared in court with 17 pleading guilty. The rest are awaiting trial.

Community Progress Meeting and Celebrating Success

A meeting has been arranged for 13th December 2013 with Cllr Bell, the MP and Borough Commander to meet the Southall Community. The aim is to provide an update on projects that have been carried out over the year since the launch of the Charter in December 2012, to celebrate success and highlight forthcoming projects.
Background

- After the last LSP Executive update, the East Acton Partnership Project Group met on 24th July;

- Following discussion the group was able to finalise the project priorities and agree that they were now fit for purpose (please see appendix 1);

- In addition it was decided that each of the priority areas would be assigned a lead person to facilitate the delivery of associated activities, engage with key organisations and service providers and act as the main point of contact for the area;

- The priority leads were asked to form sub groups (made up of relevant people involved in work around the priority on the ground locally in East Acton) in order to identify issues, develop potential approaches to tackling these issues and highlight any current or planned activities underway in the area. These activities have been collated and added to an overall action plan. This action plan will be used as the basis for driving the project forward (please see appendix 2);

- The Partnership Project Group Meeting on 27th September discussed the following items:
  - Communication of updates, and progress: This included the review and appraisal of the activities included in the overall action plan, discussion of issues relating to the subgroups and addressing any gaps. In addition to an update from the priority leads;
  
  - Ward Forum – 8 Oct: It has been decided that the East Acton project will feature as a key item on the Agenda for the October Ward Forum. It will be the first opportunity to discuss the project directly with residents. It is hoped that feedback will contribute both to activities in the action plan and in terms of the overall direction of the project. (A verbal update on the outcomes from the ward forum will be given to LSP Executive members at the 14th October meeting);
  
  - Resources available: As activities are starting to be delivered and ways of promoting and expanding the project are starting to be discussed the issue of funding is becoming more of a pressing issue. Also discussed was potential funding around project coordination and resourcing for consultation with East Acton residents. The group discussed potential options around funding including external funding bids, section 106 funding and Local Area Agreement (LAA) reward funding and potential match funding from the Catalyst Communities fund;

  - Structure of steering group – numbers and format: The group discussed options around reducing the number of people involved in the project group. However, overall it was felt that the group is working well in terms of generating ideas and leading the strategic thinking for the project. It was therefore decided to keep the group in its current form and then review at a later date. Terms of reference for this group are now being developed;
Dates of future meetings: The dates and times of future meetings were discussed and appointments added to diaries. The project group will now meet every eight weeks.

Purpose of report

- To provide the LSP Executive with an update on progress with the East Acton Area project;

- To seek LSP Executive comments and feedback on the project. In addition to providing any input in terms of project development as and where appropriate; and

- To highlight the updated project priorities and overall action plan.

Next Steps/Recommendations

- For the LSP Executive to approve the proposed next steps for the project and continue to support its delivery;

- For the LSP Executive to review the updated project priorities and overall action plan and provide any feedback or comments as and where deemed necessary; and

- For LSP Executive members to explore/discuss the potential for the submission of a bid for LAA reward funding to support the development of the project.
Appendix 1: East Acton Project Priorities

East Acton Area Project

List of Potential Priorities

Priority 1 (Community): Building and leveraging community capacity

- Support and build on the work of the VCS in East Acton that is currently underway, to engage and support local people;
- Help organisations work better together and develop a more joined up approach to the delivery of services and activities and working with key partners, improving efficiency and effectiveness;
- Support the Community in increasing its capacity to take a more prominent role in local decision making and support delivery of local priorities;
- Enable use and access to East Acton’s Community Assets for the benefit of residents.

Priority 2 (Environment and Housing): Protecting East Acton’s environment and improving its Housing transport links:

- Bring together key partners to tackle key health issues relating to the environment including pollution from both the areas roads and industrial sites;
- Improve East Acton’s ‘Green Spaces’ and support the development community gardens and facilities, involving local people;
- Support the improvement and development of transport links and facilities including the local main road network;
- Helping to ensure that Housing in East Acton is fit for purpose and meets with the requirements of residents.

Priority 3 (Children & Young People): Supporting East Acton’s young people to achieve good outcomes:

- Focusing partnership activities to target and reduce the impact of child poverty;
- Ensure that children and young people have the best start in life with equal access to education, training and employment and positive activities;
- Bring partners together to act collaboratively to improve the health, safety and prosperity of young people living in the area;
- Support work developing positive engagement with young people and reduce the number of NEET (Not in Education, Employment or Training) Young People in the area.

Priority 4 (Health and Wellbeing): Improving the health and wellbeing of East Acton’s residents.

- Helping residents to live well: Eating well, moving more and stopping smoking.
- Improving support and engagement with people who are socially isolated.
Priority 5 (Safety): Improving safety and making people in East Acton feel safe:

- Support partnership activities and interventions that actively reduce crime and anti-social behaviour (*detail tbc by Police*);
- Engage with local residents in a coordinated way to help them feel proud of their local area and develop a sense of civic pride;
- Actively working with the community to tackle issues relating to young people’s involvement with gangs.

Priority 6: (Economy) Supporting the local economy in East Acton:

- Support the range of developments, either planned or currently underway in East Acton e.g. the redevelopment of Portal way or the planned development around Park Royal and Old Oak Common. Ensure that the Community and partners are fully engaged in the development process and able to integrate their actions and work where possible to add value;
- Seek ways to engage with local businesses and local social enterprise to support job creation and attract more inward investment to the area;
Progress Up-date to the LSP September Board

The paper on ‘Supporting Local Businesses to be Successful’ was presented to the LSP on 8th April 2013. Among the recommendations were a number of actions (Parts 1, 2 and 3) that needed to be delivered prior to an operational/implementation process.

Part 1: Conduct further, more detailed research to understand the business demography of Ealing, to gather baseline in terms of our performance, business needs, opportunities, and comparative work elsewhere.

Part 2: Agree where LSP should prioritise resources to achieve maximum impact and sustainability, for example what indicators should be used to drive project ideas and initiatives to ensure successful results.

Part 3: Agree priority actions and project work streams based on fuller understanding of local need and opportunities achieved in part 1, and negotiated priorities in part 2.

- The paper in June 2013 to the LSP, presented data collated on businesses in Ealing; their size, birth and death rates, our relationship with them, employment sectors and business needs in terms of skills shortages. Comparisons are made with other boroughs and London.

- In addition, the paper highlighted what we can learn from the data, the current policy context and connection to the work of the LSP and next steps/recommendations.

- Among the next steps and recommendations of the paper in June 2013 was to collate data from LSP partners to:-.

- Capture and share data on their levels of intervention with local businesses, the nature of the intervention, advice etc. and what they know to be working well. The latter will help the LSP to identify obvious areas for collaboration, identify examples of good practice, avoid duplication, and identify initiatives that should be expanded or conversely where signposting is just as effective. This piece of work important in delivering Part 2 and Part 3 of the actions identified in Part 2 and 3 of the April 2013 paper.

- A template is attached at Appendix 1 to be circulated to LSP colleagues to delegate to their appropriate officer/s so information can be captured if it is appropriate or relevant to the organisation they represent.
• Additional resources will be required to complete this area of work. Initial conversations are being had with Harrow Council colleagues who have recently completed a similar exercise as part of their commitment to delivering their strand of the Whole Place community budget theme.

Connection to the work being undertaken by West London Partners on the Whole place community budget

West London is one of 9 areas chosen by the Government to develop a Business Case for the Community Budget and the WLA proposition aims to tackle key economic issues in the sub-region as part of the new Public Services Transformation Network, to develop business cases by December 2013 in five areas:

1. NEETs – Young people not in education, employment or training
2. Adult long-term unemployed/workless
3. Support for businesses to grow
4. Support for business start-ups
5. Addressing skills mismatch

Next Steps and Recommendations

• Colleagues in Harrow and Barnet are collating information on Business Start Up trends and Growth. In light of the LSP’s objective of supporting SMEs It would seem practical and sensible to collaborate with colleagues involved in developing the business cases around the business theme to ensure priorities and projects are aligned. The aim would be to benefit from potential economies of scale and efficiencies through collaboration and joint working.

• The practicalities will have to be worked through with colleagues in Harrow and Barnet.

• Ealing’s Economic and Regeneration Team plan to facilitate a meeting with a cross section of Ealing Businesses - the objective of the session will be to obtain information from a sample of businesses on issues and concerns and feed into our data capture.

• Previous papers to the LSP have highlighted the following priority actions and work streams:-
  ➢ Provide further investment into development of the EBP - with the potential to develop the following activities and services as part of this, or alongside:
  ➢ Facilitate business to business networking and collaboration through events and using new media – membership directory, events and meetings, new media and web based contacts.
  ➢ Improve access to business support services through better signposting and information – newsletters, seminars, workshops and on line information.
  ➢ Provide a mechanism for business to shape and influence local projects and services through consultation
  ➢ Deliver annual events such as business awards, networking events such as dinners, breakfast etc.
- Support local business access to tender opportunities – e.g. web based info and portal?
- Business to business mentoring
- Develop relationship with local property owners, working in partnership to avoid empty shops for long durations, dragging down the image of the high street,
- Using local markets to provide the infrastructure for young people to test trader their products
- Improved collaboration with University and businesses especially in areas of innovation, exploiting new technology, and understanding how best to employ new media platforms for marketing purposes
- With the demise of the Park Royal Partnership and the proposed BID for the area there is a gap to identify appropriate support and engagement with businesses located there.
- Support the Asia Gateway Export project.

- The above will need to be reviewed and prioritised, on the basis of the business priorities developed for the Whole Place community budget on supporting businesses.

**Outstanding actions to be completed include:-**

- To undertake further research and analysis, including:
  - Data from LBE Business Rates team on the types/sectors and size of business that are registering and de-registering
- Purchase of Experian data for details of all the major businesses in Ealing

- To consult with key representatives from the EBP as part of the detailed research work.

- Further data collection, analysis and interrogation will be required from stakeholders and business support organisations to complete our understanding of what is available and accessible in the remit of business support.
Appendix 1

Questions for business support organisations: Please Tick

1. Does your organisation provide information, support, or services to people interested in starting businesses, or to new (trading less than 5 years) businesses looking to survive and grow?

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information only</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Guides</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>- Online information</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>- Signposting only</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Telephone Advice and guidance</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>One-to-one</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Training &amp; Development events (free)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Training &amp; Development events (charged)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Mentoring</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Networking events/opportunities</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>One-to-one</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Grants</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Loans</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Please specify .........................................................</td>
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</tr>
</tbody>
</table>

2. What kind of startup support/advice does your organisation provide?

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>Business Planning</td>
<td></td>
<td></td>
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<tr>
<td>Raising Finance</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>Market Research</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Marketing</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Financial Management</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Legal (inc Intellectual Property)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Statutory Regulation</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Employee and HR</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Insurance and Tax</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Business Premises</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>
3. How are your services paid for?

Public Sector funding (source)  
Yes □ No □
Please specify……………………………………………………………………………………………

Other grant or similar funding  
Yes □ No □
Please specify……………………………………………………………………………………………

Charges to start-up clients  
Yes □ No □
If yes, what are these…………………………………………………………………………………………

Time volunteered by professionals  
Yes □ No □
Other  
Yes □ No □
Please specify……………………………………………………………………………………………

Mixed  
Yes □ No □
Please specify……………………………………………………………………………………………

4. How many clients do you support annually?
Of these:
How many are start-up businesses?  
......................
How many have been trading for upto 12 months?  
......................
How many have been trading for upto 24 months?  
......................
How many have been trading for upto 5 years?  
......................

5. What barriers do you face in delivery of yours services?
Funding  
Yes □ No □
Staffing  
Yes □ No □
Regulatory  
Yes □ No □

6. How can these be overcome through co-designing provision in the public sector?

……………………………………………………………………………………………………………………

……
Thank you for completing this questionnaire.
Background

- In July the Secretary of State for Communities and Local Government announced that the West London Alliance (WLA) was successful in its application, along with eight other areas in the country, to be part of the next round of whole place community budgets and invited the WLA to participate in the new Public Services Transformation Network.

- The focus of the WLA’s Community Budget application is on promoting work, skills and growth. A number of workshops and activities have been held over the summer to consider potential areas of focus and then rationalise these down, this is with the aim to develop a high level business case by December 2013, activities that have been undertaken include:
  - In July WLA partners were involved in a forum to brief partners on the benefits of being part of the programme and to identify and shape shared objectives and where collaboration might add value in improving services, promoting growth and reducing costs;
  - Two workshops held over two days in August to consider nine potential areas for further development

- From the workshop session five areas were identified as being cross partner priorities with the potential – through collaboration – to achieve significant impact and benefits, if existing barriers could be addressed. A top teams WLA meeting was then held on September 10th to consider and agree these priorities and nominate lead authorities.

- The five priority areas and nominated lead authorities are:
  - **Young people not in education, employment or training (NEETS)** – with a focus on transition points (Lead Authority: Ealing);
  - **Adult long-term unemployed/workless** – with a focus on those being supported into work sustaining that employment (Lead Authority: Brent);
  - **Support for businesses to grow** - with a focus on those that would make significant contributions to employment and GVA growth (Lead Authority: Barnet);
  - **Support for business start-ups** – with a focus on improving accessibility to quality advice and support (Lead Authority: Harrow); and
  - **Addressing skills mismatch** – with a focus on learners making the right choices and simplifying skills provision for employers (includes workforce development) (Lead Authority: Hounslow)

- To facilitate the Project the six member councils have set up an operational budget; nominated work stream ‘Champions’ to work with partners and support the development of the business case, and are in the process of securing a West London Assistant Director for Economic Development to support the community development needs.

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1 Please note the w/streams are evolving as the co-design process develops over the next 3 months and it may be that some merge, etc. The WLA website gives some background and a short note on each work stream (at this point in time) www.westlondonalliance.org

2 Ealing, Barnet, Brent, Harrow, Hillingdon and Hounslow
budget process and the wider economic development vision and strategy

- In terms of governance arrangements, a new WLA Economic Development Board comprising the corporate directors responsible for growth, employment and skills has been set up by the councils to manage and co-ordinate their input into, and relationship with, the wider partnership of organisations who share in the economic objectives for West London;

- The Public Services Transformation Network (PSTN) has provided the names of a number of PSTN staff with expertise and experience in growth, work, skills, welfare reform, analysis and evaluation, who will support the West London partners in developing the business case. The first meeting of the Network representatives and those of the 13 whole place community budget areas took place on the 16th September;

- The WLA has proposed the establishment of a shadow board to oversee the development and delivery of the project. An initial membership meeting of key bodies and representative organisations took place on 19th September 2013;

- Project Initiation Documents for each of the work streams will be developed. These will set out more detail on the scope and objectives of the proposed business case. In addition a communications plan has been developed and is currently being considered by the programme board.

Purpose of report

- To update the LSP Executive on progress since the last report by the West London Alliance around Community Budgets;

- To provide partners with the opportunity to comment upon or provide feedback on the WLA proposals as outlined above.

Next Steps/Recommendations

- As work progresses to produce Business Cases by December to ensure that LSP members are consulted with, support and are fully engaged with developments in:
  a) The Young People/NEET Priority area by LB Ealing i.e. to share examples of best practice working with Young People/NEETs, increasing number of apprenticeships etc.
  b) Any input the LSP can give on the other four priority areas agreed

- To feedback any ideas/information to the lead team before publication of the business case in December.
Background

- Central government is implementing a major programme of Welfare Reform, which includes significant changes to housing benefit and disability benefits, the merging of several key working age benefits into a single universal credit and the localisation of some welfare provision. Whilst the changes are being phased in, many of the changes with the greatest impact are being introduced during 2013 with social size criteria being introduced in April and total benefit cap that came into effect on 12th August in Ealing.

- The government anticipates the changes will take until 2017 to implement in full. The four main areas affected are:
  
  - Housing benefit-related changes which central government has designed but local government must implement – changes to the local housing allowance, the introduction of the social sector size criteria & the introduction of a total benefit cap;
  
  - Welfare provision which has been devolved to local government, Cabinet agreed the approach to a localised Welfare Assistance scheme in January 2013.
  
  - Council Tax Benefit has been abolished and Cabinet agreed the approach to a localised Council Tax support scheme in December 2012;
  
  - Additional changes designed and implemented by central government which will nonetheless have impacts on local residents and council services – including the introduction of universal credit and personal independence payments and changes to tax credits.

- In addition another key element of the reforms is the introduction of universal credit (UC). This is a new benefit which will replace a range of existing means-tested benefits and tax credits for working-age families. It is being introduced in selected “pathfinder” areas from April 2013 and nationally from October 2013. By 2017 it should have completely replaced:

  - Income Support;
  
  - Income-based Jobseeker’s Allowance;
  
  - Income-related Employment and Support Allowance;
  
  - Housing Benefit (with some exceptions); and
  
  - Child Tax Credit and Working Tax Credit.

Key issues and action taken

- The Council and partners in Job centre plus (JCP) are currently reviewing a number of policies in light of the welfare changes and will continue to do so as the changes take effect particularly with regard to dealing with households who are homeless or suffering financial hardship within the context of the Welfare Reform Act 2012 and other recent legislative

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3 Aston under Lyme, Oldham, Warrington and Wigan
A significant number of actions have already been taken to address this agenda with the Council’s role being two-fold, to provide practical support through its services and to provide strategic local leadership, taking steps to anticipate, manage and respond to the changes. Actions include:

- publicising the changes and raising awareness
- identifying those most affected and contacting them by letter or by phone, one to one interviews and visits, explaining how it affects them and sign-posting residents to where they can receive additional advice and support
- Making changes to policy and procedures (see next bullet point)
- Supporting residents into employment and training, to reduce the impact of welfare reform
- Setting up a single local welfare assistance team to coordinate discretionary claims and to deal with customers more holistically to ensure underlying issues are addressed.

Cabinet on July 23rd approved the proposed approach to be taken across a number of policy areas to respond to the reforms

A Welfare reform group made up of senior council staff involved in welfare reform related services and JCP representatives has been set up to monitor the effects of the changes on Ealing residents and actions being taken, it meets monthly and reviews key metrics and performance indicators based on the agreed set of policy areas set by Cabinet

JCP have a number of staff working on secondment within the Council, specifically to support responding to the changes. A member of JCP staff is currently working in the Housing Benefit and Housing Demand teams. In addition to another working in Children’s Services as part of the Think Family Plus Team, specifically to offer employment support to those involved in the programme

The current position with regard to some key metrics

- Since the introduction of the cap on the 12th August a total of 737 cases have now been capped, as at the 24th September, based on data releases from the DWP.
- A total of 746 households in the borough were affected by the bed-size criteria implemented on 1st April 2013. As at Sept, 415 of these households are in arrears, with the amount totalling £123,000.
- Council tax collection rates remain strong
- Up to the end of August 877 request had been made for Local Welfare Assistance of which 24% were successful.
- There are currently 259 households in B&B

Purpose of report

- To draw the attention of LSP Executive members to the current changes to the Welfare System;
- To highlight the Council and key partners response to the changes;
- To highlight a number of key issues relating the changes and approaches to both monitor and deal with these issues.

Next Steps/Recommendations

- LSP to consider any other ways partners can work together to mitigate the impact of Welfare Reform on Ealing residents.