

Hackney Community Strategy Partnership Board Key points raised & actions

Date: Monday 26th February 2018, 10am – 12.00 noon

Venue: Committee Room 102, first floor, Hackney Town Hall

	Item	Actions	Assigned
1.	Welcome and introductions	N/a	N/a
2.	<p>Scene setting</p> <p>The Mayor welcomed everyone to the first meeting of this new strategic partnership for Hackney. It has been some time since Team Hackney the previous partnership last met. We had been in the process of reviewing the partnership before the by-election and have waited to hold this meeting, until we had got to an appropriate stage in the development of the new draft Community Strategy.</p> <p>Today is a good opportunity to test the Draft Community Strategy with Partners. We want to</p> <ul style="list-style-type: none"> • invite partnership chairs to respond to the new strategy and consider how it aligns with partners existing plans; the strategy will go to July Cabinet and Council so any comments from today can feed into the final draft • share work the Council has been leading on employment and opportunities and explore potential partnership contribution <p>Although the idea is that this partnership comes together formally every year, we would like to call partners together again this autumn, after the local elections and will aim to hold meetings in the early Autumn on an annual basis in future.</p>	N/a	N/a
3.	<p>Introduction to the new draft Community Strategy and its key themes</p> <p>Tim Shields gave an overview of the new draft Community Strategy</p> <ul style="list-style-type: none"> • How we have developed this: engagement, involvement & scenario planning • The key themes • Newer policy commitments <p>Presentation attached.</p> <p>The Board was reminded that we welcome challenge and input at this stage before we finalise the Strategy this Spring and we move to get it approved in July this year. Board members were asked to:</p>		

<ul style="list-style-type: none"> • identify their top 3 strategic challenges, • to consider whether the community strategy priorities help them address these challenges and • to identify any key gaps which we should be prioritising in the Strategy <p>Key points raised in discussion:</p> <p>Jake Ferguson, HCVS - Key issues for Voluntary and Community Sector</p> <ol style="list-style-type: none"> 1) Shrinking resources available to VCS at a time when public sector resources have also shrunk. 2) Making best use of premises – key issue 3) VCS can have a different experience when interacting with different parts of the Council – there would be benefit in standardising this experience/interaction 4) Poverty – need to work with people furthest from prosperity. <p>Gaps with the strategy /challenge for the board As above but:</p> <ol style="list-style-type: none"> 1) Poverty – you could further strengthen the narrative on this in the strategy 2) Could we look at following a cohort - tracking those residents that are most vulnerable / in poverty - who we want to most benefit? Could we work with independent researchers and evaluators to do this? <i>Initial response from TS - Could we do some longitudinal tracking within existing projects of target groups e.g. YBM programme, Pembury Children’s Community, Sport England? Could we get a baseline measure and see if these groups experience change over the decade?</i> 3) Could a strand of work here focus on developing business cases for attracting resources from outside of the borough? Some of this will be about creating partnerships with businesses. We now have a strong business case for investment in the Young Black Men work, after three years of working on this – we know what the problems are, we know some of the solutions, we need to invite others to join us on this journey to achieve change. <p>Melba Gomes, Manager of the Adults Safeguarding Board – Strategic Priorities:</p> <ol style="list-style-type: none"> 1) Working in partnership with other boards to prevent abuse and neglect. An early intervention and prevention protocol, building community resilience 	<p>LBH Policy Team to use all feedback on the strategy in the development of final version</p>	<p>Sonia Khan & Rachel Duke</p>
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<p>so that the community becomes the eyes and ears.</p> <ol style="list-style-type: none"> 2) Building tolerance towards most vulnerable adults - e.g. people with cognitive impairment and mental ill health, dealing with intolerance towards people with impairments. 3) Safeguarding – look at how you embed a wider culture of safeguarding across partnerships and the community - empowerment - a shift from safeguarding being one way - "this is what you must do" 4) Ensuring there are safer places in the community - e.g. Businesses, where residents who are at risk can feel safe reporting their concerns. There is an example in another borough where there were places in the community where people with mental health difficulties could go if they needed to escape - <ol style="list-style-type: none"> a) <i>Initial response Mayor Glanville: there is already a safe haven scheme in the borough, where people can go to escape or to report a threat and trained community responders. We need to go back to this.</i> b) <i>Initial response: Claire Crawley, Hackney Police, We are already working on reviving this scheme and will be looking at it again.</i> <p>Rory McCallum, Professional Advisor – Children’s Safeguarding Board</p> <p>Top 3 strategic risks</p> <ol style="list-style-type: none"> 1) Significant organisational change and national legislative changes will lead to a more permissive framework statutorily for Children’s Safeguarding – a risk of returning to a silo approach. Waiting for statutory guidance on governance to come through and national consultation on that. 2) More acute focus on early help and the impact of domestic abuse on families – looking further upstream to prevent demand on children’s services 3) Unsighted communities - lack of insight and oversight of some communities - e.g. Unregistered schools <p>Gaps/Issues re the Community Strategy</p> <ol style="list-style-type: none"> 1) Greater clarity and focus on safeguarding - not just in one place – one mention in the document now 2) Being able to see Children and Young People in a dense document like this 	<p>Bring an item for discussion on the review of the existing Safe Haven scheme in Hackney and ways to improve awareness of it to the Inter Chairs Group, which includes the Community Safety Partnership and Safeguarding Boards.</p>	<p>Claire Crawley, Melba Gnomes, Rory McCallum, & Tim Shields.</p>
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<p>Group Director of Children’s Services/Adults Social Services, Chair of Pembury Children’s Community (Anne Canning) Gaps/Feedback on the Strategy</p> <ol style="list-style-type: none"> 1) Need to better embed culture. 2) Increased demand seen in services amongst older age groups of vulnerable adolescents – raise more awareness of the risks leading up to that point 3) Find commonality between evaluations that are already being scoped out - so we can make the most of all the evaluations - establish baselines. We are about to look at evaluation as part of integrated commissioning 4) Need to keep track of Brexit - any further clarity /update by the time the strategy is published <p>Cllr Bramble 1) More emphasis on early identification of risk - identifying it sooner</p> <p>Cllr Nicholson</p> <ol style="list-style-type: none"> 1) The impact of austerity implemented by national government and the cuts they have imposed on the public sector have been very significant and has meant local government has to work out how best to respond 2) We need a more explicit articulation of the public service effort to tackle poverty - through joint endeavour. We should be more explicit about the "contract" for working together between public services on tackling poverty and inequality. We need more explicit calls for change and action. 3) We should see the Voluntary and Community Sector as part of the local business community. 4) We should consider the impact of access to property and think more laterally about this <p>Cllr Selman</p> <ol style="list-style-type: none"> 1) The Draft Strategy currently reflects reactive aspects of Community Safety as the focus is on gathering insight from the Community. We also need to read across to underlying causes and drivers of crime for e.g. substance misuse. <p>Richard Hardie, Business Representative Risks</p> <ol style="list-style-type: none"> 1) The effect of housing and population churn is still causing an issue for schools, particularly at primary to secondary transition 	<p>LBH Policy and Partnerships to convene a meeting to share information on existing approaches evaluating how effective we are at reducing poverty and tackling inequality in specific neighbourhoods or amongst specific groups in the population. This is likely to include: Pembury Children’s Community, Young Black Men Programme, Public Health Sport England Pilot in the east</p>	<p>Sonia Khan</p>
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	<p>recognise that people’s lives can be very challenging.</p> <ol style="list-style-type: none"> 2) There is a risk that we bring external funding in, for example we win funding to support migrants, and that activity retrenches after the funding stops. We need commitment to mainstream externally funded activity at the end of the funding period, if it proves to be effective. 3) We need to consider how we can work more permanently together and look at ways we fund initiatives; we should consider more preventative investment, which is very targeted, specific and ongoing. 4) But we need to make sure that interventions are evidence based not just eye catching – we should ask questions about whether interventions are having a significant enough impact on the big problems we face such as violent crime and poverty; are funded interventions effective enough at shifting the situation? Which is proven to be more effective, big ticket bold intervention vs subtle partnership working. <p>David Maher – Director, City and Hackney Clinical Commissioning Group</p> <p>Gaps/Feedback on the Strategy:</p> <ol style="list-style-type: none"> 1) There could be more emphasis on the concept of social value – all partners could make more of this in existing contracts, as well as in new contracts. 2) Encourage a more joined up approach where we can between Public Services - E.g. Making every contact count – Fire Service in the West Midlands that does gait analysis for residents. Also the idea of one public estate. 3) Be more specific in the strategy about the policy approaches and the evidence for how these have worked. 4) You could make more explicit links to Marmott's principles in the document; his work has demonstrated there is a relationship between people living in poverty experiencing poorer health and wellbeing and consider socio-economic measures to improve health and wellbeing such as the Living Wage <p>New City College</p> <ol style="list-style-type: none"> 1) Challenge - many services are already marketised e.g. schools and post 16 education services. 		
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	<p>Richard Hardie:</p> <ol style="list-style-type: none"> 1) You also need to remind people in the market of their obligations. 2) You talk about poverty too generally. You need to be more specific and define what you are trying to address. 3) You could be bolder – state more clearly that these are the levers the Council has and this is what the borough can do in its sphere of influence. E.g. On housing this is what we will do; also state this is what isn't under your control and this is what the GLA to do, national government to do and the market to do etc. <p>Mayor Phillip Glanville</p> <ol style="list-style-type: none"> 1) The level of child poverty is still very high and it still a very hard to reach people. Some local people are as far away from opportunity as they were ten years ago, although lots of work has been done over the last decade to enable and equip people to take advantage of opportunity: public health has been working with housing and we have offered employment support - but we will need to do more to make an impact over next 10 years. 2) We need to consider, what we can do as a partnership around not just inequality but poverty itself. We want to move the dial on poverty not just on inequality. 		
<p>4.</p>	<p>Identifying priorities which individual partners and existing partnerships can take forward –</p> <p>Chairs of partnerships were invited to:</p> <ul style="list-style-type: none"> • Identify the areas that they might own or co-own and outline how they will take forward. • Identify the wider contribution needed from other partners to support this work <p>Related papers</p> <ul style="list-style-type: none"> • Draft Community Strategy • Table of draft policy commitments associated delivery plans and engagement mechanisms <p>The Chair invited chairs of other Boards and colleagues whether there was a need for any specific task and finish work for existing Partnership Boards.</p>		

<p>Housing – Better Homes Partnership</p> <p>Mayor Glanville</p> <ol style="list-style-type: none"> 1) We need to consider where we might we have the most impact. Temporary accommodation and the housing crisis/poor quality housing are big issues that create other problems for health and education services. 2) 3500 children are living in temporary accommodation and the impact on young children of this is appalling. LBH spends most of its time trying to find people shelter. The number of GP letters that highlight the impact on people are ignored to some extent. It seems that sometimes our own systems make things worse and we cannot seem to find adequate solutions. 3) Could we put more back on the Council and could it be more nimble in its response? 4) Are we being honest enough about these big challenges? Are we being too ‘fluffy’ about our partnerships? Should we be more demanding on these issues? <p>Anne Canning, LBH Group Director of Children’s Services/Adults Social Services, Chair of Pembury Children’s Community (Anne Canning)</p> <ol style="list-style-type: none"> 1) <i>Initial response: we are trying to work with the Housing Needs service on reducing the impact of temporary accommodation on young children - the service understands the situation but cannot easily find solutions.</i> <p>Cllr Nicholson</p> <ol style="list-style-type: none"> 1) There is a commitment in the Community Strategy to involve communities in area based approaches to regeneration and a number of specific area based initiatives led by Planning. The Council is also working on Economic and Community Development and Place Based work. Could we try to implement a more collaborative approaches into these? 2) Could we more closely align our assets, better co-ordinate delivery of services and programmes in a localised way? 3) Could we better engage with businesses relocating to an area and direct them to existing approaches, services and networks in the area? For example better connect Hackney Central Area Action Planning and the work of the Children’s Community at Pembury. 	<p>LBH Strategy, Policy and Economic Development to explore options with businesses and VCS partners which can help us better realise the potential economic contribution the VCS offers in local centres and neighbourhoods</p> <p><i>. This could include improving</i></p>	<p>Stephen Haynes & Sonia Khan</p>
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	<p><i>Initial response: Jake Ferguson, HCVS</i></p> <ol style="list-style-type: none"> 1. <i>Better mapping or sign posting of existing networks would help. People don't realise there is already work going on, on the ground.</i> 2. <i>Could we do cost benefits analysis of people in care for example or gangs and youth violence? Can we get an overview of how we could work radically differently to intervene earlier? There has been a lot of work looking at social impact bonds and their use for this kind of work, by for example David Robinson at Community Links.</i> 	<p><i>relationships, developing a Hackney Space Bank for Community Benefit etc.</i></p> <p>Do this as part of the engagement and development work on the new VCS Strategy and the new Local Economic and Community Development delivery plans.</p>	
<p>5</p>	<p>Prioritising new policy commitments for cross cutting partnership work</p> <p>Presentation by Stephen Haynes, Director of Strategy, Policy and Economic Development and Andrew Munk, Head of Employment on a current key priority area of work for the Council: Promoting Employment and Opportunities</p> <p>Stephen Haynes:</p> <ol style="list-style-type: none"> 1) This is one of the most pressing issues for the borough, it includes increasing the numbers of good quality apprenticeships, as these are as important as a degree. 2) Residents over 50 who are still struggling need a re-doubling of support 3) We also want to prevent movement of new graduates and other residents into low quality jobs 4) We need to consider how we re-start relationships between businesses and schools, colleges and link them to opportunities and networks such as Stansted Corridor and the City 5) We would like to work with partners on this <p>Andrew Munk, Head of Employment gave a presentation (attached) on the newly relaunched Council Employment Programme – Hackney Works</p> <p>Board discussion on opportunities for partnership work on employment and opportunities:</p>		

<p>Rory McCallum, Children’s Safeguarding Board</p> <ol style="list-style-type: none"> 1) You could target more Looked After Children and Care Leavers in the apprenticeships programme, as these groups only make up 5% of your current group. <p><i>Initial response- Stephen Haynes</i></p> <ol style="list-style-type: none"> 1) <i>We have set up a pre-employment programme as a feeder for the Apprenticeship Programme, to target these specific groups and adults with learning disability and mental ill health. However, there has not been enough sustained resource for these groups and so we are trying to take a cautious approach. Most of this is LBH funded.</i> <p>Jake Ferguson, HCVS</p> <ol style="list-style-type: none"> 1) HCVS has been running its own employment programme – Talent Match. 2) This has taken a youth work approach. They have found the sessional work payments and getting young people to go into city firms and paying them for their time have been effective. 3) The 5 year funding secured for this is now coming to an end. How could we best engage other big corporates and get them involved in continuing this work? Could the Council play a role in brokering connections for this? 4) Can we help make opportunities accessible at the Fashion Hub, UCL east campus etc. <p>Tim Shields</p> <ol style="list-style-type: none"> 1) There will be a consultation on the council’s new Procurement Strategy this year. We will need to ask whether we are making the most of our existing contracts and buildings to maximise social value. We will need to be bolder about how we communicate this. 2) The lessons learnt from the Fashion Hub are being used to inform how we develop 55 Morning Lane in Hackney Central. 3) Families are working hard to stay anchored to schools and opportunities in the borough. 4) We would like to talk further to <ol style="list-style-type: none"> a) Richard Hardie more about the potential opportunities for business partnership. b) Gerry McDonald and New City College 	<p>LBH to share its new Procurement Strategy with Partners to help encourage Hackney public services to maximise social value in new and existing contracts.</p>	<p>Sonia Khan & Rachel Duke</p>
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6	<p>Taking all this forward</p> <p>Mayor Glanville:</p> <ol style="list-style-type: none"> 1) We would like to thank everyone for their contribution today and for sense checking the draft strategy. We will use this feedback to inform the final version of the Community Strategy which will be approved this summer. 2) We will set up some bi-lateral conversations between now and this summer on the Employment and Opportunities partnership work 3) We would like to call partners together again in autumn, after the local election. We suggest we move this annual meeting forward to this point in year, rather than around the financial year end. 	<p>LBH to use the Board’s feedback to finalise the Strategy and to refine a new delivery plan.</p> <p>LBH to set up bilateral discussions about Employment and Opportunities work.</p>	<p>Sonia Khan & Rachel Duke</p> <p>Tim Shields & Stephen Haynes</p>
7	Close		

Tabled presentations – enclosed

Community Strategy Partnership Board Attendance Sheet February 18

Board members invited	Expected/ Apologies from	Colleagues attending on behalf of invited board members
Chair Mayor Philip Glanville	Attended	
Anntoinette Bramble (Cllr),	Attended	
Guy Nicholson (Cllr),	Attended	
Caroline Selman (Cllr),	Attended	
Carole Williams (Cllr),	Attended	
Jonathan McShane (Cllr),	Attended	
Tim Shields,	Attended	
Ian Williams,	Attended	
Anne Canning,	Attended	
Kim Wright,	Attended	
Penny Bevan	Attended	
Gerry McDonald New City College, Group Principle	Attended	
New City College, Borough Principle		
David Maher City & Hackney CCG	Attending	
Jim Gamble Chair of Children's Safeguarding Board	Apologies	Rory McCallum, Senior Professional Advisor to the Children's Safeguarding Board
Dr Adi Cooper, Chair Adults Safeguarding Board	Apologies	Melba Gnomes, Manager of the Adults Safeguarding Board
Simon Laurence, Met Police,	Apologies	Ma'am Claire Crawley
Richard Hardie, UBS,	Attended	
Jake Ferguson, HCVS	Attended	
In attendance as LBH advisors to the Board: Stephen Haynes, Polly Cziok, Sonia Khan, Rachel Duke, Andrew Munk.	Attended Attended Attended Attended Attended	