

Team Hackney Leadership Board Meeting Agenda

14.00 -16.00 24 July 2013

The Mayor's Office, Hackney Town Hall

1.	14.00 (10 mins)	Welcome and introductions to new Leadership Board <ul style="list-style-type: none"> • Role and purpose for new board • What we hope to achieve in the meeting today 	Chair
2.	14.10- 14.30 (20 mins)	Setting the context for the Leadership Board <ul style="list-style-type: none"> • State of the Borough Presentation and Event • Feedback about partnership working from the two recent Local Government Association Peer Reviews • Council's Growth Strategy priorities 	Chair and Tim Shields
3.	14.30 - 15.30 (1 hour)	Agreeing Partnership Priorities <ul style="list-style-type: none"> • Discussion about recommended priorities for partnership working in response to issues emerging from State of the Borough presentation and event and from the recent Peer Reviews which both engaged partners. 1. New short life partnership work which the Leadership Board should sponsor 2. Strategic discussions which should form regular items at the Leadership Board 3. Existing work which the Leadership Board should offer steer or direction to 4. Existing areas of partnership work which should provide regular updates to the Leadership Board and strategic partners 5. Recommended areas where partners should proactively share information <p>Papers:</p> <ul style="list-style-type: none"> • New Partnership Arrangements for Team Hackney Leadership Board (for information - already agreed) • Priorities discussion paper <p>Verbal update:</p> <ul style="list-style-type: none"> • Community Insight Group Feedback on potential new areas of insight that could be gathered by the group on behalf of the partnership 	Ian Lewis / Sonia Khan
4.	15.30- 15.55 (25 mins)	Roundtable updates Partners are requested to provide updates about their organisations or service delivery relevant to partnership working.	All
5.	15.55- 16.00	Any other business	

Dates of next meetings:

10.30-12.30 20th November 2013, Hackney Town Hall

14.00 -6.00 15th January 2014, Hackney Town Hall

A New Way of Working for Team Hackney – April 2013

As policy reform and institutional change has continued apace and resources remain constrained, it has been important to revisit the structure, function and effectiveness of Team Hackney, our Local Strategic Partnership.

The partnership will be launched in April 2013, following discussions with partners last autumn, and is underpinned by a fresh set of principles, a new way of assessing progress and a more co-ordinated consideration of community insight. It builds on the very strong partnership ethos which has been established and maintained in recent years.

The purpose and principles for partnership working

To maintain and review our strategic vision for Hackney

- To build an understanding and routinely review the shared vision and strategy for Hackney (as articulated in the Sustainable Community Strategy)
- To establish shared positions and accountability for delivery of the vision and strategy
- To share updates on the way that different sectors and agencies are changing and how this might affect the shared vision, and impact on the work of other partners

To take a problem solving approach to tackling cross cutting issues and priorities

- To identify and agree to work together to address complex problems and persistent inequalities and the underlying issues which no single agency could solve on their own
- To enable a longer term and preventative approach, rather than trying to fix the problems as they arise
- To be responsive (but not reactive) to new issues as they arise (e.g. a new emerging need in a community or a change in public funding)
- To promote efficiency, maximise resources and attract additional external funding through a partnership approach
- To share expertise, intelligence, knowledge and learning

To promote and encourage a collaborative approach to policy and service delivery that takes account of partners' perspectives

- To enable a diversity of perspectives to help shape the vision, strategy and problem solving and to bring in new perspectives and constructive challenge
- To create a platform through which trust is built between different partners, despite differing agendas, perspectives and organisational cultures

The new partnership arrangements

There are three groupings at the core of Team Hackney which will continue to be supported:

- **The Team Hackney Partnership**
- **The Team Hackney Leadership Board**
- **Statutory Partnership Boards** that currently exist under the Team Hackney Partnership

The **Team Hackney Partnership** will include membership from:

- Members of the Team Hackney Leadership Board
- Statutory partners from existing thematic partnership
- A pool of representatives from local providers
- A pool of representatives from the local community and service users (this would include communities of interest that have not been so well represented in the current partnership, e.g. faith groups)
- Community and public forums where there is a statutory duty to engage (e.g. Healthwatch)

The Team Hackney Partnership will formally meet at an annual event. This event will aim to review progress against the Sustainable Community Strategy- informed by a state of the borough report informed by analysing trends, performance and community insight. Partners will also be expected to contribute to workshops focusing on specific emerging issues.

The **Team Hackney Leadership Board** will include membership from:

- The Mayor and relevant Cabinet Members
- Senior leaders of the key statutory organisations in the borough and key relevant directors nominated by them (this includes the Clinical Commissioning Group once they are accredited). Appropriate representation from education sectors will also be looked at
- Chief Executive of the key voluntary sector umbrella organisation (HCVS)
- Representatives from the community and service users
- Relevant Cabinet Members
- Members of corporate businesses, local businesses and social enterprises

The Board will meet every six months to:

- Consider progress against key priorities as set out in the Sustainable Community Strategy
- Identify the complex issues that require partnership action (for example in relation to welfare reform)
- Prioritise the partnership actions which are required in response to the issues identified (no more than two or three actions will be identified each time)
- Routinely review progress and decide when the action is complete

For each partnership action, there is a board member who acts as champion. The champion would be accountable for ensuring that the partnership action is taken forward, and they would be supported by officers who have a role in supporting the partnership (the Policy Team). The partnership action which is

required is not prescribed. For example it could take the form of a time limited task and finish group, an event about a specific issue or it could be assigning a senior officer to work with others to trouble shoot a particular problem.

With regard to the **statutory duties** for partnership working which remain under Team Hackney:

- The Children's Trust Board will migrate to the Health and Wellbeing arrangements and becomes the Children's Health and Wellbeing group.
- The Community Safety Partnership (called Safer Cleaner Partnership in Hackney) will continue and is currently under review.

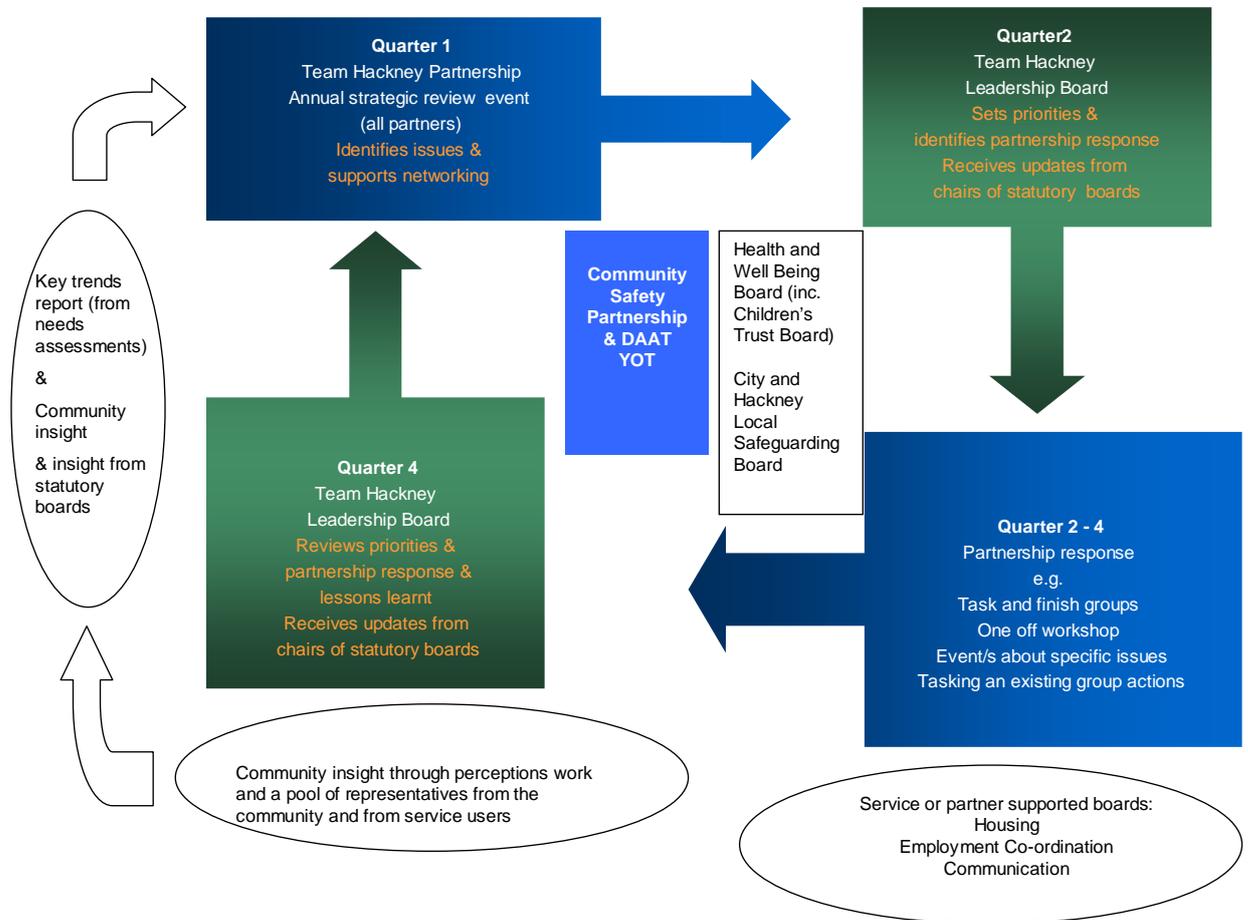


Fig. 1. Final structure – Team Hackney

Other partnerships will also continue but will no longer form part of the formal Team Hackney Partnership arrangements:

- Housing – supported by the Housing Directorate of LBH
- Employment – supported by partners on the current Economic Development Partnership
- Communications Task group- will continue either as an email group or as a network with a rotating chair and support.

- A Welfare Reform Group has been reporting to Team Hackney, although it is not a sub group of the Team Hackney partnership. This group would also continue in order to support partnership action in response to welfare reform.

Community engagement and insight

This will build on the established contribution made by the Community Empowerment Network to Team Hackney. A quarterly *Community Insight Group* will be established which considers community insight gathered from a diverse range of sources and networks- both formal and informal, ongoing and short life. In turn this group would formulate recommendations to the Partnership structure. It would also horizon scan for changes to local peoples circumstance and where necessary commission research in the community through local voluntary and community sector networks and or through the style of community dialogue organised by Hackney CVS following the August 2011 disorder. It would need representation from community networks and Team Hackney partners and would be supported jointly by a Hackney CVS and Policy.

This insight group would provide feedback to the Team Hackney Leadership Group and Partnership. These meeting would mirror previous partnership gatherings but there is the opportunity to provide greater interactivity to engage wider audiences alongside the more traditional approaches of LSP meetings. There would continue to be CEN / VCS representation in formal partnership meetings.

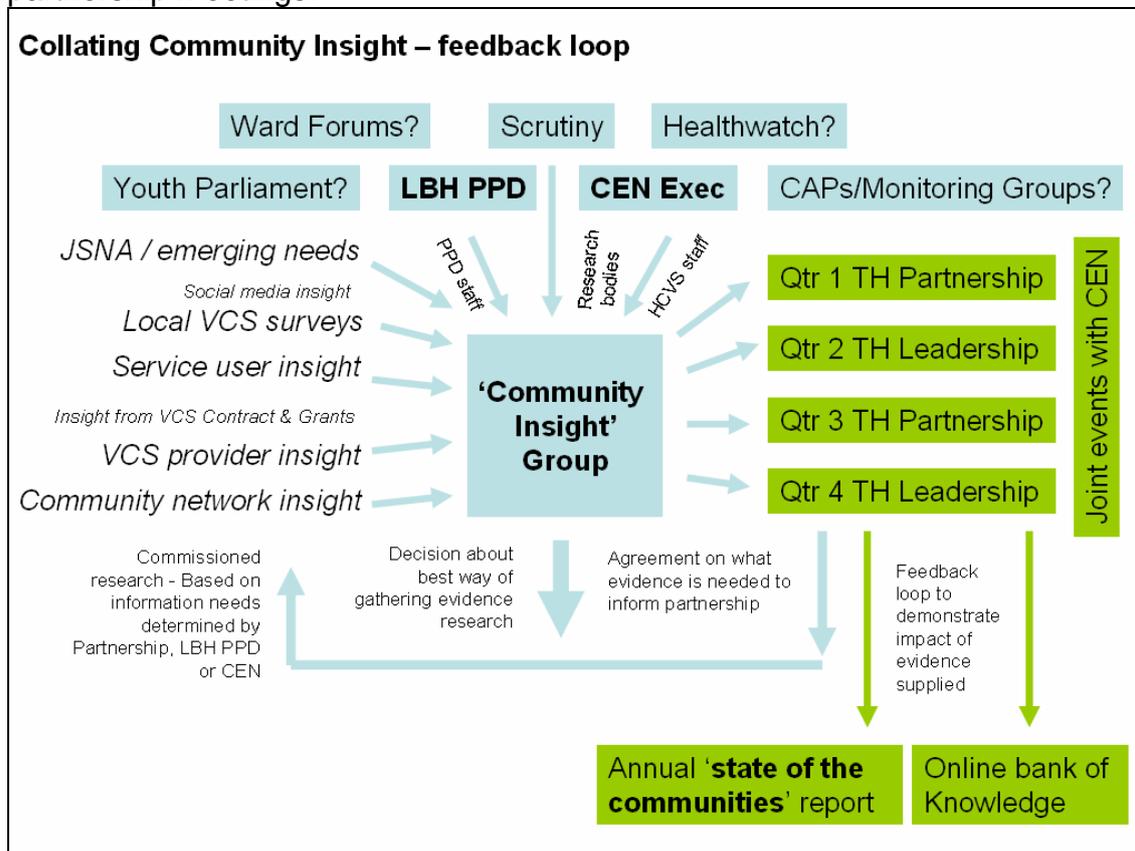


Fig 2: Community engagement and insight

Team Hackney Leadership Board Paper

Date of meeting: 24th July 2013

Item: Agreeing Partnership Priorities

Introduction & overview

This paper presents a summary of the feedback and issues raised by the State of the Borough Report and Partnership Event discussions. It sets out a series of recommendations on the following areas which should form the business of the Board over the coming year:

1. New short life partnership work which the Leadership Board should sponsor
2. Strategic discussions which should form regular items at the Leadership Board
3. Existing work which the Leadership Board should offer steer or direction to
4. Existing areas of partnership work which should provide regular updates to the Leadership Board and strategic partners
5. Recommended areas where partners should proactively share information

The board is asked to discuss and agree these recommendations and to identify sponsors for the three new areas of partnership work.

1.	Recommendations for new areas of short life partnership work	
	<p>The Leadership Board should set up and identify a lead sponsor for the following groups in order to address gaps in current provision which would benefit from partnership action:</p> <ol style="list-style-type: none"> a) a new task group to take forward the work scoped on addressing identified issues for Young Black Men b) a new task group to develop a Young Hackney Plus Strategy for 19-25 year olds which reviews and reconsiders how best to collaborate on support for 19-25 year olds on issues such as accommodation, confidence and healthy relationships. c) An Employment Group to co-ordinate partners' activity – particularly in relation to developing pathways into work and supporting those who are further from the labour market. <p>The set up of the groups will be supported by LBH Policy and will report back to the January Leadership Board.</p>	
2.	Recommendations for further strategic discussion at future leadership board meetings	
	<p>The Leadership Board should hold regular focused strategic discussions on the following cross cutting areas in order to support strategic planning for the partnership and for individual partners:</p> <ol style="list-style-type: none"> a) How we maintain excellent services and satisfaction with diminishing resources. Consider together the potential cumulative impacts of spending cuts on the local area and how we mitigate these impacts. b) Managing longer term pressures through taking a preventative approach (e.g. reducing dependency, planning ahead for an ageing population etc) c) Managing the impact of growth in ways that promotes sustainable communities, cohesion and wellbeing- informed by the Council's growth strategy. d) Partners' responses to supporting vulnerable adults and families, tackling child poverty and responding to welfare reform 	

3.	Recommendations on existing work which the Leadership Board should offer steer or direction to	
	<p>The Leadership Board should offer the following steer to identified services:</p> <p>Economic participation Requests to LBH Regeneration, JCP and Economic Development Network:</p> <ul style="list-style-type: none"> a) Ask for a greater emphasis in pre-employment support programmes on cohorts more at risk as a result of welfare reforms. This could include people going through Incapacity Benefit reassessment and residents affected by the welfare benefits cap i.e. people more likely to have complex issues including health. b) More emphasis on tailored pre-employment support for over 25s who are long-term unemployed in existing support programmes. c) Review the profile of target groups in existing programmes to check whether we are addressing needs of those who need most support. d) Consider reviewing the extent that local brokerages secure jobs for residents over 25 who have been long-term unemployed too and learn from schemes that are successful in doing this. e) Actively pursue sub-regional opportunities for continued business and employment growth and use the leaderships networks and influence to help progress this agenda. <p>Child poverty and family wellbeing Requests to LBH Children and Young People and JCP</p> <ul style="list-style-type: none"> f) Review potential partnership support mechanisms for more flexible childcare provision, for families affected by Welfare Reform, including for parents returning to work on shift work and on zero hours contracts. <p>Quality of life, safety and cohesion Request to Community Insight Group and HCVS</p> <ul style="list-style-type: none"> g) Consider whether there are specific means of working together to improve active engagement and communications in the community and the partnership, including with newer populations. h) HCVS and CEN to consider whether there is potential to strengthen partnership working with Community and Voluntary sector groups. <p>Sustainable Growth Request to Housing Partners and Health and Social Care</p> <ul style="list-style-type: none"> e) Set up and sponsor a cross-cutting discussion on the potential of affordable housing options for older people and young people and consider how this could support ambitions to reduce dependency on health, social care and welfare. <p>Request to HCVS and Regeneration Team:</p> <ul style="list-style-type: none"> f) HCVS to talk to the LBH Regeneration team about the Town Centre Partnerships, the Fund for Hackney and other areas of potential collaboration. 	
4.	Existing areas of partnership work which should inform the work of the Leadership Board	
	<ul style="list-style-type: none"> a) Family wellbeing work; including on ways we are working in services to better identify vulnerable parents/ families who need support to cope by a 	

	<p>wider range of community workers in addition to health visitors</p> <ul style="list-style-type: none"> b) Thriving Families work and Troubled Families Programme – including updates for accelerating programme / pooling funding c) Updates from the Safer Cleaner Partnership, in particular intelligence and activity on Youth Crime and Fear of Crime amongst young people and on preventative work including gangs programme, Partnership Triage, Stop and Search peer training. d) The Council has recently developed a Growth Strategy. This is currently an internal document to guide and underpin work across services, particularly Regeneration, Housing, Planning and Regulatory and Education. The Growth Strategy focuses on four areas: <ul style="list-style-type: none"> Theme 1: Harnessing employment and business opportunities for residents and preparing residents for these opportunities Theme 2: Attracting investment and maximising our assets Theme 3: Place shaping and managing the impacts of growth on infrastructure, public realm and communities Theme 4: Managing housing growth and the promotion of mixed communities and affordable housing <p>Updates from the Council's Growth Strategy should be provided to the Board in relation to:</p> <ul style="list-style-type: none"> a. How the leadership board can support and contribute to the unlocking of opportunities for housing, employment and business development in the sub region; b. Promoting a shared understanding on the future potential for new affordable homes on sites in the borough; c. Addressing concerns about maintaining the diversity of local small businesses in town centres and local centres; d. Updates about Night Time Economy- trends and responses; e. Work to prepare young people for employment opportunities – with a focus on 11-24 year olds. 	
5.	<p>Recommendations for areas where there would be value in wider information sharing about existing work between partners.</p>	
	<p>This can be facilitated by LBH Policy:</p> <ul style="list-style-type: none"> a) Collaboration and information sharing to aid referrals by public services offering employment experience & apprenticeships. b) Information on existing job vacancies and opportunities including in SMEs, between job brokerages. Continue to build a collaborative as opposed to a competitive approach on information sharing between job brokerage schemes. c) Work with schools and colleges to prepare young people to work in London's knowledge based economy. d) Insight we have on population dynamics and on the profile of newer communities, including with services, community groups and small businesses. e) Information on grants programmes, including how agencies are supporting advice services to mitigate pressures and how community groups are promoting cohesion and programming mixed activities in public space. f) Communications about the benefits of local investment for a wide range of residents. 	

The table overleaf includes more detailed analysis of the feedback from the June 5th partnership event table discussions and key findings from the State of the Borough report analysis too, including the original list of challenges and opportunities as presented by Tim Shields on the 5th June.

N.B. This list focuses on potential actions and strategic conversations. We have also drawn out a series of data and insight queries and questions raised at the event, and these are being considered by the Partnership's Community Insight Group. The Council's Corporate Policy Team will also share this material with Officers responsible for needs assessments.

A summary of the event evaluation feedback for the 5th June is also appended, for the Board to note and for consideration when planning future events and virtual communications with all partners in Team Hackney.

Summary of feedback from the partnership event and key issues identified in the report analysis

Theme: Economic participation				
	Issues raised at the event & in the report	Particular areas of concern or interest	What/if anything new is emerging?	Next steps
1.	Welfare Reform and long-term unemployment	Reinforce and renew efforts to support people to take up volunteering and work placements.	<p>Not necessarily new, but a recognition of the need for greater emphasis in pre-employment support programmes on cohorts more at risk as a result of welfare reforms.</p> <p>This could include people going through Incapacity Benefit reassessment and residents affected by the welfare benefits cap i.e. people more likely to have complex issues including health.</p>	Employment Group to consider these two factors
2		<p>Partnership commitment to employ local people who need opportunities most – including apprenticeship approach.</p> <p>Better links between existing programmes</p> <p>Focus resource on those who need it most</p>	<p>Greater collaboration and info sharing to aid referrals re public services offering employment experience & apprenticeships</p> <p>Review of the profile of target groups in existing programmes to check whether we are addressing needs of those who need most support.</p>	Employment Group to take forward
3	Other related issues raised in the SOTB analysis and event evaluation feedback	<p>The focus on youth is obviously right in the short term, but the potential opportunities provided by intergenerational support in the longer term seemed to have been ignored.</p> <p>The analysis suggests that over time limited progress has been made in addressing long-term unemployment amongst over 25s.</p>	Include emphasis on tailored pre-employment support for over 25s who are long-term unemployed as well as under 25s.	Request to Employment Group Health and Wellbeing Board

4	Jobs brokerage	<p>How to improve on what we do now in terms of job brokerage. As partners in brokerage work we need to join-up better particularly for the benefit of Small and Medium Enterprises (SMEs)</p> <p>Currently vacancy sharing between JCP, the Council and other agencies works well but the relationships could be better with increased co-location.</p> <ul style="list-style-type: none"> • JCP refers customers to the Work Programme for 2 years and contract manages Primes • JCP has worked with the gangs unit and has examples of Young People being placed with the Ideas Store in Whitechapel, in catering roles • JCP filters clients through national employers like Tesco, etc. 	<p>Not necessarily new, but more co-location of JCP in other key services.</p> <p>All involved in brokerage should be a conduit and not in competition.</p> <p>More sharing of vacancies for local SMEs</p>	<p>LBH Regeneration and JCP to consider further opportunities for co-location with partners</p>
5		<p>Better links with “high value” employers. We can lack ambition for some Young People and need to influence Schools, other than the Academies that have links to KPMG, etc. already.</p>	<p>Consider practical ways the partnership and major agencies could use their networks to support this ambition for high value opportunities via local job brokerage.</p>	<p>Updates from Growth Strategy to inform Leadership Board</p>
6	Other related issues raised in the SOTB analysis and event evaluation feedback	<p>The focus on youth is obviously right in the short term, but the potential opportunities provided by intergenerational support in the longer term seemed to have been ignored.</p> <p>Section 4 of the SOTB report which considers sustainable growth flags that many of the large development sites, where there is strong potential for employment growth lie in neighbouring Boroughs.</p>	<p>Consider reviewing the extent that local brokerages do secure jobs for residents over 25 who have been long-term unemployed too and learn from schemes that are successful in doing this.</p> <p>Ensure programmes put a greater emphasis on support for residents to access jobs on sites nearby, not just ‘local’ jobs in Hackney?</p> <p>Pursue sub-regional opportunities for continued business and</p>	<p>LBH Regeneration and JCP to consider</p>

			employment growth	
7		Work with schools and colleges to prepare young people to work in London's knowledge based economy	Not new, a continuation of existing work, including Hackney Community College?	HLT and LBH Regeneration to share information about their work
8		Issue of supported brokerage for Young Black Men – see item below	Consider this alongside other target groups as part of the work to review the profile of who we work with on pre-employment support	Set up new task group

Theme: Child Poverty and family wellbeing				
9	Issues raised at the event & in the report	Particular areas of concern or interest	What/if anything new is emerging?	Next steps
10	<p>Childcare provision Not enough places for 2 year olds, and not enough affordable provision for 3-4 year olds Only high-quality childcare makes a difference to achievement</p>	<p>There is an offer for families from children's services (see below) but are we maximising this in light of pressures from welfare reform?</p> <p>Better links between education and training for parents and childcare offer</p> <p>The following already exists:</p> <ul style="list-style-type: none"> • 15 hours of free childcare for 3-4 year olds, and for disadvantaged 2 year olds • Subsidised options across the borough • Services in Children Centres • Targeted free support for families in crisis, and those with disabled children • Family Information Service • Health visitors 	<p>Is subsidised child care accessible and flexible enough for people returning to work, including parents formerly on income support?</p> <p>Does the offer provide cover for hours outside of 8-6pm for people who have to work shifts or is it accessible for parents on zero hours contracts</p>	<p>Welfare Reform Working Group Children's Executive</p>
11		<ul style="list-style-type: none"> • Use of other spaces (community halls, youth hubs, adventure playgrounds and any other spaces which have frequent available capacity). Groups need certainty of how they will be managed- perhaps through clearly stated policies for how childcare will operate in properties • Childcare needs to be linked to education and training for parents • Could corporate social responsibility be used to fund more childcare? • How do local childcare providers support one another? 	<p>Use of wider assets to enable more childcare e.g. Community Halls and other spaces with capacity.</p> <p>(n.b. the other points made about needing to ensure provision is high quality)</p>	<p>Children's Executive</p>

12	Family Support	Outreach could always increase, and shouldn't just be health visitors - all partners can identify families who need support	Not new. Continued emphasis on better identification of vulnerable adults/ families who need support to cope by a wider range of community workers in addition to health visitors See recent work on housing protocol	Updates from Thriving families and Children's Executive to inform strategic discussion
13		Troubled families – should we accelerate this programme to reach more families faster?	More pooled funding of resources - community budgets/troubled families	Thriving Families
14	Young Hackney plus 19-25 The co-ordination for under 18s is good but we need to extend this to the 19-25 age group. Many in that age group are not signing on so are hard to identify. Accommodation and co-ordination and commissioning of support are big issues. There is a need to draw in additional money such as	Many organisations have examples of things they are doing to improve life chances of 18-25s but there is a need for greater co-ordination – strategy. For e.g. <ul style="list-style-type: none"> • Lee Centre: enterprise training for 18-24 (16-30) year-olds • Probation – work with Catch 22 mentoring service for 18-25 year-olds on probation orders. • The Crib provides a wrap around service for 16-25 plus, including support for ex-offenders to secure housing; bank accounts; jobs etc. • Victim support – work with victims of gang-related crime for that age range. • HR in Council – re apprenticeships we could do more. 10-20% of jobs in Young Hackney are offered as apprenticeships. • CSC – main focus on care leavers for this age group – prep for independence, employment & housing, emotional support • Daymer – do youth work to build self esteem, confidence including for 18-25 year-olds. • Young Hackney has Gangs Unit; & peer education project; 3 posts are apprenticeships; seconded post to bring income for VCS 		New Young Hackney Plus task group for 18-25yrs on issues such as accommodation, confidence, healthy relationships Links to: Thriving Families Children and Young People's Wellbeing Board Safer cleaner Housing Management Employment Group

	ESF Funding – we need a robust strategy to do this.	• Hackney Homes – provides accommodation; access to services & opportunities for work for this age group.		
15	Young Black Men advocacy and support	Take forward the recommendations from the partnership workshop on this issue, to ensure there is tailored support offer	Executive support to ensure this is taken forward	Set up new task group
16	Other related issues raised in the SOTB analysis and event evaluation feedback	Continue to find smarter ways to address demand for health and social care support through greater preventative work in services and Continue efforts to achieve better service support to wrap around specific needs of families	NA	Strategic discussions at Leadership Board

Theme: Quality of life, safety and cohesion				
17	Issues raised at the event & in the report	Particular areas of concern or interest	What/if anything new is emerging?	Next steps
18	Polarisation and cohesion – the contributions of newer populations and communities	<p>Some residents feel that gentrification does not benefit certain residents. This is leading to polarisation amongst residents.</p> <p>There is also an issue in how to identify other types of new communities, such as immigrant communities, and we can respond to their needs quickly.</p> <p>Having excellent public services can help - e.g. joined up care</p> <p>Need better understanding of dynamics of growth</p> <p>Services to be more alert as to in moving communities and to be aware of the risks with those communities (e.g. poverty, trafficking).</p> <p>Find out more about the issues in movers are facing and adopt strategies to help them (e.g. better referrals and signposting to services)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Engage with a range of associations within the borough, including refugee organisations and hostels – for data and insight on their users <p>Also need to mitigate pressures</p> <ul style="list-style-type: none"> <input type="checkbox"/> Invest more heavily in advice, guidance and support services <input type="checkbox"/> Promote advice, guidance and support services 	Not new - but continue sharing of insight between services and partners on newer in-movers and profile of them, and hidden communities or higher risk groups	Community Insight Group to take forward

		<p>throughout the borough – in nail bars, cafes and churches – rather than just LBH buildings.</p> <p>□ Public realm to support using and creating community space for meeting places for residents to mix/mingle.</p>	<p>Improve engagement and communications about info, advice and guidance services</p> <p>Balanced programming of community activity in public spaces to encourage mixing</p>	
19	Community and voluntary sector engagement and resident involvement in partnership work	<p>Is the annual event an adequate replacement of Team Hackney Boards?</p> <p>Need to consider role for VCS and creative contribution they can make.</p> <p>VCS input felt to be undervalued, but also a sense that the onus is on the sector to be pro-active</p>	<p>Question whether this annual event is adequate replacement of Team Hackney Boards</p>	<p>HCVS to consider where there is potential to strengthen wider partnership engagement and networking with VCS</p>
20		<p>Improved approach to engagement and co-design etc</p> <p>Active participation not involvement is required (Mckinsey 75s model)</p> <p>- Lacking a systematic institutionalised approach which promotes resident involvement AI Directorates CCG, NHS England, Police</p> <p>- Tower Hamlets and Newham have better institutional approach to co-design</p> <p>Need to see Young Hackney resident involvement processes replicated for e.g. YP have influence over commissioning</p>	<p>Learn from youth engagement in services – how could we replicate the successes of this approach elsewhere?</p> <p>Take a discussion on engagement and co-production in services to Adults H&W Being Board - or commissioning network.</p> <p>Concerns about access, involvement and promotion of Ward Forums. How could partner support these?</p>	<p>Community Insight Group to review and consider where there is potential to innovate to strengthen community engagement approaches. To consider range of means e.g. ward forums and residents active participation in services, co-design of services with residents across Council and public services, CCG, NHS, Police. Build on good practice e.g. Youth and Stop& Search training,</p>

		<p>budget. They are designed into specs. They are involved in Scrutiny CYP. Have seconded a member of staff to HCVS to help join up – pull together consortiums for joint bids.</p> <ul style="list-style-type: none"> - Need to be aware of multiplicity of voices - Need for active and institutionalised dialogue with service users is required - VCS can level in funding streams - Cllr Krishna who knows youth model to take to Health and Wellbeing Board <p>Ward forums considered to be closed and there to be low attendance</p> <p>Onus on VCS to be proactive rather than sitting on the side line</p> <p>Equality Peer Challenge recommendations to roll out good practice in community engagement and to improve understanding of why satisfaction levels are lower in certain communities</p>		Young Hackney approaches.
	Other related issues raised in the SOTB analysis and event evaluation feedback	<p>Strengths include: Strong community engagement and vibrant civic society Major improvements in local services and community safety High levels of resident satisfaction</p>	How to continue to build on these see items below	
21		Challenge: Ensuring all residents are benefiting from improvements, especially the most vulnerable	<p>Reinforce our shared commitment to maintaining cohesion and to secure wider local benefit as stated in the SCS vision.</p> <p>Reinforce the value of good impact</p>	Ongoing communication and championing of this by leadership

			<p>assessment on key decisions that offer clear demonstration of local benefit for all.</p> <p>Champion communication about benefits for a wide range of residents - including older residents, longer term residents etc</p>	
22		<p>Challenge: Continuing to tackle crime particularly youth crime</p>	<p>Reinforce existing partnership commitment to collaborate on this</p>	<p>Safer Cleaner Partnership Updates on intelligence on Youth Crime</p>
23		<p>Challenge: maintaining and continuing to improve satisfaction and service levels while resources remain tight.</p> <p>Corporate Peer Challenge also highlights this</p>		<p>Team Hackney Leadership Board discussion on key pressures on services and how we can transform services and innovate to help address these – Pressures including continued government spending cuts, an ageing population</p>

Theme Sustainable growth				
24	Issues raised at the event & in the report	Particular areas of concern or interest	What/if anything new is emerging?	Next steps
25	Housing pressures – Private Rented Sector, older people and social housing.	<p>The private rented sector: Support for tenants Concerns, especially for vulnerable tenants – how do we identify such people and support them in the private rented sector</p> <p>Instability for families living in PRS on benefit - more likely to have insecure accommodation, need to move around more - knock on impacts on schooling, missing nursery, wellbeing etc</p> <p>Citizens Advice Bureau Survey found that less than 5% of PRS landlords were willing to take a benefit claimant as a tenant.</p> <p>Also, many of the landlords are purchasing the housing as an investment. If prices reach a certain level investors could cash in by selling their properties causing prices to crash. Need to understand the risks associated with house price volatility and the private rented sector</p> <p>How to ensure standards? No formal registration of PRS landlords. Organizing and regulating smaller landlords is more difficult, there are many more of them, they have less capacity and they move in and out of the market more frequently than larger landlords.</p>	How can we best influence PRS landlords to encourage stability and decent housing standards	Updates from Growth Strategy to inform strategic discussion
26		Older people's housing	Ongoing concern about lack of fit for purpose	Request to: Housing

		<p>Pressure on housing supply linked to people living longer.</p> <p>Better options for older residents so they can move on. Some 'under occupying' larger social rented properties and being reluctant to move out. Problem may lessen over time with introduction of the bedroom tax.</p> <p>Need to provide older people with a genuine choice – good quality, high spec accommodation in a location of their choice – which often means a location close to them.</p> <p>Much of what is being offered is not fit for purpose. Sometimes it needs something as simple as a lift to meet the needs of older residents</p> <p>There have been emerging examples of Housing with Care where extra services are provided to increase the desirability of the new options.</p>	<p>housing for older tenants to encourage them to downsize - e.g. housing with adaptations or with care & innovation to help address this</p>	<p>Management Group and Adult Social Care / Health and Wellbeing Adults board</p>
27		<p>Social rented</p> <p>Need for mixed tenure developments where housing for sale and private rent can cross-subsidise affordable and social rented housing</p> <p>Needs to be proper consultation when estates are regenerated, no good taking architects plans to residents once developed, they need to have a chance to say what they want from the outset</p> <p>Need to decide whether some estates need to be remodelled – e.g. there are 3 and 4 bedroom flats lying vacant on the Kingsmead estate because the lifts are not working.</p>	<p>Discussion on future potential for affordable housing provisions, including housing regeneration schemes once a majority of the current schemes are completed</p>	<p>Growth Strategy Updates to inform strategic discussion</p>

28	<p>SMEs Displacement of Small Businesses - how to link them to new market too</p>	<p>Concerns include:</p> <p>Indigenous small businesses concerned about their future survival vs newer larger companies moving in.</p> <p>How can Hackney value SMEs more? PR for narrow way. Impact of Westfield. Low quality offer in Narrow way that doesn't reach all communities, focused on poorer residents. How can we get more footfall into Narrow way and other areas Independent shops scared of change, old business starting to wane but want some of the new business from newer residents</p> <p>- What impact will new planning laws on the types of shoppes e.g. increase of betting shops, likely to be an increase?</p> <p>Work underway Considerable support already for narrow way businesses Face lift happening of 43 shops on the narrow way. Co-funding between shops and council 2 million more tourists – how can SMEs benefit. Tourism would be great for narrow way if the offer was right Town centre partnerships – monthly meetings Leafleting, Hackney Today, Social Media Council currently courting larger chains Hackney business network very vibrant</p> <p>Can we look to other areas of good practice,</p>	<p>Better information flow to SMEs on Hackney profile and new opportunities and service offer</p>	<p>Growth Strategy Updates to inform strategic discussion</p>
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		Camden for e.g. has 9 business partnerships and 1 business board. Hackney has no chamber of commerce or trade network		
29		<p>Could there be more done to link local business to local charity sector? How widely known are the town centre business partnerships around philanthropy, jobs etc how much needs to be led by local business rather than the council? Fund for Hackney being developed – which could help connectivity? Widening membership of local business networks so that they can engage with wider community Improve peoples understanding of these networks Could town centre networks support co-ordinated employment for 18-25s? Need more cross fertilisation between business sector and community sector – current lack of interaction Map VCS orgs against local business networks</p>	Better information sharing about Town Centre partnerships with other parts of the community	Request to HCVS and Regeneration Team
30	Late night economy, public realm & sustainable development	<p>Aware of concerns. We have done a lot of work to co-ordinate service support for Dalston</p> <p>Dalston Area Action Plan – ahead with planning policy but slow process</p> <ul style="list-style-type: none"> • A lot of work going on in licensing/planning and coming up in Licensing Committee about Dalston • Planning exemption from government recently • Management plans (licensing and planning) on premises – better run premises now • A lot of current partnership working around night time economy <p>Issues and concerns include</p>	<p>Wider promotion of the town centre forums to day and night time businesses/ link to pub watch groups too</p> <p>Prioritise which services are essential to support NTE in local centres - cant afford to maintain all as is now</p> <p>Stay ahead of the curve - need good intelligence to do this</p>	Growth Strategy Updates on NTE to inform strategic discussion

		<ul style="list-style-type: none"> • Need to look at whole A10 corridor – get ahead and plan for development • Previously there were stronger business networks in Hackney (e.g. Hackney Chamber of Commerce) and there is no longer such a strong business presence. The NTE has Pubwatch but they also want to work with daytime businesses e.g. on Ridley Road. Need to tie NTE and day businesses together and have local business forums (important in their roles as key employers and to work together to improve local areas) • Shared service providers in Dalston – need to survey those on waiting lists and find out business and services needs and develop sites to meet this demand • Services to manage the NTE are spread too thinly – can't meet demands. Can't keep cutting back services, need to make decisions about what we continue to do and what we stop doing. <p>Monitoring and enforcement of licensing/planning conditions is very important – regulation matters – creating partnerships around this.</p> <p>With changes nationally (e.g. changes in planning regulations), development is going to happen - need to get ahead of the curve</p> <ul style="list-style-type: none"> • Need good intelligence e.g. where NTE areas of growth are, ahead of formal mechanisms 		
31	Public realm	<p>Public Realm important because it is what people vote on. Don't overlook the value of investing in the public realm, it matters to lots of residents.</p> <p>Sustainable development – how do you create the right spaces in the right place. Importance of</p>	<p>Not clear if there is anything partners could consider or do in addition to mainstream work by public realm and planning services who already involve community?</p> <p>May be picked up by Neighbourhood Plans?</p>	<p>Leadership Board discussion on growth</p>

		<p>protecting green spaces How to continue to maintain sufficient green spaces and be creative about how to do this, as part of sustainable growth</p> <p>Behaviour change – how can we work with people to get them to act differently? Need more robust approach and it needs to deliver (e.g. around NTE and waste, recycling)</p> <p>Renewed efforts to deliver behaviour change re NTE and looking after the local environment</p>	Partnership information sharing on particular approaches in services that have worked?	
32	<p>Polarisation and the contribution of newer populations and communities</p>	<p>Anger of some residents that gentrification is uncontrolled – house prices are rising, there is a thriving night life and café culture – but these do not benefit certain residents as they are priced out of the housing market and the bars and cafes are too expensive for them to make use of. This is leading to polarisation amongst residents: the new, younger, more affluent and the older, established residents.</p> <p>Excellent public services can help mitigate this</p> <p>Sharing of insight between services on hidden communities or higher risk groups</p> <p>More info on newer in-movers and profile of them</p> <p>Ambition for excellence in public services</p> <p>Consider as part of Impact assessment of major</p>	<p>Information sharing on changing population dynamics to all Team Hackney Partners</p> <p>Consider as part of mainstreamed decisions, using evidence from impact assessments.</p>	Leadership Board discussion on growth

		schemes		
33	Other feedback on this theme: from SOTB analysis for the full report	<p>Opportunities: Seen significant growth and housing delivery Sub-regional opportunities for continued business and employment growth to the South and East of here (e.g. Canary Wharf, Greenwich Peninsula, Newham Riverside, Barking Riverside etc)</p>	Worth considering how we unlock opportunities out of borough but in the sub region and encourage residents to access these, rather than emphasising 'local' solutions?	Growth Strategy updates to inform strategic discussion
		<p>Challenges:</p> <p>Mixed feelings on the impact of growth on long term residents. Monitor and pay attention to this</p> <p>Enable & encourage business growth to translate into employment opportunities</p> <p>Help businesses recruit local employees and develop apprenticeships, work placements and pathways into local employment</p> <p>Work with schools and colleges to prepare young people to work in London's knowledge based economy</p>	Remain as identified in SCS review.	Growth Strategy updates to inform strategic discussion

Support for people who need it most and improving people's capacity for independence				
34	Issues raised at the event & in the report	Particular areas of concern or interest	What/if anything new is emerging?	Next steps
35	Preventative services for Vulnerable groups of residents including alcohol and drug misuse	<p>Longer term investment in services DAAT sees approximately 3000 people a year, providing approximately 2000 with a structured intervention.</p> <ul style="list-style-type: none"> - Retained funding during health transition – no cuts to the front line - Strong care pathways - Good links with partners (CYP joint protocol and peer supervision, DV co-located, beginning to work with MASH - specific drugs post). 	<p>Anticipation of future pressures on what is a good service now. Good care pathways in substance misuse services retained funding so far.</p>	
		<p>GPs regularly refer on but it would be more effective if they commissioned early intervention services in their surgeries – support clients earlier and lose fewer clients through attrition.</p> <p>Possibility of satellite services that smaller GP surgeries could share if not viable to have service in their surgery. Need to increase confidence in DAAT services to ensure GPs willing to pay.</p> <p>Understanding of GP role in wider public health is an issue – not all are on board. We all need to adapt our cultures to work in partnership – it would have been good if CCG were invited to speak today or at other partnership meeting.</p> <p>Opportunity with public health coming into council to</p>	<p>Retain and build a shared approach to earlier intervention where there is vulnerability in GP practices e.g. for DAAT</p> <p>Involve the CCG in partnership meetings</p>	

		really link up front-line GP services with structured alcohol and drug support.		
36	Independent Living and our shared capacity to take this forward	Concerns about the move to promote independent living without adequate consideration of whether voluntary sector and community have capacity to do this. No one chose to sit at this table - merged discussion with table 9	There is a wider point here about careful consideration by statutory services about the capacity in the community to provide services, given budget pressures, not just in social care.	Links to wider conversation at Leadership Board about priorities and spending pressures and re-modelling services see above.
37	Other feedback on this theme: from SOTB analysis for the full report	Discussion on reducing dependency and demand for care services		
	Feedback from the event evaluation	It was unclear to me how the feedback would influence the shape and content of policy, particularly in relation to specific pressure points and the apparent lack of connect with an aging population with increasingly poor pension prospects . The focus on youth is obviously right in the short term, but the potential opportunities provided by intergenerational support in the longer term seemed to have been ignored .	Leadership to consider the balance of activity agreed by partners and check against known medium term pressures including the ageing population issue and longer term unemployment for the over 25s.	Build this into a Leadership Board discussion on anticipated pressures, link to conversation about priorities and spending pressures and re-modelling services see above.
		<ul style="list-style-type: none"> ▪ Opportunities include ▪ Better service support to wrap around specific needs of families ▪ Smarter ways to address demand for health and social care support through greater preventative work 		Continue to receive updates from welfare reform & Thriving Families Tasks groups to inform strategic discussions

		<ul style="list-style-type: none"> ▪ Robust support for residents in mitigating the impact of welfare reform ▪ 		
		<p>Challenges: Continued improvement and innovation needed to meet high ongoing demands</p>		See above

Appendix: Event evaluation feedback and learning

We received largely positive feedback from participants about the Hackney the Next Chapter Event. Below is a summary of the response we had to an e-survey, that 19 of the 60 or so participants responded to it¹.

When thinking about the value of the event for partnership working we got the following feedback. All 19 respondents said the event was useful in supporting their understanding of the challenges facing the borough and 63% of these said they found it very useful. 16 of the 19 respondents also said they found the event quite or very helpful in supporting their partnership working in the borough, although two people found it not very helpful and 1 person found it not at all helpful in this respect.

Thinking about the event format and people's perceptions of the quality of the event overall, we got the following feedback. 18 respondents rated the presentation as good (11) or very good (7), with only 1 person rating it fair. Slightly fewer people rated the table discussions as good (11) or very good (3), while 5 rated them as fair. When we asked about their views on the format of the event overall, 15 of the 17 respondents to this question rated it as very good or good and 2 rated it as fair.

Particular issues raised and suggested responses

We also asked if there was anything in particular that we could do better at future partnership events

Issues raised by a number of people:	Response
The most common point made was about the poor quality of acoustics in the room, including a comment from one person who uses a hearing aid and couldn't hear the presentations and struggled to hear the table discussions.	Policy to feedback to the events management team who operate the venue and to note the point about always using microphones in future.
Issues raised by an individual:	
A comment that there was a lack of clarity about how the feedback would shape policy discussions, including on pressures such as the ageing population and a sense that we were ignoring these kinds of big issues and focusing on shorter term issues and youth instead.	The substantive point about preventative work is already embedded in the main body of this discussion paper for consideration by the Board
A concern about the limited BME representation from the community in the room.	Noted. We did invite a diverse audience, but not everyone had the capacity to attend. HCVS are currently looking at this and talking to contacts.
A comment about the content being too Council focused and a call for another major partner to present at future sessions.	Noted, we will look at this when planning future events
A frustration from a participant that the wording from one of the initial table discussions was altered too much for the second session, and that there was no meaningful discussion about creative partnership work with the voluntary sector	Noted. The intention was to not to restrict table conversations to a narrow theme, but to allow participants to shape discussions that they would find helpful. We will continue to look for ways to enable flexible and creative conversations in future.

¹ All participants were invited to take part in the survey and were sent a follow up reminder about it