

Team Hackney Leadership Board Agenda
23rd February 2015
Room 37, Hackney Town Hall

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| 1. | 14.00 | <p>Welcome Apologies for absence</p> | Chair |
| 2. | 14.05 | <p>Employment and Opportunity This programme aims to deliver a comprehensive and joined-up offer for local people in accessing employment and other opportunities, building on many of the excellent services currently in operation. This means whether someone is at school thinking about the future, looking to develop skills or trying to secure an apprenticeship place, returning to the workplace or if looking for support in getting work, services are co-ordinated. At the same time, there is also a need to develop specific interventions with groups that face particular challenges. Underpinning this programme will be a commitment to designing solutions with front line staff and residents while working across different agencies and institutions. The programme will also draw on new rounds of enquiry, including work by the Governance and Resources, and Community Safety and Social Inclusion Scrutiny Commissions, to inform new initiatives.</p> <p>In parallel to this work, partners continue to work together to respond to welfare reform to understand the impact and support residents, ideally by moving into employment. A detailed update is provided for background to this item.</p> <p>Role for the Board: To discuss the programme and consider the role of the wider partnership in helping take the objectives forward.</p> <p>Papers: Presentation on employment and opportunity (to table) Update on welfare reform (to follow)</p> | Tim Shields |
| 3. | 14.45 | <p>Hackney a place for everyone – engagement plan and refreshing our Sustainable Community Strategy</p> <p>At the last Team Hackney Board we discussed the planned programme of discussion, debate and engagement with residents on the theme of tackling inequality and promoting inclusion. Partners are invited to join this engagement and encourage residents and staff to also participate and consider how their engagement activities might be aligned to this work.</p> | Joanna Sumner |

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| | | <p>Through this work we aim to gain a much deeper and richer understanding of how Hackney's residents are responding to the social and economic change that the borough is facing, and the effects of gentrification on Hackney's communities. This understanding will underpin the formation of a set of recommendations that the Council and its partners can take forward with the aims of:</p> <ul style="list-style-type: none"> • Tackling growing inequality and promoting fairness • Promoting access to opportunity and removing barriers to opportunity • Fostering community cohesion and local pride <p>Over the course of the campaign we aim to engage with at least 3,000 local people through face to face and online channels. The aim will be to produce 'A Place for Everyone' report including analysis of engagement results and research data and key recommendations for action in Feb/March 2016.</p> <p>We also propose to start work now on the longer term strategy by carrying out a scenario planning exercise, as we did in 2007 as part of the development of the Sustainable Community Strategy for 2008-18. The purpose of developing scenarios is <i>not</i> to attempt to predict the future. Scenario planning is a structured way for organisations to think about the longer term. The aim would be to complete the scenario planning over the next year so that we then begin to develop a new long term strategy from 2016 onwards. This will be informed by the engagement activity which is also planned over the next year.</p> <p>Role for the Board: To comment on the engagement and scenario planning proposals</p> <p>Paper: Engagement plan (to follow) Scenario planning paper (attached)</p> | |
| 4. | 15.15 | <p>Improving outcomes for Young Black Men</p> <p>Background: The justification for this work is that outcomes for young black men (YBM) tend to be disproportionately worse in a range of areas including the criminal justice, child protection, educational achievement, health and wellbeing, employment and housing, and that public sector and community responses to date have not addressed this. In November 2014 the board discussed and agreed the project plan. Since then the partnership group have met and the engagement strands of activity with parents, young people and businesses have been launched.</p> <p>Paper: Progress highlighting progress and next steps</p> | Cllr Bramble Jake Ferguson |

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| 5. | 15.50 | Minutes from last meeting Paper: November minutes (attached) | Chair |
| 6. | | Any other business | |

Dates of next meetings:

Scenario planning – July 2015

October 2015

February 2015

Item 3 Hackney a place for everyone – engagement plan and refreshing our Sustainable Community Strategy

Strategic oversight of growth and change in Hackney- scenario planning

1. Aims

We recommend that we start working on developing a new strategic vision and priorities as a partnership to replace the Sustainable Community Strategy 2008-2018. We propose carrying out a scenario planning exercise, as we did in 2007 as part of the development of the Sustainable Community Strategy for 2008-18. The purpose of developing scenarios is *not* to attempt to predict the future. Scenario planning is a structured way for organisations to think about the longer term. By developing a small number of scenarios—stories about how the future might unfold and how this might affect the particular issues that confront us, we can explore the implications of present trends to prepare for different possible futures. This will provide us with a longer-term context for decision-making and empower us to shape the future through the decisions we make and those that we influence. It will also help us identify the individual, community and business responses that we need to facilitate and enable.

2. Scenario Planning Timeline

| Scenario planning | Other milestones |
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| 2015 | |
| March | |
| Develop scope, methodology and roles / resources | Hackney a Place for Everyone – debate |
| April | |
| Commission any external delivery | |
| Identify stakeholders and stakeholder engagement | |
| Make practical arrangements for engagement | |
| Collate evidence | |
| May – June | |
| Synthesise evidence of borough level data (external factors, needs assessments, insight and institutional data) | Election and State Opening of Parliament |
| June | |
| Engagement with individual services / agencies | |
| July | |
| Wider stakeholder engagement | |
| August | |
| Desk work to finalise vision and principles | |
| September | |
| | Housing Strategy |
| 2016 | |
| March | |
| Start to develop new vision and strategy to replace the Sustainable Community Strategy 2008-18- drawing on engagement work. | Hackney a Place for Everyone – recommendations from engagement |

Item 4 Improving outcomes for Young Black Men

Progress update against objectives

The engagement strand of this work has been prioritised, so that other strands of activity are informed by this engagement work. The main progress updates are therefore under the engagement strand.

Developing services

Early support and preventative work (schools, early years, early intervention, mental health support, young hackney units, DAAT and substance misuse)

By September 2015: Partners identify improvements or change their approaches and partnerships to ensure this support reaches young black men and their families- for children and young people and young adults.

Progress so far:

A Partnership Group has been set up to start to identify improvements. From the first meeting key opportunities for join up are:

- Engaging young black men and boys in emotional well being and mental health support at an early stage (ELFT are starting a 'cultural consultation' approach which hopes will lead to new ideas for multi agency work).
- Children and young people services – identifying further ways to join up support around early intervention
- Promoting healthy diets and lifestyles
- Addressing social isolation, problematic relationships and friendships.

Next steps:

- Engage partners on an individual basis or groups of partners by theme to take forward
- Draw on findings from engagement (see below) once available

Schools engaging with the agenda and buying into the changes they need to make

By January 2016: Schools have been engaged in the agenda, at both leadership and practitioner level and identify and understand the changes they need to make to better enable black boys to progress; this will be different for each school (especially at secondary level).

Progress so far:

There is a pilot going on in three schools, which works on self-esteem and self-reflection. The pilot is currently under evaluation and in August we will know if this has impacted on GCSE outcomes for this group, which will be useful evidence. If positive would like to expand this pilot to other schools.

Next steps:

- The achievement gap increases between KS2 and KS4 for black boys and we would like to understand better why this is the case and why achievement is much better in some schools, and whether this relates to behaviour and behaviour management.
- Cllr Bramble to speak at Head Teachers Network to seek support from schools

Shifting cultures in institutions and challenging stereotypes

By March 2015: All services involved in the steering group and leadership board identify actions they will take to shift cultures in their institution.

Next steps:

Engage partners on an individual basis or by theme to take forward

Critical intervention points

By September 2015: Safer Young Hackney Network identifies how services should help a young person when something does go wrong, to try to turn the situation around for the better, e.g. joining up Probation, Employment Support and Housing.

Progress update:

This work is written into the Youth Crime Reduction Plan

Community and business engagement

Shifting cultures in the community and challenging stereotypes

By January 2016: There will be a community led response, arising in response to issues identified through initial peer research

By January 2016: The profile of black businesses has been raised and they have identified business led approaches and solutions

Progress update:

Community led response, arising in response to issues identified through initial peer research.

- This will begin after the initial research with businesses, young people and parents (see below).
- A piece of desk research into identity and culture is being undertaken to support and underpin this work
- A young person is being employed by HCVS to support all strands of engagement activity – the job is being advertised this month

Engaging businesses and engaging young people about employment

| Workstream | Progress update |
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| Engaging young black men about employment and employment support | <p>Three of the four planned focus groups with young black men have been completed and is starting to identify the engagement or support they need to progress into employment or enterprise.</p> <p>This group of young men would like to continue meeting to discuss these issues, and to plan a positive action campaign to improve public perceptions of young black men in Hackney.</p> |
| Engaging employment support providers | These will be organised once the engagement with young men is complete. |

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| Engaging black businesses - 2 discussions and a steering group | <p>First event is planned for early April- idea is to get a core of 6 or 8 local businesses involved as 'champions' on youth unemployment.</p> <p>The meeting will focus on what practical things local businesses can do on this issue and how to get more businesses engaged.</p> <p>A second, bigger event is planned for May.</p> |
| Establishing a business-led working group | This would be established following the events outlined above. |

Objective advice and support for parents within communities

By January 2016: Through the peer research, community led solutions are identified and put in place so that parents are better able to access objective advice and support when they encounter difficulties and problems

| <i>Workstream</i> | <i>Progress update</i> |
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| <p>Secure the engagement and train 15 people drawn from the local community to carry out peer research with other parents</p> <p>Complete 100 surveys of local parents and 5 focus groups</p> <p>Complete a comprehensive report on the findings</p> <p>Develop an action plan and events for future engagement of parents and key stakeholders</p> | <p>People have been identified and are being trained.</p> <p>Engagement will take place between March and June 2015.</p> |

Co-ordinating services

Services for 18-25 year olds

By January 2016: Services have co-ordinated approaches in place to improving outcomes for a cohort of young people, in relation to employment, housing, probation, mental health and voluntary sector support.

Progress update:

- Young Hackney will be taking forward a Youth At Risk Programme which works with young people who are currently disengaged from education / support services (or at risk of being so), or on the periphery of gang activity

and offending, those with low self-esteem, vulnerable and at risk of under achievement/ poor outcomes. In the pilot year the intention is to work with a mixed group of 25-35 young people aged 17-25 years. Delivery is structured into intensive three, four and five day personal development workshops to challenge and confront the core beliefs, attitudes and relationships that lead to 'at risk' behaviour. Young people are challenged and supported to take responsibility for their actions, and develop the aspiration to achieve, and the confidence, 'grit' resilience and determination to succeed.

- The following commitments were discussed at the Better Homes Partnership Board:
 - a. Housing options advice
 - b. Shared ownership solutions (BME groups under represented in shared ownership)
 - c. Housing sharing solutions
 - d. Intermediate housing e.g foyers

Next steps:

- Need to look at extending focus to older age group – up to 34
- Review to identify whether young black men, and young people more generally are accessing financial advice and what the issues or barriers might be
- Engage partners through partnership group in other ways to co-ordinate and join up services

Create pathways for young black people into enterprise and employment

By January 2016: Mainstream employment services and enterprise services are better equipped to support young black

Progress so far:

- Trust for London funding has been secured by HCVS to develop ways to support young black men into work, building on experience of the Job Centre Plus funded pilot
- BTEG are also engaging with young people and the recommendations will be shared with employment support providers

Next steps:

- Progression into higher education also needs to be measured as many jobs in London now expect NVQ level 4+,
- One key concern is the number of young black men who are not on Job Seekers Allowance and may be working in the grey economy

Underpinning work

Progress update:

- Key Performance Indicators to track

A full update will be presented to the next Partnership Meeting

- Officer Group, Partnership group, young people's group and business group

Progress update:

- All groups are set up apart from the Business Group which will be set up following

the business engagement identified above

- Evaluation of overall programme and individual strands of activity

This is being scoped out so we can invite interested research partners to express interest in evaluating this work and drawing in additional resource to support the evaluation.

Item 5 Minutes from 10th November

Team Hackney Leadership Board Meeting: Minutes
10th November 2014, 14.00-16.00
Room 37, Hackney Town Hall

| Item | Notes | Action |
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| 1 | <p>Welcome and introductions (Chair)</p> <p>Apologies for absence:</p> <ul style="list-style-type: none"> • Paul Haig • Charlotte Graves • Cllr Nicholson • Andrew Lee (who was invited from HLT) <p>Changes in membership:</p> <ul style="list-style-type: none"> • Kim Wright will be attending to represent the Health and Wellbeing / Public Health brief and it is recommended to the Board that either she or Penny always attend as an additional member to ensure join up. • Brian Menzies has replaced Jashoda Pindoria and Simon Lawrence has replaced Matt Horne • We also welcome new CEN reps who take Mary Cannon's place (all four attended). <p>Officer support:</p> <p>Nye Cominetti will be joining the meeting to take minutes</p> | |
| 2 | <p>Child poverty and family wellbeing</p> <p>Sonia Khan introduced the item. The Child Poverty and Family Wellbeing Plan 2012 is currently being refreshed, drawing on the findings of Hackney's latest child poverty needs assessment completed in September 2014.</p> <p>The LBH Policy team is talking to key stakeholders across the partnership to review progress against the current plan and agree actions over the next three years for the refreshed plan as part of an informal process of engagement.</p> <p>The current Child Poverty and Family Wellbeing action plan is based on six thematic priorities. There is nothing in the evidence that we have gathered for the needs assessment to suggest that we should move away from these as cross-cutting principles to inform our approach to tackling child poverty and promoting family wellbeing. The current approach to child poverty takes a dual approach – looking in a broad way at the life chances of children, as well as in a more narrow way about the immediate, material problem of poverty. It is proposed that this approach continue.</p> <p>We want to build on and embed the approach set out above for the refreshed plan but with a spatial focus on the groups we</p> | |

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| | <p>have identified as being most at risk of poverty. These groups are:</p> <ul style="list-style-type: none"> • Workless families. • Lone parent families and families with two young children (0-10) where the youngest is aged under 4. • Benefit Claimant families affected by Welfare Reform. • Black and minority ethnic groups – African; Caribbean; and Turkish/Kurdish/Cypriot groups using eligibility for free school meals as a proxy poverty indicator. • Disabled parents and disabled children. • New arrivals/emerging communities/families with No Recourse to Public Funds (NRPF). <p>The following points were raised in discussion:</p> <p>Measurement of child poverty. The official measures of child poverty do not tell us about the outcomes for specific families/ children – i.e. it is not possible to know the extent to which changes in the data are affected by migration in and out of the borough. Proposed to lobby central Government and the statistical authorities to provide poverty data which takes account of migration.</p> <p>Focus on the worst off. Is the child poverty figure an appropriate measure of the success of the child poverty strategy? The measure looks at those earning below 60% of the median income, but those worst off will be earning less than this. These families should be the priority, not those on the official poverty line.</p> <p>In-work poverty. One priority in the strategy is getting people into work, and yet we know that in-work poverty is a problem for many. How do we improve the wages of Hackney residents? Potential to look at using ESF funding to tackle in work poverty?</p> <p>White working class. Do they feature as a priority group? Do we measure them specifically?</p> <p>Food and fuel poverty. The strategy, and the council’s action, must not overlook the immediate, pressing concerns of some families. For example those unable to afford food and fuel. Anecdotal evidence from some service providers that hunger is an issue for some children at school and some users of advice services. Fuel poverty will become a greater issue as the weather gets colder.</p> | <p>Sonia Khan to discuss feedback further with lead officers.</p> |
| <p>3</p> | <p>Hackney a place for everyone: Tackling inequality in the borough Cllr Linden introduced this item:</p> | |

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| <p>The Council is developing a programme of discussion, debate and engagement with residents on the theme of tackling inequality and promoting inclusion. This programme will support a key ambition of the new administration that regeneration in Hackney is inclusive, so no one gets left behind or pushed aside, but instead benefits from new opportunities and economic growth.</p> <p>The Council will be running a communications and engagement campaign that fosters debate, allows the airing of anxieties about change, better communicates what the Council is already doing, and explores with residents what else it may be possible to do. This builds on some of the discussion which was started at the Partnership Event in July 2014.</p> <p>The wider partnership is invited to join in with this debate. It is proposed that there is a programme of engagement with strategic partners and the local voluntary and community sector to complement the Council's campaign with residents.</p> <p>There is a Scrutiny debate session on this topic – with academics invited to contribute to the debate at a public event.</p> <p>This builds on the Team Hackney Partnership Event which was held in July which explored some of residents' feelings on the matter.</p> <p>The process of the community engagement will build towards the council's next Sustainable Community Strategy.</p> <p>The following points were raised in discussion: What is the intended outcome? What is the vision? Engagement is always welcome but mainly people want change, tangible outcomes. Fiscal climate. The fiscal climate the council faces means there is a limit to how it can affect inequality. Therefore the engagement is worthy in part for intrinsic reasons, and in part because it might help the council decide on its own actions. But it might also help think through what the community and partners can do to tackle the problem. Empowerment. The strategy should focus on giving power to people that don't have it, and there are many practical ways of doing this. The council's fiscal imitations are acknowledged, therefore empowering people to help themselves and others is important. Council's assets. There are a variety of ways the council can make a difference that don't involve spending money. For example – using its physical assets to provide support to charities and community groups. Place. Should discussions around inequality focus on particular areas? Problems of poverty and change felt more keenly in some parts of the borough than others.</p> | <p>Joanna Sumner to feedback</p> |
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| | <p>Employers. Many want to help the borough and its residents. Should offer a menu of engagement options to employers so that big and small employers alike can contribute if they want to.</p> | points to help shape programme |
| 4 | <p>Roundtable updates Community sector.</p> <ol style="list-style-type: none"> 1. HCVS are focused on bringing in external resources for the voluntary and community sector. They have secured £6m through the Lottery for preventative work with older people. They are now working with Hackney's Clinical Commissioning Group on a programme called 'One Hackney' whose focus is the elderly. This is a new approach seeking community solutions and there is te potential to save money although there are also risks. 2. Chief Executive of Lottery impressed by work with MET on stop and search, and intends to visit. <p>Health.</p> <ol style="list-style-type: none"> 1. 2012 Health and Social Care Act the biggest change in adult social care for 50 years is live from April 2015. We are working with local partners to prepare for changes, although the final details were only published 2 weeks ago. Will bring additional financial burdens on the council. <p>Skills</p> <ol style="list-style-type: none"> 1. Adult skills budget facing 35% cut. Working with JCP to offer shorter, more tailored courses, to make the money go further. 2. Working on Hackney Open Tech institute. Would be a space where children can learn about different technology industries. Hoping to use EU finding, which is available next year. <p>Community Safety</p> <ol style="list-style-type: none"> 1. MET losing some funding – waiting for final details. 2. New legislation gives police new powers on domestic violence. Suspected perpetrators can be ordered not to contact potential victim even if no crime yet committed. Rolled out from Home Office with no funding. <p>Welfare reform</p> <ol style="list-style-type: none"> 1. Still waiting for roll out of Universal Credit in Hackney. Preparation work with relevant agencies underway. | |
| 5 | <p>Improving outcomes for young black men Cllr Bramble led the discussion The council has committed to a programme which seeks to improve outcomes for young black men in Hackney, having identified that this group suffer worse outcomes than other demographic groups and have done for some time. The project plan was outlined, which includes community and business engagement and various strands of work with council and external service providers.</p> <p>The following points were raised in discussion: Churches. Black churches are important in the community and difficult to reach. Lots of young men attending. Anecdotal evidence that sometimes they might be discouraging people from using mainstream services and so there is a risk that people</p> | |

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| | <p>become more marginalised.</p> <p>Housing. Black people under-represented in home / shared ownership.</p> <p>Preventative work. Clarify difference between ‘early years’ and ‘preventative work’. Scope of latter is greater than that of former.</p> <p>Mental health. Given large inequalities in mental health this should be a specific strand of work. Reference was made to the Mental Health Challenge led by a Coalition of charities to put this higher up the agenda.</p> <p>Businesses. Could we learn from business networks elsewhere? One member works with 800 businesses a year – might have information on ownership.</p> <p>Transition points. The Lottery funded Families First programme is already focused on supporting primary school age transitions. It was noted that transition points continue to be a time when things could go wrong into adult life – e.g transition to college or university.</p> <p>Successful stories. Must remember that a good number of young black men / black families are successful, prosperous etc. Ideally would find way to use these success stories in business and the community as role models. BTEG’s ‘Roots to Success’ programme highlights – provide positive role models and speakers. We need to think about what messages we are subconsciously communicating in order to promote positive profiles – e.g. Black History Month should celebrate people making history now not just those from the past.</p> <p>Sensitivity. Recognition that talking about race/ethnicity is always sensitive, but should nonetheless be bold. There is strong evidence that young black men have poorer outcomes, therefore worth tackling directly.</p> | <p>Officer Group to reflect on this feedback</p> |
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