

The Hammersmith & Fulham Poverty and Worklessness Commission

Fifth meeting

Conference Room, Hammersmith Town Hall

11am-1pm, 12 July 2016

Agenda

1. Introductions and apologies
 2. Turn 2 Us – helping people fight poverty
 3. Formulating initial recommendations (Paper 1)
 4. Detailed Workplan update (Paper 2)
 5. Qualitative research
 - a. Focus group programme
 - b. One-to-one interviews and customer journey mapping
 6. AOB
 7. Date of next meeting – 14 September, meeting time likely to be 11am, venue – all tbc
- NB H&F Futures Board on P and W – 21 July, 5.30-7.30pm, Hammersmith Town Hall.

Evidence Review recommendations by theme

Submitted

3. Skills shortages for local businesses

Author(s): Rosalind Duhs

4. Improve employment opportunities for 35+ cohort

Author(s): Helen Rowbottom

5. Improve employment opportunities for people with mental health conditions

Author(s): Alex Tambourides

7. Reduce long term unemployment rate

Author(s): Helen Rowbottom

8. Improve attractiveness of part time work and elementary occupations

Author(s): Helen Rowbottom

9. Improve wellbeing for vulnerable older people

Author(s): Christina Smyth

10a. Address affordability of local housing

12. Crime/ASB and poverty/worklessness

Author(s): Yasser Awad

Cross-cutting recommendations

Author(s): Christina Smyth

Not yet submitted

6. Improve employment rates for people from BAME backgrounds

Author(s): Fawad Bhatti

10b. Homelessness

Author(s): Zahra Beg

11. Predictive analytics

Author(s): Lee FitzJohn

To be migrated to the Business Commission (subject to ongoing discussions)

1. Improving business survival

Author(s): Zarar Qayyum, Shani Lee

2. Strengthen the economic base

Author(s): Zarar Qayyum, Shani Lee

3. Skills shortages for local businesses

Rosalind Duhs

- Offer support to all apprentices especially those from groups less likely to complete apprenticeships (eg BME, disabled, over 25)
 - Liaise with employers to ensure that adequate training (both on and off the job) is provided.
 - Encourage the creation and uptake of traineeships. They can lead to apprenticeships, work or post-compulsory education for trainees. They appear to be a good alternative for young people who are not motivated to go on to post-16 school/educational options.
 - consider rebalancing spending on adult learning across the life course
 - consider entitlement to adult learning especially for poorer groups
 - clarify the responsibilities of employers, H&F and individuals
 - Ensure information on skills development is easy to find
 - The website for apprentices and their employers offers an upbeat 'shop window' to potential participants. The National Careers Service also promotes a range of user friendly approaches to help young people to check their skills and act to develop them. There are also additional sections under 'Advice for your situation' for older workers and those with disabilities among others.
 - Promote quality traineeships and apprenticeships
Partnerships between employers and trainers are essential. A recognition of the pivotal role of employers and support for them and trainees/apprentices is worthwhile.
 - Encourage community and intergenerational involvement in skills development
Older H&F residents could support younger residents with skills development and mentoring/coaching but this has to be carefully organised.
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4/ 7. Reduce long term unemployment rate/ Improve employment opportunities for 35+ cohort

Helen Rowbottom

1. **Devolution of the working relationship between DWP/Jobcentres and local government and agencies is needed;** data sharing, local provision for Work Programme leavers, outcome driven Service Level Agreements should be drawn up; DWP should localise all future employment support programmes via LEP funding; future 'families' programmes should be designed and delivered locally; city-level poverty reduction strategies could be rewarded by local areas retaining some of the savings (currently 7p in every £1, compared to 80p given to central government).
2. **Redesign the welfare process based on need rather than type of benefit;** from the Work Capability Assessment to a specialist back-to work scheme instead of the Work Programme designed around personalisation rather than sharp targets. An expansion of the Access to Work programme and integration with the Fit for Work Service, Access to Work helps over 30,000

individuals each year, reduces absenteeism, increases productivity and improves staff retention.

3. **Create a local brokering agency with employers, based on a place then train, rather than train then place model.** An IPS model using co-design with employers is twice as effective for maintaining sustained employment outcomes. Employers should be brought on board through regulation and incentives, and the perception that employing disabled people involves extra costs should be challenged
4. **Payment by results methods should measure and reward increased proximity the jobs market,** not solely the number of people who move on to sustained employment. **Providers should also be paid according to the earnings of customers and take-up of Apprenticeships.**
5. **A shift to job retention from re-entry to jobs.** Carers and people with disabilities and mental health issues all need better in-work support and employment relationships to stay in work through a local jobs brokering system. At national level, this could be boosted through a labour market outflow reduction target, a statutory 'right to return' policy for up to a year after leaving a job for people with disabilities and mental health issues (similar to maternity leave).
6. **Provide access to flexible, affordable childcare,** with corresponding safe, approved spaces.
7. **Create a local support network for caring and childcare responsibilities.**
8. **More affordable housing** tackling the gap between social and private rents by providing more rungs on the housing ladder through different types of tenure.

5. Improve employment opportunities for people with mental health conditions

Alex Tambourides

1. As a commission we cannot address issues around mental health and employment, solely by focusing on employment and mental health as isolated issues. Your mental health is affected by a wide variety of issues, and this in turn affects your chances of employment, wealth and wellbeing.
2. It is very important that the commission views the issue of mental health as one that needs to be worked on preventatively over the life course, taking into account a variety of social determinants, (including culture and ethnicity).
3. The commission should consider that any preventative strategy around mental health and employment needs to:
 - Empower people to recognize and act on the signs and symptoms of mental health with confidence and without shame.

- Recognise that employers and workplaces need to move towards a culture of openness and acceptance around mental health.
 - Recognise that solutions to address Mental Health and Worklessness should be coupled with a public health, or other programme, to change attitudes.
4. Is the local authority happy with a situation in which X number of people gain employment in Yr1 only for them to be replaced with X+Y who go onto ESA in the same year. The net result of which is a worsening position for the population but a good result for individuals that have progressed.
 5. Targets/Outcomes should be based on this level of granularity, as well as the well established ROI figures around taking people off benefits.
 6. Should the borough have targets based on numbers lifted out of poverty in any given year as well as numbers of people living in poverty. Housing allocation and the connection between poverty and social determinants could mean that the overall number of people may stay the same but churn increases.
 7. Is there an issue here for the commission to consider around its high rate of small business failure? Could this relate to the high rate of ESA. (Highly speculative)
 8. Work around supported employment needs to link in strategically with GPs to enable fully early intervention – triggering at any period of absence over 2 weeks.
 9. Supported employment programmes need to work alongside Primary Care teams.
 10. Co-locating employment support in clinical settings is a recognized part of the IPS, (individual placement and support), and IAPT models. However, this needs to be augmented by advice and information, or social prescription services which can address the persons social determinants/barriers more fully.
 11. The growing evidence around the prevalence of young people within this group needs to be considered when thinking about long term solutions. In particular as this group of people ages, inequalities can be further engrained through the ‘family building stage’ of the life course.
 12. Closer relationships with adult learning colleges and employment and volunteering services.

6. Improve employment rates for people from BAME backgrounds

Fawad Bhatti – not yet submitted.

7. (Amalgamated with priority 4.)

8. Improve attractiveness of part time work and elementary occupations

Helen Rowbottom

1. **Increase the number of quality flexible or part-time jobs**, improving entry to the jobs market and with a focus on in-work progression.
2. **Extend access to skills and training to those who are in work and lack qualifications** to boost in-work progression, rather than the current focus on making job-seekers work-ready.
3. **Launch a campaign to create a culture change around flexible and part-time working targeted at employers**, highlighting the financial benefits (to be integrated with the suggested jobs brokering scheme).
4. **Offer more self-employment support** around business planning and advice on start-up finance, as it offers another form of flexible working.
5. **Consider making H&F a London Living Wage borough.**
6. **Provide more affordable, flexible childcare** for parents who have atypical work patterns and no support networks; focussing on childminders, nursery provision, after school clubs (with transport), holiday club prices and access to approved premises for childminders to work from.
7. **Boost the provision of flexible childcare beyond children aged 4/5 years**, as this is when the removal of childcare provision leads to a drop in maternal employment.
8. **Increase the uptake of free, early education for 2 year olds**, and improve the quality of settings for early education.
9. **Facilitate better informal childcare and care networks.**
10. **Review the casual nature of 0 hours contracts for non-casual work** – such as care contracts for the disabled and elderly

9. Improve wellbeing for vulnerable older people

Christina Smyth

1. Use qualitative research to develop **typologies** in order to specify the services needed.
2. Review existing strategy against the **LGA recommended framework**. Consider the wider applicability of that framework to our broader work.
3. **Maximise this group's income**. Development research has shown that cash is arguably the most effective way of helping a group like this. Examples would include:
 - a. Benefit checks carried out by trained volunteers. Turn2Us is a national charity situated in the borough with a complete service to take people through what they are entitled to in terms of benefits, grants and other sources of money. A possibility would be to enter an arrangement with them to train volunteers. They already undertake a great deal of partnership working.

- b. Enabling social tenants to sweat their assets, notably a tenancy in a high cost housing area. An example would be support to take in a lodger where up to £625 a month can be earned tax free. This is also disregarded for Pension Credits. As the amount which might be earned is likely to be higher than social housing rent but still below market values both the tenant and the lodger could gain. It would also utilise our scarce housing stock better. Help in the form of a simple model tenancy agreement could be provided, or even a brokerage service. This would also have the advantage of alleviating loneliness. Variations on the theme could be arrangements whereby a younger person lives with an older person rent free in return for tasks round the house.
 - c. Encourage transfers to smaller accommodation where there is surplus space by increasing the monetary incentive substantially, or achieve a similar result by means of Social Bonds.
4. **Improve the volunteer offer** The client population could be encouraged to volunteer to provide the befriending and group services featuring in the alleviating loneliness literature. This could be part of a larger move to transform the volunteer offer in the borough. Other ways of involving this group could be through an "adopt a granny" scheme.
5. **Local giving** to charities helping older people should be made easier and more attractive for the significant portion of the borough's affluent population. This is a proposal which is being worked up by Hammersmith United Charities and Sobus.

10a. Address affordability of local housing

Paul Doe

- Better strategy – develop a Borough-wide anti poverty strategy and engage and involve the private, public and voluntary sectors in its delivery. This is as a result of the lack of co-ordinated strategies across the Borough to tackle poverty and worklessness. Alongside this develop a local poverty trap study to identify how some households remain trapped in poverty for generations.
- Better jobs – drive a strategy to develop work as a route out of poverty built around decent pay, the London Living Wage and decent hours. This reflects on the evidence that has come forward around the large number of people who are working poor, on benefits and universal credit, and the fact that four in five low paid employees remain low paid ten years later.
- Better access – remove obstacles to work through better child care (But be aware of obstacles here with take-up of the longer hours offer), access for those with disabilities and mental health issues. There is clear evidence that young parents cannot afford good quality child care and this is a disincentive to get into employment whilst those with disabilities and mental health issues see enormous obstacles in getting into the world of work.
- Better advice – offer better Borough-wide debt and benefit advice to ensure those due benefits get their benefits. There is evidence that many low paid people are not taking up their full access to benefits and where they are getting into debt this is driving them into poverty.

- Better rents – promote low rent schemes and cheaper home ownership products such as shared ownership with controlled equity offers for all that offer a wide range of choice to individuals across the Borough. Given the low level of access and low turnover to social housing a wider range of low rented and low cost ownership products need to be made available across the Borough to support in particular middle income groups but not at the expense of continuing to provide homes for those most in need.
 - Better choices – promote choice and a wider range of housing for all by ensuring that the Borough, housing associations and all other organisations involved in providing housing offer the widest possible access to individuals, removing barriers to mobility wherever possible.
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10b. Homelessness

Zahra Beg (due to be submitted 14th July).

11. Predictive analytics paper

Lee Fitzjohn

12. Crime/ASB and poverty/worklessness

Yasser Awad

- Obtain the data from the Youth Offenders Service to identify the present processes of diverting young persons from the criminal justice system
 - Liaison with the Probation Service to conduct direct interviews, as part of a survey.
 - Await the outcome of the Women's Diversionary Project as this may be extended to all boroughs
 - Liaison with the Probation Service to conduct direct interviews, as part of a survey.
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Cross-cutting recommendations

Christina Smyth

Recommendation 1: Transform the volunteer offer in LBHF to leverage resources from both disadvantaged communities and skills and goodwill across the borough (“Borough of Help and Friendship”).

Rationale: big gap in service provision which can never be met from public funds. Clients sometimes prefer dealing with non-statutory agencies (safe, no judgement). Relationship based work provides enabler for mental health.

This will include:

- Re-competing the arrangements for funding a central Volunteer Centre, one of the requirements being to meet the NCVO accreditation standards

- A compelling brokerage arrangement to match volunteers to opportunities, working at borough and neighbourhood level

Recommendation 2: there needs to be a strategic approach to addressing P and W in the borough

Rationale: The elements of P and W combine and interact in complex ways so it is important to take forward several strands in tandem. However, this will some change in ways of working at the Town Hall. The Council's priorities have not been translated into a set of simply expressed strategic objectives working towards which operate across all departments and become part of everyone's job. The eight outcomes from Smarter Budgeting are a good start, but need to be translated into low level objectives. Working tends to be fragmented, duplicated and tactical. There needs to be more departmental collaboration on strategic and cross cutting issues to enable collaborative cross departmental working to achieve overarching objectives.

Recommendation 3: priorities and outcomes to be translated into strategic objectives

Recommendation 4: the Council role needs to be defined as setting the environment, agenda setting, standards, priorities and resource allocation role for themselves and all organisations in the borough's ecosystem plus deliverer of last resort with repository of the highest levels of professionalism that are needed for managing services or delivering the most challenging.

Rationale: Clients experiencing poverty and worklessness are affected by many more factors and organisations than just the local Council. So the Council should articulate its place within the larger eco-system of the borough. The Council needs to recognise the place of other agencies. This could be encapsulated by the concept that just because something needs to be done the Council does not need to do it.

There are good reasons for this:

- *Clients – including those with few resources – deserve choice in service delivery and don't always want to deal with statutory services*
- *There will not be the resources to undertake all the work of befriending and community facilitation required to make a difference*

A client-centred, choice-based approach implies a mixed market place of public, private and VCS offerings. The democratic link between residents' voting expressions and plural delivery will be the strategic framework and other measures setting standards and allocating resources.

It also requires a more outward-facing approach to work.

Recommendation 4: journey mapping from customer point of view as mode of continuous improvement of processes

Recommendation 5: the central Policy/Strategy function needs to be stronger with an overview of all this as well as ownership of cross cutting issues and the capability to intervene.

The Council is pursuing many worthwhile initiatives and exploring innovative ideas through the Smarter Budgeting initiative. But there is little evidence of a holistic view of what priorities are being pursued, what major initiatives are being undertaken and what ideas are in contemplation. There is evidence that separate groups of people are working on similar ideas and dealing with the same external stakeholders leading to waste. There also needs to be more analysis of cross cutting issues as well as areas which need to be weighed up against each other (such as the competing demands for housing and workspace).

Futures Board is a useful first step in tackling this but there needs to be more.

Recommendation 6: endorse move to prediction and prevention and open source business portal

Performance and analytics to open source data and concentrate on predictive analytics – share with larger eco system and therefore maximise delivery in same strategic direction

Recommendation 7: overhaul commissioning and grants to produce lighter touch innovation hub

Rationale: Top down commissioning:

- *Illusion of Council control but over prescription and seeking universal solutions yields one size fits all solutions and favouring of large organisations*
- *Smaller organisations nearer customer and more efficient*

Bottom up:

- *Organisations acting for clients not government*
- *Responsive to demand*
- *Duplication but creates competition and choice*
- *May be more uncomfortable to create a climate than to deliver*

Focus group recommendations

1. H&F Food Bank

7.7.16

Facilitator: Christina Smyth

1. Provision of more high quality counselling - superficial one day trained people inadequate - IAPT and NICE guidelines sometimes produce latter

2. Set standards for private landlords and make them a condition for receiving housing benefit
 3. Make benefits system more efficient - one for national
 4. Improve quality of social housing - backlogs of repairs
 5. Life skill courses - cookery, computers - much more widely available
 6. Foodbanks and other safe non threatening listening ports of call - more in borough and make them gateways to range of services
 7. Utilise large no of would be volunteers (on waiting list at Foodbank)
 8. Vol activities for people who have left jobs and too stressful/ too difficult to return in one go. Let them practice their skills in low pressure vol environment to encourage gradual return to paid work
 9. Large organisations to fund/provide more space (e.g. Foodbanks - need one more near North End Rd).
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2. Older Persons Service Providers

7.7.16

Facilitator: Nivene Powell

Recommendations

- Improved communication and information between services and 3rd sector organisations relating to the clients environment. More client centred approach. E.g. GP aware of 3rd sector involvement and communication between the organisations and services robust (in line with the consent from the client)
- Combat the lack of digital awareness e.g. IT home support and bite-sized learning
- Employment of Ex-Offenders HR policies across employers reviewed
- Strategic debate required in relation to the role of Social Workers
- Benefits Officers – increased outreach work in GP surgeries, sheltered schemes, coffee mornings to raise the awareness of the benefits and financial support available to clients.
- Set up mutual support schemes for vulnerable groups, eg ex-offenders meet the elderly, young unemployed run coffee mornings, network across age groups wherever possible

1. Common Problem Facing Clients

- Lack of Money

- Living on benefits for various reasons e.g. Partner passed away, children left home and now **Bedroom Tax** has been applied.
- Lack of knowledge about what benefits can be applied for or just not entitled to benefits
- Not wanting to apply for benefits
- Stigma of being old and going through poverty
- Lack of knowledge of how to access services
- Too much bureaucracy when trying to access support
- Ex-offenders finding it challenging when seeking employment due to their past
- Older people having to support the family's needs e.g. child care which eventually takes a toll on their health
- As some are unpaid carers the pressure is immense and they themselves do not receive any support or recognition.

2. Describe some of the life events that prompt clients to seek out your services?

- Isolation/Loneliness
- Safe Guarding Vulnerable Adults
- Frustration
- Lack of feedback from service providers
- Mental Health
- Financial issues
- Stereotyping e.g. 'One size fits all' solutions
- Housing Officers spread too thin
- Relying on others is a strain
- Lack of community activities
- Reduced sheltered housing wardens
- Unpaid carers
- Language barriers
- Lack of respite
- Lack of support to assist with travelling from A to B.
- Loss of partner
- Health changes
- Lack of confidence
- Neighbours and family disputes
- Understanding the referral process
- Moving home

3. Life events/problems/issues that tend to lead to a series of challenges

- Moving home – History and memories remain in the family home – having to move due to various reasons one being deterioration in health and unable to carry out normal day to day duties and activities. Then it can spiral into links with isolation, withdrawal and loneliness
- Discharge from hospital – (eg with no care plan in place endangering the patient)

4. Provide examples of the support you have provided to clients and your views on its impact

- Sign posting – which can result in bureaucracy
- Working with the Ministry of Justice and placing ex- offenders in employment or voluntary work

5. Services or other provisions that could prevent some of these problems arising in the first place

- Early health intervention projects that would eliminate health problems
- Healthier life style

6. How could service be better designed and coordinated to help clients ?

- Improved coordination of communication between services and the 3rd sector about the client's environment and eg shared information about clients' support network (family, neighbours, etc) and additional support needed
- Less dependency on volunteers
- Reconfigure the role of Social Workers back to traditional Social Workers and not budget holders. 3rd sector organisations are picking up the core work of this department
- Services are now governed by Governance which is having a negative impact on clients. E.g. Shared Services – H&F needs to review the quality of services provided to older people in comparison with Westminster and RBKC
- Decrease the bureaucracy
- Alleviate the undue pressure on the 3rd sector
- No core strategic leadership from the Council – This must be improved and communicated effectively
- Problems with accessing a GP appointment
- Lack of IT/Digital knowledge that will assist with building social media circles, booking appointments etc

H&F Poverty and Worklessness Commission

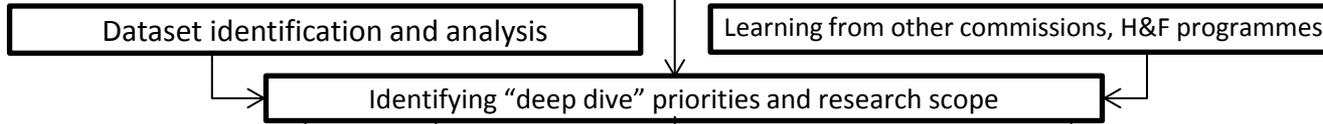
Detailed Workplan

1 Scope
By mid November 2015

Terms of reference and
Commissioner appointments

**Governance
and reference**

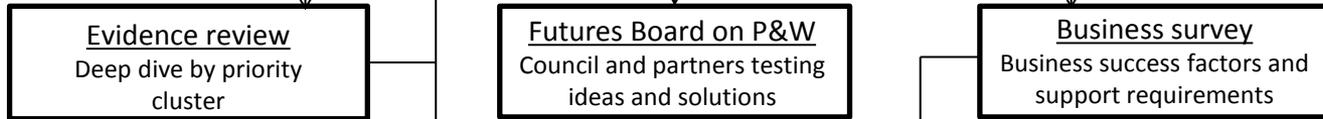
2 Preparation
By end Jan. 2016



Commission meetings

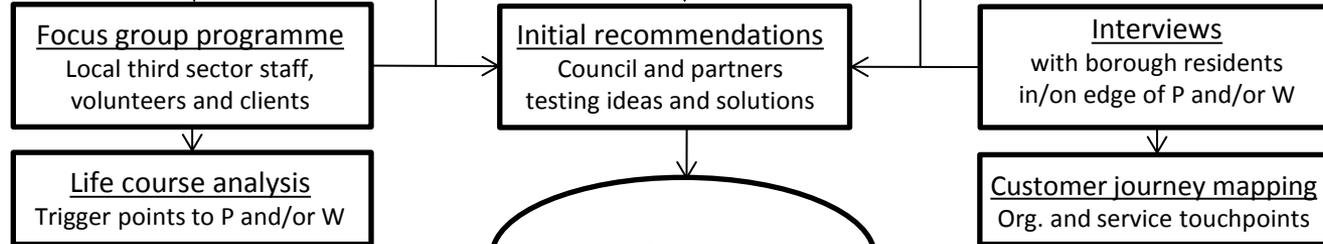
Futures Board meetings

By end July 2016



Opportunities infiltration

3 Investigation
By end Aug. 2016



Commission meetings

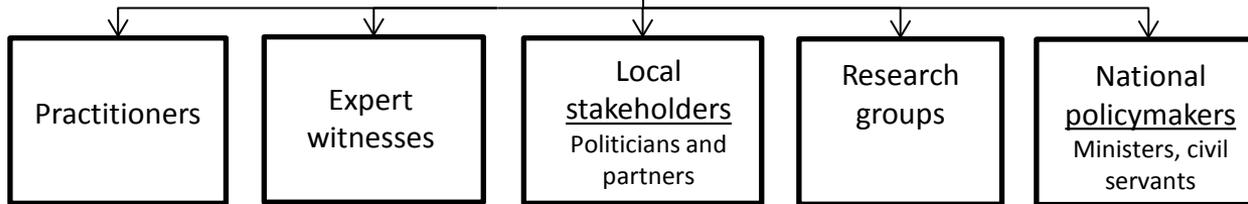
Cabinet Member briefings

Business Commission

By end Oct. 2016

Opportunities infiltration

**4 Testing and
evaluation**
By end Dec. 2016



Q&E review

**5 Reporting and
deployment**
By end Feb. 2017

Final Report
With recommendations and proposed interventions

Funding?
Freedoms and flexibilities

Service redesigns,
Implementation