

## **Improving Outcomes for Young Black Men – Progress Update and Summary of Commitments – December 2016**

### **Background to programme**

The Council, Hackney CVS and local partner agencies have worked with young people and parents to launch an ambitious programme to improve outcomes for young black men. This responds to the fact that young black men (YBM) tend to fare worse than their peers in many ways, from poorer educational results to higher offending rates. This has been a problem for many years and there have been many responses from public bodies and from the community, but they have not had the impact needed. Rather than tackle individual problems, our approach involves local people, the voluntary and community sector and the statutory sector in shaping and delivering solutions, with young people at the heart of this.

The work is championed by Cllr Bramble, Deputy Mayor and lead Cabinet Member for Children and Young People and steered by a multi-agency partnership that was set up in January 2015. We seek to improve life chances for future generations of young men as well as co-ordinating support and opportunities for those who are 18- 25 now. There are many black boys, young black men and black families that are succeeding in Hackney. It is vitally important that this work does not stereotype or problematize black men or the black community; the focus of this programme is on harnessing the potential of successful young black men, increasing their visibility as well as tackling inequalities where they do exist. The programme sets some clear ambitions to reduce disproportionality over the next 10 years:

Within 10 years: Outcomes and opportunities for black boys and young black men should be the same as the wider population.

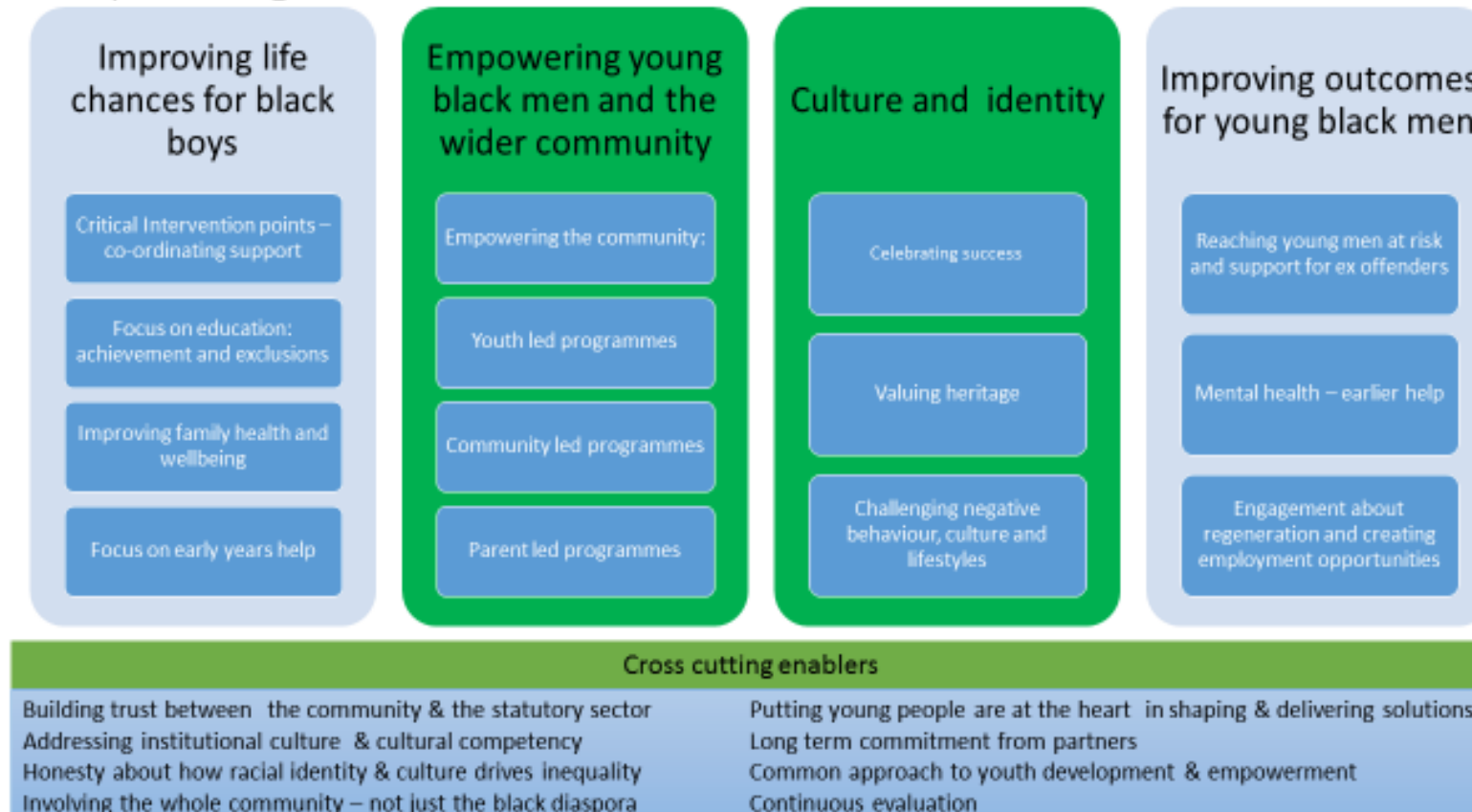
Within 15 years: We start to see cultural changes in terms of aspirations and in terms of trust of the state

Within 15 years: Working with other authorities, central government and the state, we also want to see changes in media representation and portrayals

In November 2015 partners agreed a Theory of Change setting out the assumptions for why outcomes for young black men were disproportionately worse than the wider population. Partners also identified a series of actions to consider. This is summarised in the diagram overleaf. The full background papers consider outcomes data alongside insight gathered from young black men, parents and businesses and good practice from elsewhere. These are available on the Council's webpage:

<http://hackney.gov.uk/young-black-men>

## Theory of change – overview



Since November 2015, a number of working groups have been set up to further consider evidence and finalise a set of actions which will be taken between January 2017 and March 2018. Where possible quick wins have been identified which could be delivered during 2016 to improve outcomes or test a way of working. This report sets out progress towards agreeing a series of actions, the quick wins which have been delivered and the final set of commitments which all partners have agreed to. The next step is to turn the commitments into measurable objectives with clear reporting milestones and performance indicators.

### **Headline summary of key achievements**

- A head teacher led programme has been established to address inequalities in exclusions, behaviour and achievement – recognising the impact that the individual actions of a school can have on the wider community
- The Children’s Safeguarding Board have committed to tackle priorities together in an ongoing and systematic way
- All members of the partnership have agreed to participate in a challenging programme of culture change
- The Children’s Health and Wellbeing board have identified the key inequalities for young black men and are identifying solutions needed
- The CCG have set up a Reach and Resilience Programme as part of the Child and Adolescent Mental Health Service to address specific community issues and community solutions, focusing in year one on black communities
- East London Foundation Trust are delivering workshops with young black men to test different ways of supporting mental wellbeing based on a strengths based approach
- Public Health have committed to run Mental Health First Aid training targeted at frontline workers to help your black men receive earlier help
- HCVS has continued to run a holistic personalised programme aimed at getting 18-24 year old black men into work, with 40% of young black men gaining employment

### **Key elements of the programme between January 2017 and March 2018**

- Ensuring the head teacher led programme leads to tangible changes in the way behaviour and exclusions are approached
- Improving the access reach and take up of early help for black families – understanding barriers and better ways to community and engage
- Developing preventative mental wellbeing activities in community settings
- Supporting the transition of ex-offenders from custody to the end of their probation, to reduce re-offending
- Peer led work challenging negative identities and behaviours among young black men
- Tackle the barriers to employment beyond educational level and employability skills– raising the profile of black role models, encouraging employers to change their recruitment practice and increasing exposure for young black men to the world of work
- Inclusive leadership programme for all partners involved
- Reaching out as widely as possible to the whole community – to help build trust between the state and the black community, encourage residents to participate in the community led activities which are being developed and celebrate black identity and culture

## 1. Who do we mean by “young black men” and who are we trying to reach?

Our definition is broad. We want to engage with diverse sections of the African and Black diaspora which is as inclusive of all sections of the community as possible covering:

- Black African, African Caribbean and mixed race
- Faith and secular communities
- Representing the range of equality groups within the community - ie, age, gender, class
- A range of geographic locations
- Recent migrants and settled communities that might have lived in Britain for many generations

There are different sections of the community that the programme will reach in targeted ways:

- Young black boys from 0-16
- Young black men from 16-24
- Young black men from 25-34
- Parents and carers within the community
- The wider black community
- Black owned businesses

The largest group of Black people in Hackney are Black African (11.4%). This is also the third largest ethnic group in Hackney after White British and Other White. We have seen an absolute increase of 15% (+3686) since 2001 although the proportion of black Africans in the overall population has dropped slightly (0.6%) as Hackney’s population has grown. The largest group within this category are the Nigerian community. Conversely, the Black Caribbean population in Hackney (7.8%) has decreased since 2001 both in absolute and relative terms. The proportion of people who say they are mixed heritage has increased in proportion and absolute number since 2001, both for mixed White and Black Caribbean and mixed White and Black African. In 2011, there were 4,614 young (age 16 to 24) black (including Black British and also Mixed: White and African and Mixed: White and Caribbean) men.

## 2. Progress update and commitments

In seeking to understand what is driving the disproportionality of outcomes, partners have had to adopt an approach which is multi-dimensional and considers what is driving inequality that might be linked to:

- Direct or indirect discrimination based on gender, age, ethnicity and the intersection of all three
- Contextual or cultural drivers e.g. lack of trust between the community and state, cultural barriers
- Poverty and socio-economic inequality – the black community is more likely to be in low income households in Hackney and experience other socio-economic inequalities

They have had to examine data and insight to understand outcomes compared with the wider population, and also outcomes compared with other young men, and to analyse data and insight by different sections of the black diaspora.

In responding to the drivers of inequality they have considered what changes are needed within:

- Individuals and the community
- Institutions
- Wider society

There are two types of commitment set out below:

**Partnership and co-ordination** commitments bring about changes for all groups or make an offer or service more inclusive of all groups

**Targeted** commitments work with a specific cohort by ethnicity, gender, age, socio-economic group or an intersection of these

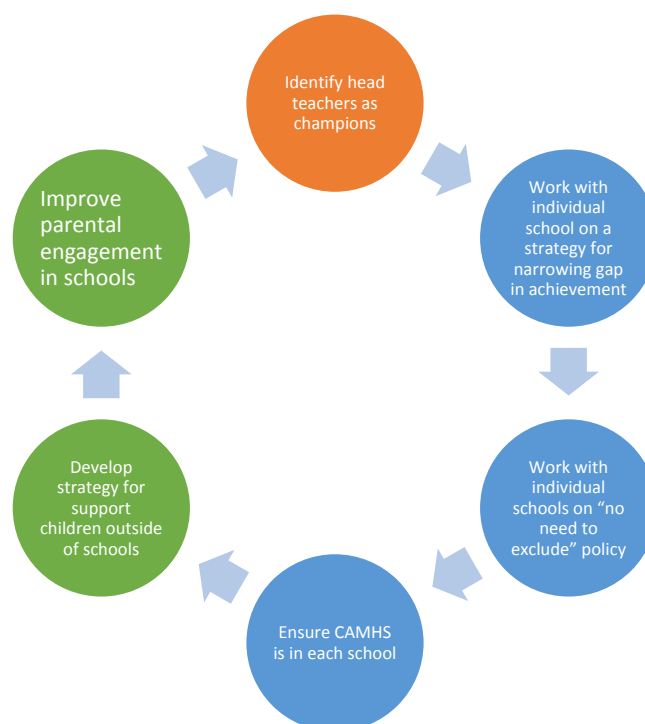
### Improving outcomes for black boys

#### 2.1 Improving life chances for black boys: focus on education

##### 2.1.1 The assumptions:

There remains a gap in achievement between black boys and the wider school population. We need to collaborate with schools to look more closely at how we narrow the gap, how schools manage behaviour for black boys, as well as the relationship between parents and schools. This could be contributing to the higher rate of exclusions which in turn could lead to far worse life chances for those young people. We also need to understand why we have the highest rates of conduct disorder in the country. As school environments have changed and become more formal, some young people and parents have felt less engaged. Young black men and parents have reported being negatively stereotyped or labelled at school and there are studies about how this might lead to poorer attainment (“stereotype threat”.)

##### 2.1.2 Overview of actions to consider:



### 2.1.3 Progress to date:

#### *Getting the buy in and engagement of schools*

During 2015, Cllr Bramble started a dialogue with head teachers to make the case that schools should be looking beyond socio-economic reasons for ethnic inequalities and also that schools should think about the wider impacts on communities of exclusions. In summer 2016 a group was set up that is comprised of five primary heads, two secondary heads and two secondary deputy heads. Schools have acknowledged they need to work together and that they cannot solve the issues on their own. The main focus of the group is on a) achievement of YBM and b) disproportionality in exclusions (b) underlying factors identified through the YBM work. The group will also address parental engagement and working with supplementary schools and community organisations. The group have been meeting since July and have agreed three practical themes: transition with a focus on Y6-7, multi-agency working with identified/targeted parents and training – CPD (for school staff and new teachers) focused on cultural awareness and anti-discrimination. The full group will meet on a termly basis and there will be five thematic meetings as well. The group will report in spring 2017.

#### Highlights so far:

- The Headteachers' group have sent out a questionnaire to all school heads and this will be analysed in the new year to inform the actions they take. They have also visited each other's schools to look at behaviour management practices.

- The group has positively received a presentation on the 2015 peer research into parents' views which was undertaken through the Young Black Men Programme and two schools, Skinners and Cardinal Pole, are meeting HCVS to discuss practical ways that parental engagement can be improved.
- Several schools are also talking to HCVS about models of youth leadership, drawing on the experience of the Inspirational Leaders' Programme (see below).
- An ongoing dialogue has been started with Haringey Head Teachers who are also looking at these issues
- HCVS hosted an event for residents "De-colonising Education" to begin a dialogue with residents about how race and identity affect attainment. This has been followed up with a meeting for secondary and primary education professionals which explored tackling racial inequalities in attainment by challenging the Eurocentric nature of the national curricula and the education systems.

#### *Quick wins – updates*

##### *Mentoring in schools:*

Since 2015 a cohort of young people identified as at risk of not passing their GCSEs have been participating in mentoring in Stoke Newington, Haggerston, Cardinal Pole and Clapton Girls. An evaluation report will be produced next spring to identify the impact on participants in terms of attendance, behaviour and mock GCSE results. It will provide analysis to help us understand differential impacts by gender and ethnicity.

##### *Other relevant updates, beyond the work of the programme:*

Promoting the no need to exclude policy: This continues to be promoted. There is evidence in Haggerston and Cardinal Pole of ways that exclusions have been reduced through alternative internal actions.

##### *Ensure CAHMS is in every schools*

HLT continue to make this case, working with the CCG and Public Health. They have visited Camden where this is already in place.

#### **2.1.4 Commitments from January 2017-March 2018**

<b>Targeted work:</b>
<ul style="list-style-type: none"> <li>• Head Teachers to progress individual and shared actions to address achievement, exclusions, parental engagement and work with community based resources like supplementary schools (lead: Martin Buck)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Parental engagement:</b> HCVS to work with Young Hackney and HLT on a programme engage black parents (lead: Pauline Adams and HCVS)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>A De-colonising education network over education professionals</b> has been set up and will progress actions to consider good practice from elsewhere, facilitate sharing between teachers, create a shared resource for teaching and learning and engage young people in their work through the youth parliament and youth advisory group.</li> </ul>
<b>Partnership and co-ordination:</b>
<ul style="list-style-type: none"> <li>• <b>No need to exclude:</b> Promote the No Need to Exclude policy to all schools (lead: Martin Buck) and progress actions in response to the Children and Young People's Scrutiny Review into exclusions once agreed (HLT). Encourage an approach based on restorative practice where possible.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Ensure Child and Adolescent Mental Health Services are in all schools:</b> Progress actions to introduce CAMHS in every school (lead: Andrew Lee)</li> </ul>

## 2.2 Improving life chances for black boys - Early help & family wellbeing-

### 2.2.1 The assumptions:

#### *Trust between parents and the statutory sector*

There seems to be issues of trust between some black parents and the state, and this was thought to be undermining opportunities to work constructively together to get the best for children or to deal with problems or issues at an early stage. Outside of the school environment, some parents describes concerns that they would be problematized if they sought help from children's social care. Some parents wanted their cultural heritage and identity to be valued more, seeing it as a source of strength rather than a problem or division. For this reason some parents valued supplementary schools that taught parents' first languages to children, or for helping to bridge the gap between school and home life.

#### *Families*

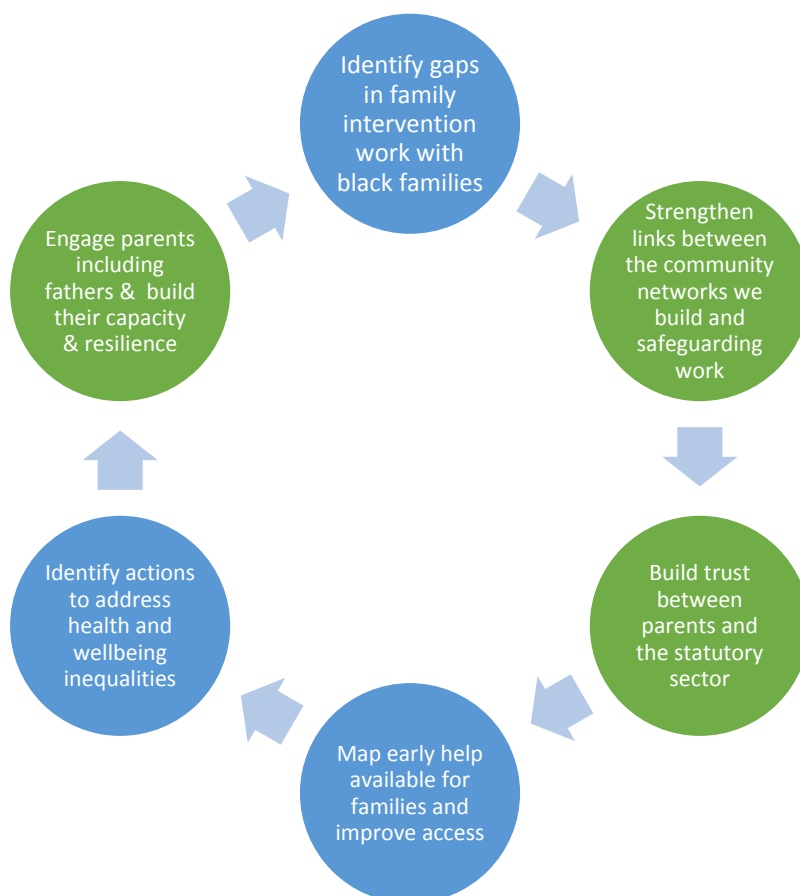
There are concerns about the disproportionate level of violence and abuse within the black diaspora, both within families and in the community and how this affects children young people. Statutory social work assessment witnesses a disproportionate number of families where physical violence to discipline children is the norm. In addition Domestic Violence is a key issue in Hackney and needs to be addressed to safeguard women and children.

Partners have highlighted the critical importance of what happens in the early years of a child's life and the impact on outcomes. There is overwhelming evidence that children's life chance are most heavily predicted on their development in the first five years, starting before birth during pregnancy. Disadvantages experienced by young children accumulate across the life-cycle, with an increased risk across a range of outcomes.



Some parents identified multiple external strains that affected family life such as low income, financial difficulty and poverty, overcrowded housing and insecure immigration status. This cluster of issues suggests the need to look at how preventative safeguarding strategies and family support contributes to this agenda. It identifies the opportunity to scale up activity which is focused on challenging gender stereotypes.

### 2.2.2 Overview of actions to consider:



### 2.2.3 Progress to date:

**Building trust between parents of black children and the statutory sector:** HCVS and Young Hackney are working with an external facilitator to lead a session with parents and Children and Young People’s Services to unpack issues identified in the peer research into parents’ views specifically in relation to trust between parents and the state. This session will take a deliberative style to fully unpack issues and co-produce a series of solutions.

**Strengthen links between the community networks we build and safeguarding work:** the Children’s Safeguarding Board and the community engagement sub group have both discussed the programme. At the Safeguarding Board, it was agreed that engagement with the programme was imperative. As a next step individual agencies were asked to provide

updates on what they were already doing to address the disproportionality in relation to early intervention and early help, share any community insight about the issue and data. The programme will also be a standing item at the community engagement board in order to strengthen links between safeguarding priorities, the engagement needed and the YBM programme on an ongoing basis. The group was keen to train up young people as safeguarding champions as part of a wider scheme and also to involve young people in a focus group about safeguarding engagement and communication.

**Map early help available for families and improve access:** Young Hackney's Early Help offer is being promoted to schools through engagement and a booklet. This illustrates to professionals the range and breadth of the youth offer available within the schools environment both in terms of Young Hackney, Commissioning of youth sector providers.

**Identify actions to address health and wellbeing inequalities:** The Children's Health and Wellbeing Board have met to consider inequalities, scope what is going well, identify gaps and key issues and agree a process for committing to additional work. The Health and Wellbeing Board will discuss the programme in January 2017 and explore possibility of a development day focused on this.

*Quick wins- updates:*

**YBM Safeguarding resource review Congolese parents needs Monday 26 September 2016:**

There are specific safeguarding and support needs identified in the French speaking community. As part of our safeguarding of YBM Hackney CVS has worked with the NSPCC to review and refresh the safeguarding resource pack aimed at Congolese parents

**YBM Young people Safeguarding Champions:** 14 African heritage young people from 4 secondary schools have been trained in the NSPCC safeguarding children's course. Next steps - Support the young people to contribute the CHSCB website

#### 2.2.4 Commitments from January 2017-March 2018

<b>Targeted work:</b>
<b>Building trust between parents of black children and the statutory sector:</b> Programme of work bringing parents and the statutory sector together to explore issues of trust and identify ways to build trust (Pauline Adams/ Jake Ferguson)
<b>Identify actions to address health and wellbeing inequalities:</b> Children's Health and Wellbeing Board will progress actions to tackle health inequalities: Looked after children, Fixed term exclusions, Teenage pregnancy, Maternal obesity, Exclusive breastfeeding, Childhood obesity including physical activity, Serious mental illness and secondary mental health care service use, Non-cigarette tobacco (Nicole Klynman/ Amy Wilkinson).
<b>Engage parents including fathers and identify ways to work with them on parent led approaches to build their capacity &amp; resilience</b> HCVS will engage and empower parents to design solutions that build capacity and resilience among their peers in the local community
<b>Strengthen links between the community networks we build and safeguarding work:</b> the community engagement board of the Safeguard Board will strengthen links between

its work programme and the YBM programme on an ongoing basis by involving the lead officer for the YBM programme to join the board. As we develop deeper community networks within the black diaspora community we will link these networks to the preventative and community engagement work of the CHCSB. The programme has developed a group of young people as inspirational leaders whose role will now be to develop peer led outreach and engagement. Peer led programmes could ultimately help address some of the underlying issues which might lead to safeguarding risks e.g. challenging attitudes, risky behaviour, lifestyle choices. Further work to understand access, reach and effectiveness of early help and early intervention for black families could also help inform the work of the CHCSB (see below). The programme addressing issues of trust between parents and the statutory sector could also ultimately help the work of CHCSB. (Sonia Khan, Jake Ferguson)

**Map early help available for families and improve access:** Promote early help to schools and community settings. Identify gaps in current provision in terms of access, reach and effectiveness of early help and early intervention with relevant organisations and how these can be addressed. Develop communication and engagement strategy to identify ways to explain and communicate the early help which is available to families (Pauline Adams)

## Improving outcomes for young black men

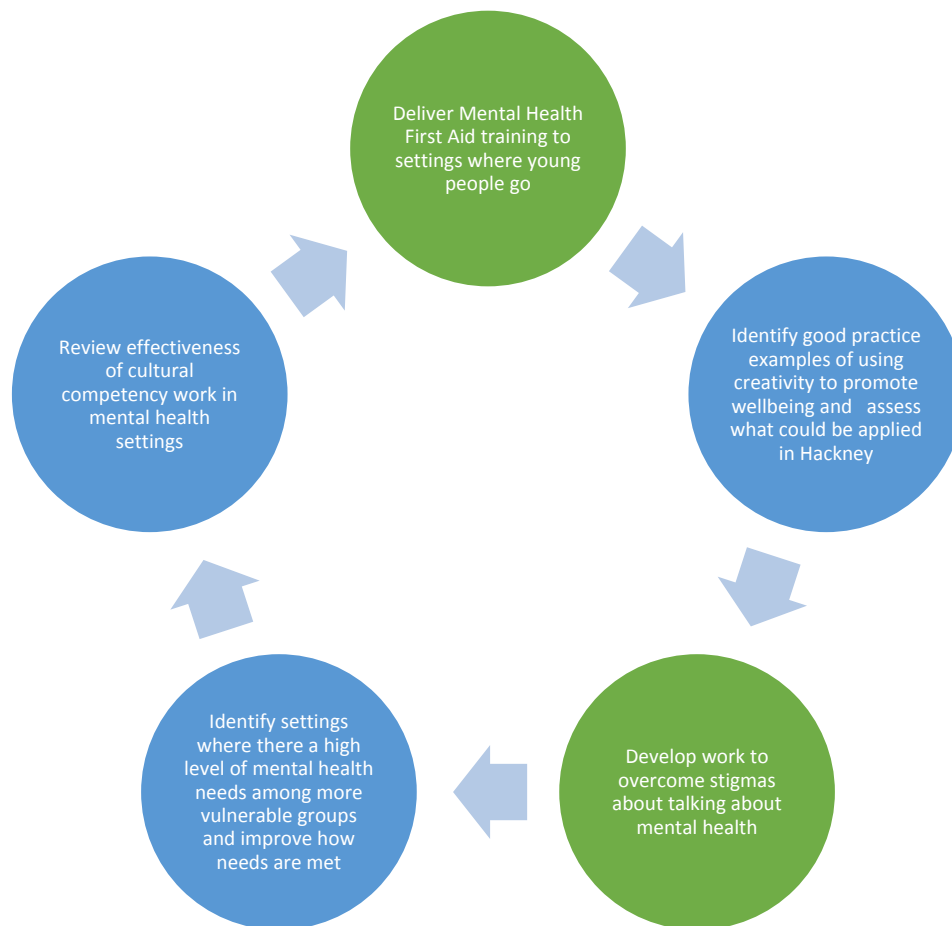
### 2.3 Improving outcomes for young black men: Mental health – earlier help

#### 2.3.1 Assumptions:

Mental health issues are affecting wider outcomes of young black men; young people need to access support more quickly, but mental health services need to examine institutional bias and stereotyping. The extent of substance misuse (alcohol, cannabis) are seen by young people as a significant trigger of mental health problems among young black men.

In terms of accessing support, there can be a stigma in the black diaspora community around seeking mental health support. There is also a strong relationship between social networks and mental health: those with few social contacts are at increased risk of mental health problems. Focusing on roots and heritage can be a source of strength and recovery. Clinicians and stakeholders alike were interested in how creativity can promote wellbeing.

#### 2.3.2 Overview of actions to consider:



### **2.3.3 Progress to date:**

A working group has engaged a range of VCS organisations and statutory partners to identify good practice and to develop a theory of change for mental health to increase access, reach and take up of support for young black men. The working group has also identified existing work which seeks to improve outcomes for young black men and improved links between these programmes.

#### *Quick wins – updates*

*CAMHS reach and resilience workstream:* Working through HCVS, First Steps and ELFT, the aim of this workstream is to address specific community identified issues around mental health, and community solutions to these. The first year has concentrated on black communities. As part of this HCVS has trained a pool of parents to conduct mental health focus groups with their peers. Parents’ facilitators learn how and when to use one of 8 core tools to gain insight from African heritage parents about the mental health support needs.

There is pilot work ongoing between ELFT and HCVS Tree of Life group to deliver peer focused work with young people and clinicians using the Tree of Life approach to build self esteem and a strengths based approach.

*Deliver Mental Health First Aid training to settings where young people go:* a pilot is being commissioned by Public Health, as agreed at the Children’s Health and Wellbeing Board which will deliver first aid training to frontline workers and young people who are able to reach young black men.

### **2.3.4 Commitments from January 2017-March 2018**

<b>Targeted work:</b>
Preventative mental wellbeing activities in community settings to reach people earlier and address stigma- based on strength based approaches and including parental engagement (Public Health and HCVS)
Good referral systems are developed to ensure that children and young adults who are at risk are referred to clinical mental health assessment support where this need is identified. Where appropriate this is embedded into frontline settings (Public Health and CCG).
Mental health first aid training rolled out in different settings (Public Health)
Targeted work / support to raise awareness about heavy use of cannabis working with the youth advisory group and Young Hackney Ambassadors to further target preventative work (Young Hackney)
<b>Partnership and co-ordination:</b>
Review of available services and resources and of the offer available for 18-25 year olds to understand access and inclusion issues by considering: Referrals, take up and outcomes of services for black boys and young black men (CCG and Public Health)
Look at how clinical support can be offered to young people alongside other wellbeing / recovery support in an integrated care plan – with a better understanding of how trauma can be managed. This would ensure wrap around support was available for a young person for a longer period of time, in addition to counselling or therapy sessions (CCG and Public Health)
Challenging institutional programmes for Hackney providers that tackles overt and covert racism (LBH Policy and Partnerships)
Improve information about mental health services, especially those targeting young black men (all to send to I care team)

## **2.4 Reaching young men at risk and support for ex offenders-**

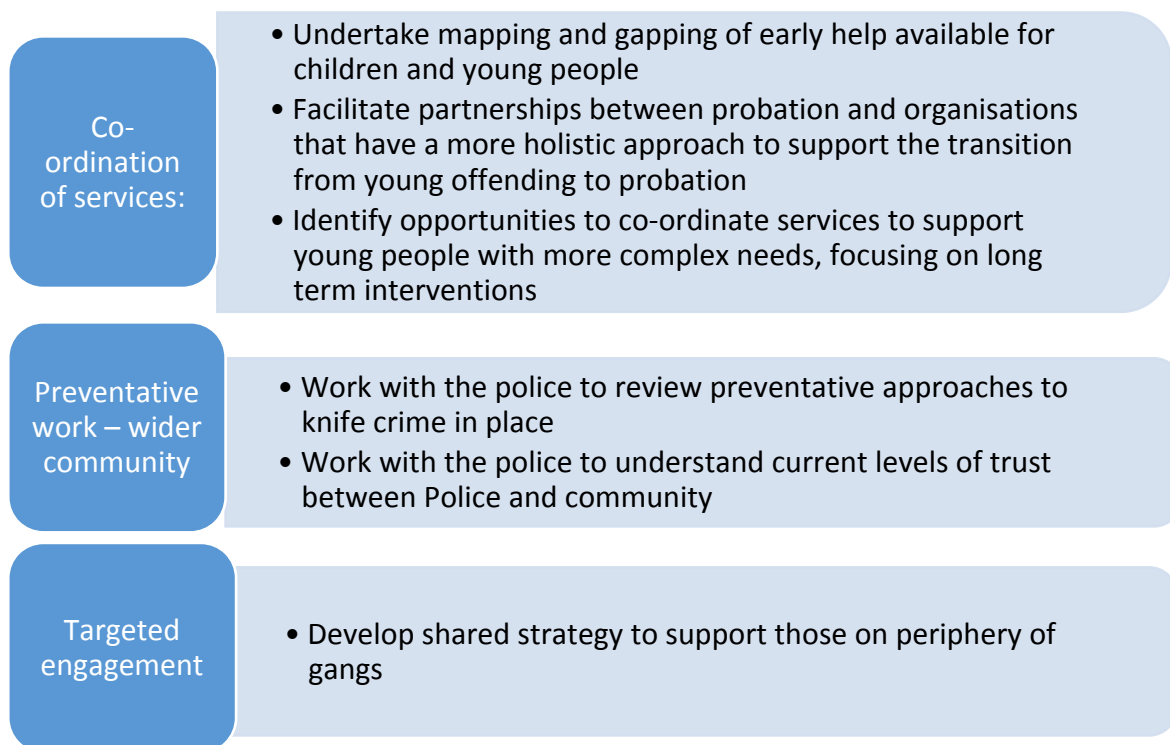
### **2.4.1 Assumptions:**

The Gangs Unit estimate there are many young people on the periphery of gangs that need to be engaged positively to avoid getting more involved in gang life. There is a concern that without engagement the situation for young black men at risk can deteriorate more quickly because they do not know how to seek help or would not get to the statutory sector for support. Despite Hackney becoming a safer borough in recent years, getting around the borough safely can be an issue for some young black men because of postcode rivalry and gang activity and this risk limits their ability to take up opportunities. Knife crime and culture is once again a growing concern with crime rates on the rise across the country, with this being normalized for young people and stabbing seen as a rite of passage within gangs.

Overall there is a need to continue to build a greater level of trust in the police that might increase reporting and reduce crime.

In terms of ex-offenders there was a strong view from stakeholders that support needs to begin whilst people are still in custody and then continue beyond probation, so that ex-offenders are supported to identify positive opportunities as opposed to thinking that a return to custody is inevitable. A positive transition from young offending to probation can also help prevent re-offending. As black men get older (25+) it can be more difficult for them to access help (employment support, housing, mental health) when they want to turn their life around, especially when they have a criminal record, and this can lead them back into the grey economy or into re-offending.

#### 2.4.2 Overview of actions to consider:



#### 2.4.3 Progress update:

**Undertake mapping and gapping of early help available for children and young people:** A Young Hackney’s Early Help offer is being promoted to schools through engagement and a booklet. This illustrates to professionals the range and breadth of the youth offer available within the schools environment both in terms of Young Hackney, Commissioning of youth sector providers.

**Facilitate partnerships between probation and organisations that have a more holistic approach to support the transition from young offending to probation:**

A specific meeting has taken place between the Probation (CRC), LBH Policy and Partnerships and HCVS to discuss ways to develop a more holistic offer to ex offenders; the next step is to organise a meeting between Hackney CRC officers and the VCS to map out support and facilitate closer working

**Identify opportunities to co-ordinate services to support young people with more complex needs, focusing on long term interventions**

The Youth Justice Team are proactively looking at the underlying factors that contribute to disproportionate representation of Young Black Men in custodial sentences and remand. The Youth Justice Team are also working with the Youth Justice Board to pilot the implementation of the reducing re-offending tracker and the linked disproportionality toolkit which shows overrepresentation in the youth justice system

Young Hackney has run a nine-month programme to support young people at risks through group workshops and one-to-one coaching / mentoring which was ultimately intended to lead to tangible behavioural change. The ongoing relationship with the coaches and young people on the programme allowed for young people to meet weekly with their coach / mentor. In total:

- 40 young people were signed up to the Hackney Choices Programme
- 18 attended the week long intensive training programme
- 13 completed the 9 month coaching / mentoring programme (6 young people now have part time work)

Of the 13 young people who completed the intensive course, all have taken positive steps towards re-engaging with their continued education or work. Some of those who also had more immediate issues in their lives have used the support to act positively to resolve some of them, for example working with a barrister or student support at college. All of the young people have engaged regularly with their coaches / mentors, working on the goals that they have set themselves and have had positive results. 10 young people who reported being behind with their college course work at the start of the programme, all now report that they are now up to date and back on track. Three young people have been visiting universities and submitted applications for the next academic year.

**Preventative work in the wider community:**

**Work with the police to review preventative approaches to knife crime in place:** this is a priority in the Youth Justice Plan

**Work with the police to understand current levels of trust between Police and community:** this is being scoped out with the police and will report to the Community Resilience Partnership of the Community Safety Partnership

Other relevant updates, beyond the work of the programme:

The following actions are included in the Youth Justice Plan and support the programme to Improve Outcomes for Young Black Men:

- Develop early intervention approaches to reduce risk of offending/ gang involvement
- Further embed restorative approaches within CYP services
- Maintain partnership to reduce serious youth violence
- Extend the access to the Street Doctors programme as a knife carrying prevention programme / 1:1 Behind the Blade sessions
- Continued delivery of integrated gangs unit project delivered in Cookham Wood Young Offenders Institution
- Strengthened familial and support networks in preparation for release
- Training in anger reduction therapy
- The Youth Justice Prevention and Diversion Team was formed in late 2015 and supports the objectives of the Youth Justice Plan.

#### 2.4.4 Commitments from January 2017-March 2018:

<b>Targeted work:</b>
Deliver the actions in the Youth Justice Plan to support young people with more complex needs to reduce reoffending: The Youth Justice Team are proactively looking at the underlying factors that contribute to disproportionate representation of Young Black Men in custodial sentences and remand The Youth Justice Team are working with the Youth Justice Board to pilot the implementation of the reducing re-offending tracker and the linked disproportionality toolkit which shows overrepresentation in the youth justice system (Youth Justice lead)
Develop a shared approach between the Young Black men Programme and the Gangs programme to support those on the periphery of gangs (Steve Bending)
<b>Preventative work:</b>
Work with the Youth Justice Prevention and Diversion Team with Children and Young People's Services to address the issues identified for young black men on an ongoing way (Pauline Adams)
Deliver the preventative approaches to knife crime identified in Youth Justice Plan (YOT lead)
Deliver a programme of community engagement and research to understand current levels of trust (Jo Edwards)
Consider how we better engage judiciary on the programme overall
<b>Reducing re-offending and supporting ex offenders:</b>
Work with lawyers who act as representatives for YBM – to identify their views on ways that outcomes can be improved when YBM enter criminal justice system
Facilitate partnerships between probation and organisations that take a more holistic approach looking at: <ul style="list-style-type: none"> <li>• Support in custody</li> <li>• Mental health support</li> <li>• Resources in the wider community such as mentoring and employment support</li> </ul>



- Attitudes of employers- to improve their understanding and promote best practice e.g. a business award for inclusive employer
- Best models from elsewhere.
- Improve the synergies between youth and adult probation services.

## 2.5 Improving outcomes for young black men: Engagement about regeneration and creating employment opportunities

### 2.5.1 Assumptions:

Young people felt that the Council needed to engage differently about the changes in Hackney rather than just provide information. They felt that many young people were in housing need or in temporary accommodation and this compounded their problems. Young people did not always know how they could benefit from the increasing prosperity in Hackney and that their aspirations were being limited whereas they may have had bigger ambitions. The programme to date had not actively engaged as many of the existing base of black owned businesses as had been anticipated, although a number were engaged through outreach. From this, the indication is that some of these businesses that were engaged are finding it difficult to survive and are not able to engage and make a wider community contribution.

### 2.5.2 Overview of actions to consider:



### 2.5.3 Progress to date

A working group have met twice to look at the scale of the employment disadvantage that exists for YBM in Hackney and the likely causes and have agreed the commitments set out below.

HCVS has led an holistic, personalised youth-work approach to getting 18 to 24 year olds into work has been extremely successful. The Hackney partnerships are the best performing on both initiatives with 40% of young people gaining employment. We want to see this

approach mainstreamed, including the provision of community-based resource to support it.

Hackney a Place for Everyone has also identified the need for businesses to think more about how they can be more inclusive and so this will be taken forward by the Council as a corporate priority.

The research from this programme has been shared as part of developing the new housing strategy and there will be priorities which reflect these needs such as meeting the housing needs of single young people.

A meeting has also been held with Better Homes partners to identify the contributions they can make to social regeneration. These commitments are set out below.

#### *Quick wins: updates*

An event, Inspiring young men, was held on 4<sup>th</sup> October 2016. This was a careers networking event and is part of the Council's celebrations for Black History Month this.

There are quick wins being gained from the employment engagement to date: e.g. as part of the partnership which we are exploring with ELBA, Broadgate Estates interviewed 4 young men identified through the YBM programme and 3 were offered a job

Urbanis took 8 young black men to Atlanta to meet black owned businesses. This immersive experience helped to expand their horizons and ambitions.

#### **2.5.4 Commitments from January 2017- March 2018**

<b>Employment and businesses:</b>
Identify improvements to formal careers advice provision in Hackney to make it more effective and relevant to black boys (Martin Buck)
Identify other settings where careers advice is given to ensure a more consistent targeted offer for black boys and young black men (Young Hackney / HLT)
Identify opportunities to raise the profile of young black men who can act as role models in careers literature and guidance and at events (HCVS/ Young Hackney)
Develop Hackney Council apprenticeships programme and run effective outreach and promote apprenticeships to other employers (Andrew Munk)
Work with local employers to promote youth-friendly recruitment and additional opportunities for young people (Andrew Munk)
Employment services in both the statutory and voluntary sector to share best practice and to agree a common approach to supporting young people into employment (Andrew Munk)
Train young people in recruitment to act as advisers in interviews: this gives them perspective of recruiters (Pauline Adams).
<b>Housing related commitments:</b>
<b>Partnership and co-ordination:</b>
Revisit how the Council engages effectively with social housing landlords, Council services and voluntary and community sector (Sonia Khan). This would be the most effective way to progress the suggestions below regarding:

- Youth Empowerment (key actions: communicate support and services available, involve social landlords in Young Hackney networks)
- Employment (visibility of employment support on housing estates / to social housing tenants)
- Young people at risk
- Data Sharing: Social housing landlords need to understand their tenants' support needs before they move into general needs housing in order to support tenancy sustainment (Housing Needs).
- Ensure that social housing landlords are seen as a key partner in offering wider community support around a local school (Housing Strategy).
- Work with Housing Strategy and Better Homes partners to develop actions to address housing inequalities for young black men in housing strategy (Housing Strategy).

## **Empowering young black men and the wider community**

### **2.6.1 Assumptions:**

#### *Community leadership*

The level of engagement so far by parents and young people is an indication of the interest within the community to shape and deliver solutions and responses to the considerable inequalities for young black men. This has highlighted the need to build a better understanding and mutuality between the black diaspora community and the statutory sector, in terms of valuing heritage, understanding the issues and challenges for young people growing up and exposed to “street life” and gang culture and in terms of trusting each other.

#### *Valuing heritage and celebrating success*

The insight work highlighted the need to focus more on black culture, identity and heritage (in all its diversity) which is not often celebrated or talked about. They also felt there was a need to counter negative stereotypes in wider society with positive presentations of young black men and their success stories. The cultural legacy of slavery was something which needed to be explored not suppressed because it created a “personal glass ceiling” that is holding the community back. Many parents engaged in the peer research saw their faith as a key aspect of their lives. Some young people also said that faith built their resilience but they also saw problems with their parents' faith if it meant that they turned to prayer when something went wrong rather than dealing with the issue.

#### *Behaviour, lifestyles, culture and identity*

The insight work with young men uncovered the extent to which some young black men feel alienated by mainstream society and angry about injustices; they therefore may distance themselves and behave in a defended manner. This can make gang lifestyle or criminal activity seem attractive, as a way of being empowered and accepted, without seeing the

negative consequences for themselves and others. There can also be strong gender stereotypes imposed on men within the black diaspora community. Challenging these and encouraging a more flexible approach to masculinity would offer boys and young men the opportunity to relate to a more nuanced and realistic identity. Some black girls and women look for the wrong things in relationships and make men feel that being “bad” is more attractive even though it will ultimately harm them.

### 2.6.2 Actions considered in 2016:



### 2.6.3 Progress to date:

There are currently 10 members of the Inspirational Leaders / Youth Advisory Group. On 2 November a new training programme was launched with 10 young men taking part in the Tree of Life training. This will be followed by racial equality, identity and self-visualisation workshops.

Over the summer the inspirational leaders delivered in Morningside and Stoke Newington Schools. HCVS are now in conversation with Young Hackney Forest Road and The Edge youth hubs to launch a series of discussion sessions around identity. A school leadership workshop and evaluation framework has been drafted with the Inspirational Leaders. We hope to be delivering in Skinners in the New Year. Conversations with the Learning Trust are underway to work also in Stoke Newington School, Bridge Academy and Cardinal Pole.

An Inspirational Leader, Emmanuel Akin, was elected to the Youth Parliament, which should support the interface between the Youth Forums and the work we are doing.

Inspirational leaders have been engaging directly with employers, deepening relationships with ELBA, TFL and the BBC

## 2.6.4 Commitments from January 2017- March 2018

<b><i>Peer led engagement</i></b>
Support a group of Inspirational Leaders to deliver peer-led workshops focusing on inspiring young men (Jake Ferguson)
Work closely with LBH and current employment partners to continue to grow opportunities for young black men locally. (Jake Ferguson/ Andrew Munk)
Develop partnerships of local voluntary and community sector (VCS) organisations that can help deliver outcomes for young black men. This will include the co-production of peer-led provision with Inspirational Leaders and local youth provision partners. (Jake Ferguson)
Pilot the set up and recruitment of youth work streams led by Inspirational Leaders that will develop peer-led work with one of the specific work streams as defined by the Theory of Change, such as mental health (Jake Ferguson)
<b><i>Ensuring a youth perspective</i></b>
Develop the roles of the Inspirational Leaders <i>vis a vis</i> their representation on YBM work streams and larger partnership meetings to provide a youth view (Jake Ferguson)
Ensuring continued ongoing recruitment to the Inspirational Leaders group, working together with local organisations and Young Hackney to ensure a wide range of young men (in terms of age, educational achievement) have the opportunity to join and benefit from the project. (Jake Ferguson)
<b><i>Peer led research</i></b>
Develop a peer-led research framework with LBH Policy Team so that insights gained from peer-led workshops are channelled back to the YBM programme.
Develop a Social Network Analysis model to measure the impact of interventions that aim to broaden young people's networks. (Sonia Khan/ Jake Ferguson)
<b><i>Culture and identity</i></b>
Set up work group to scope out a programme of work to achieve the following: <ul style="list-style-type: none"> <li>•All YBM 'know where they want to get to'. That is, they have a realistic assessment of their own skills and are well informed about their options. This includes options beyond Hackney – not all YBM will want to stay.</li> <li>•All YBM know someone who is successful and black. Positive role models are easily within their reach.</li> <li>•YBM do not feel alienated from world of work – no cultural barriers.</li> <li>•Public services are seen as 'credible' by YBM.</li> </ul>

## 3. Cross cutting actions updates

### 3.1 Communication and engagement

The Theory of Change which was adopted in 2015 was informed by insight gained through engagement with a range of stakeholders:

- Interviews with key partner agencies (April/ May 2015)

- Focus group on growth and change in Hackney with young people (July 2015) and follow up with the young people's advisory group (September 2015)
- Focus groups with young people on employment (April 2015)
- Engagement with local businesses (April – September 2015) to create group of businesses committed to creating opportunity and promoting inclusion
- Peer research led by HCVS with parents (87 parents) (April – August 2015)
- Specific cross sector workshops and discussions on employment and opportunity and Mental Health- Children (July 2015) and Adults (Sept 2015)
- Hackney Council Staff Equality Network discussion with 60 members of staff (July 2015)
- Co-production session in September with young people to develop draft theory of change
- Partnership meeting in October to develop theory of change
- Meeting with Head Teachers (Nov 2015)

Since then communication and engagement has largely focused on targeted conversations with parents, residents, partners and stakeholders through working groups.

There now needs to be a broadening out from these discrete forms of communication so that a wider group of young black men are engaged, along with parents of black boys and black men, and the wider community.

To make this effective we will develop a framework for participation and contribution based on the Theory of Change and the commitments set out above. This will outline the sort of contributions we need and the ways to get involved. The likely focus for this wider participation will be in relation to: culture and identity, wider mentoring opportunities and role models. This ramping up of communication and engagement is also a way of responding to the issues identified through Hackney a Place for Everyone. These relate to the black community being less likely to be satisfied with place or the Council, as well as being less likely to feel listened to. This insight also identifies a feeling that community assets were being lost and that the new opportunities and businesses in the borough were not “for them.”

### **3.2 Inclusive leadership**

In June, partners agreed to work together on a programme tackling institutional issues that affect outcomes for young black men. This was in part in response to the evaluation of the partnership by UEL which recommended that the partnership could focus more explicitly on how Hackney's organisations might be institutionally racist<sup>1</sup> (whether this is overt, or covert, unwitting and subtle) and reflect more on how institutional change might improve outcomes for young black men.

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<sup>1</sup> As defined by Macpherson in the Lawrence Inquiry, institutional racism is the “collective failure of an organisation to provide an appropriate or professional service to people because of their colour, culture or ethnic origin. It can be seen or detected in processes, attitudes or behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and racist stereotyping which disadvantages minority ethnic people.”

In November partners agreed a proposal for a leadership programme which helps us to think in a more multi-dimensional way about organisational approaches to equality that are more proactive and sophisticated. The proposal is for a blended programme of training and development to focus on how leadership impacts on public service outcomes. This will be challenging and provocative - to help all partners check their biases and assumptions and how this might impact on organisation strategy and delivery. Further details are provided in a separate document.

### 3.3 Evaluation

Hackney has identified an evaluation partnership, University of East London and Runnymede Trust. They carried out an initial evaluation as we were developing our Theory of Change and offered critical feedback about the analysis and partnership which has influenced the final draft and the current arrangements for partnership working. They have also developed an evaluation framework. We are now working with them on an evaluation proposal which focuses on our efforts to address institutional leadership and culture to assess if this impacts on outcomes for young black men. They have suggested we work with a partner local authority as a comparative authority and both Nottingham and Bradford are very interested in coming on board.

### 3.4 Influencing national and regional policy

Hackney is not the only area trying to tackle the underlying issues we have identified. At a national level we have seen a shift in narrative from leadership in recent years. The then Prime Minister David Cameron talked about racial discrimination among employers when recruiting and Theresa May has announced the need for the public sector to undertake a "race audit." Whilst we await further details, we understand that the audit will be led by a new dedicated Whitehall unit situated in the Cabinet Office, reporting jointly to CLG and Cabinet Office. The first data is expected to be published before the summer 2017, and will be updated annually. The aim is to allow members of the public to access data showing how their race might affect how they are dealt with in areas such as work, education and the NHS, along with detail on location, income and gender. Areas likely to be covered are access to good schools, acceptance to universities, graduation rates and progression to graduate jobs, and the take-up of services such as free childcare.

The Casey Review into opportunity and integration also identifies a set of recommendations requiring local government to take action when they identify "*economic exclusion, inequality and segregation*" and we will look to identify ways to align this programme with these broader recommendations.

We have also engaged with other authorities through an event organised by London Councils on the Lammy Review. Separately, Hackney Learning Trust have shared practice with head teachers in Haringey.

Now we are clear about the commitments we will be taking forward until 2018, we will engage more systematically with authorities to look at good practice that we can draw on as we design and deliver actions.