

**Journeys to Sustained Employment in Hackney Report on Workshop 27<sup>th</sup> March 2017**



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# 1. Introduction

This workshop was organised by Hackney CVS , with support from Volunteer Centre Hackney, London Borough of Hackney, and Mind in the City, Hackney and Waltham Forest. The event was designed and facilitated by Jackie Brett (Hackney CVS) Harriet Ray (London Borough of Hackney) and Sally Jones (Mind in the City, Hackney and Waltham Forest). It was an \*Appreciative Inquiry into employment support in the borough for people with medium to high support needs.

The question we looked at was *'What would an excellent support into sustained employment pathway look like for you or your client group?'*

The workshop brought together providers of pre-employment / employment and in work support ; referrers service users and potential lead contractors for the Work and Health Programme currently under tender.



The workshop showed there are

- Many shared ambitions for supported employment pathways in Hackney
- Shared values

There is an appetite and need for a network of pre employment providers , service users , referrers and employers across sector to develop a clear strategy for pre employment support and employer engagement.

\* "Appreciative Inquiry is the cooperative search for the best in people, their organizations, and the world around them. It involves systematic discover of what gives a system 'life' when it is most effective and capable in economic, ecological, and human terms. AI involves the art and practice of asking questions that strengthen a system's capacity to heighten positive potential. It mobilizes inquiry through crafting an "unconditional positive question' often involving hundreds or sometimes thousands of people."

## 2. Shared Dream – of an excellent pathway to sustainable employment

Participants worked in groups to identify what qualities make a good service and what qualities would make an excellent pathway to sustainable employment. These are the themes that were shared across groups

### Clarity of offer / Clear Communications

- Everyone who wants support knows where to get it.
- Employers know where they can get ongoing support.
- An active partnership that includes engaged employers – all services seamless communicating and referring
- Jobs and Employment opportunities widely advertised (shared database / online software)



## Continuity and sustainability

- Support for people all the way through from pre employment to in work support
- agreed quality standards for support across the partnership
- Ongoing support for employers
- Secure funding and additional income generation

## Engaged Employers

A Chamber of Commerce in Hackney

Network of employers contacted in a coordinated way

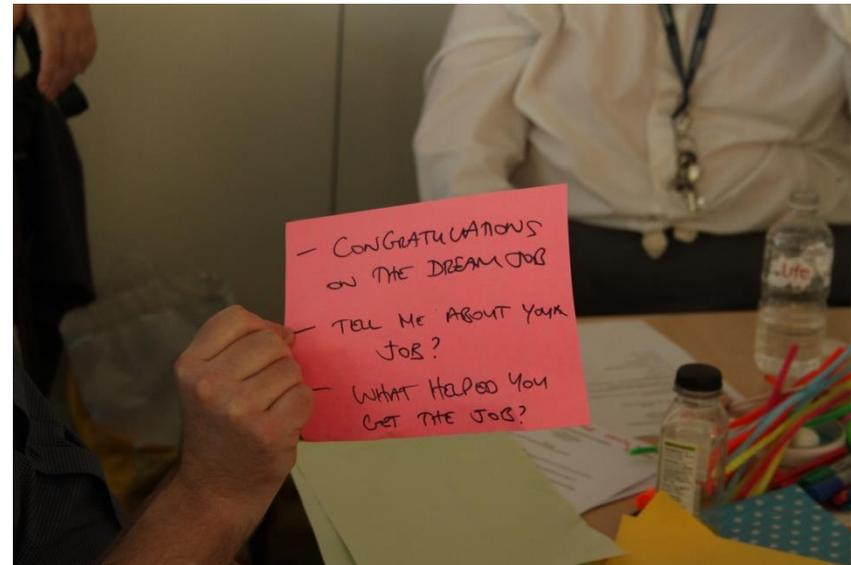
Employers supported to be aware of and implement reasonable adjustments

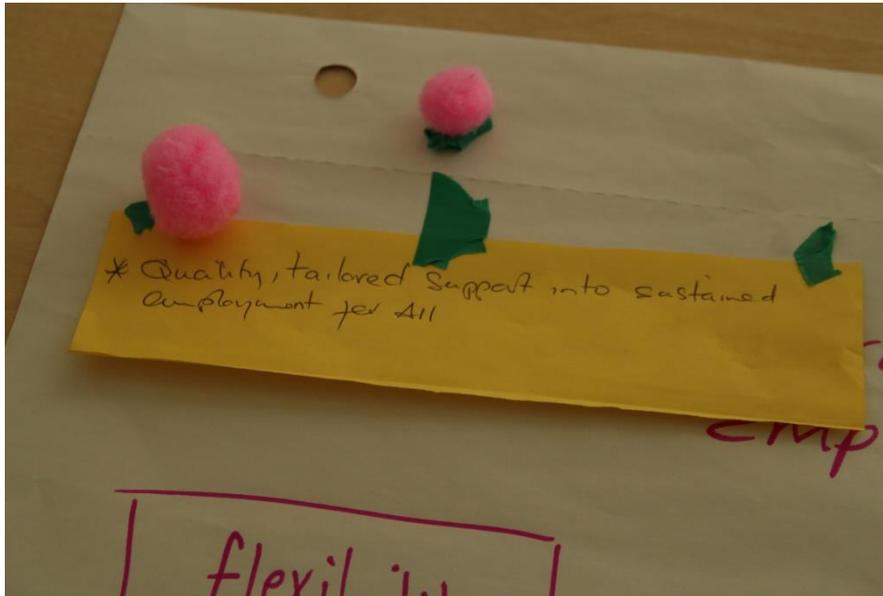
Access to assistive technology



## Personalised and holistic support

- Accessible support that is centred around the person and their needs
- Holistic support that looks at the outcomes individuals want , including :
  - social life,
  - integrated community,
  - participation,
  - relationships,
  - independent living
  - access to talking therapies,
  - wellbeing support,
  - support to build sustained resilienceand supports people to think about their goals and to take the steps to achieve these
- Welcoming responsive customer service 'going the extra mile'





## Inspiring

Disabled role models for young people - disabled mentors / paid peer support

Training for employers delivered by disabled people / service users

Training for service users coproduced with service users

Sharing success stories

## Choice

- A range of options including social enterprise (should be sustainable)
- Realistic sustainable jobs
- Well matched clearly defined jobs

### 3. Shared Values

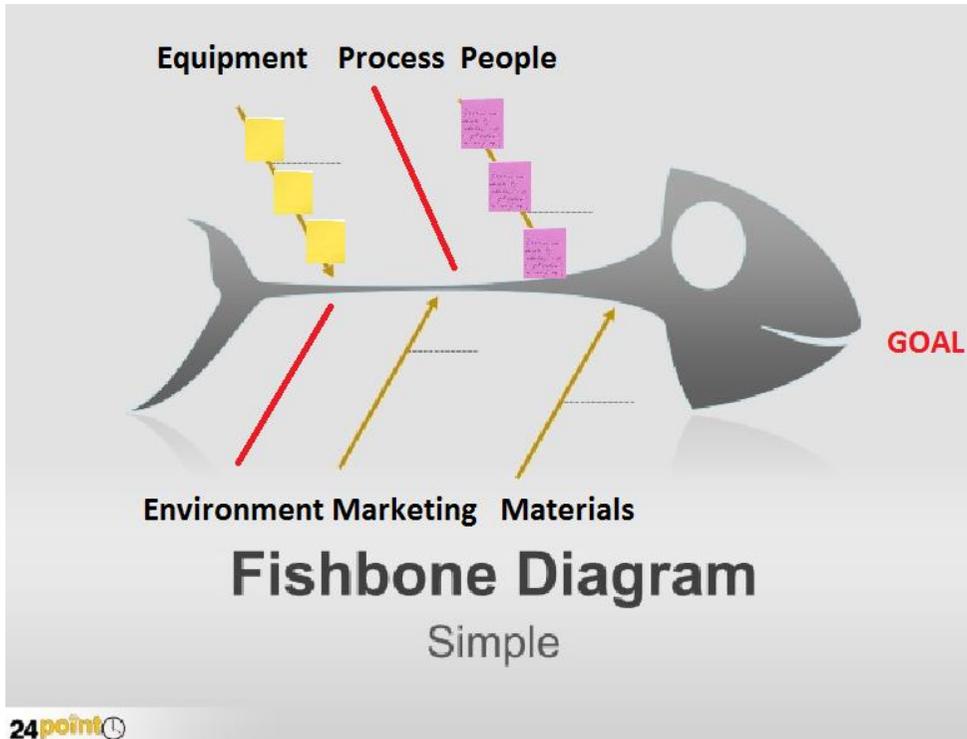
Across all the groups clear common values emerged :

- Services to be co produced or user led
- Employment of disabled people with in the support services
- Partnership working – clear shared goals



## 4. Emerging Priorities for Action

All groups developed an action plan of how we can move from where we are to an excellent pathway into sustained employment. Using the fishbone diagram



Which they then ordered into an action plan by time –  
Merged action plan – appendix 1

Individuals were also asked to write actions that they thought should happen and by whom, and actions they would do. Appendix 2

## Priorities for actions are:

- To establish a network including – Hackney Learning Trust; DWP; All Pre Employment Providers; Service users and referrers to:
  - Map current services (eligibility criteria / offer etc)
  - Develop a strategy for the pathway to sustainable employment in Hackney including:
    - Common quality standards across services
    - Clear referral pathways
    - Shared marketing strategy
    - Shared access to job vacancies
  - Develop a strategy for employer engagement
  - To explore assistive technology and expanding its use locally
  - Fundraise for external funding
- To develop a local Chamber of Commerce or network of employers
  - To share good practice and become disability confident employers
  - To codesign support to employers



## Pathway to employment - Current services represented at the event

### Referrals

Mind in Hackney  
Shelter  
Outward Supported Living  
Learning Disabilities Service  
Volunteer Centre Hackney – Step up project  
Tower Project – Jet Service  
Choice in Hackney  
Ways into Work

### Pre Employment Support

Volunteer Centre Hackney – Step Up Project  
Choice in Hackney  
Volunteering Matters  
Shelter  
St Marys Secret Garden – volunteering (occasional vacancies)  
Peter Bedford Housing Association  
Ways into Work  
Tower Project

### Internships

Volunteer Centre Hackney  
Mind in Hackney  
Tower Project – Jet

### Further Education

New City College (Hackney Community College)  
Mind in Hackney  
Tower Project – Jet Service

### Apprenticeships

Ways into Work  
Tower Project Jet Service

### Employer Engagement

Shelter  
Mind in Hackney  
Tower Project Jet Service  
Choice in Hackney  
Ways into Work

### In work support

Volunteer Centre Hackney  
Tower Project – Jet service  
Mind in Hackney  
Choice in Hackney

### In work career planning

Volunteer Centre Hackney  
Tower Jet Project

### Self Employment

Tower Project – Jet Service  
Choice in Hackney

## Next Steps



We are meeting in the 19<sup>th</sup> April 2017 to discuss the setting up of a supported employment network.

This network will develop a theory of change and develop and take forward an action plan from the above the actions suggested by the workshop.

Please contact Jackie Brett at Hackney CVS  
[Jackie@hcv.org.uk](mailto:Jackie@hcv.org.uk) for further information.

## Participant list

### Name

### Organisation

Anne Thomas	Mind in the City, Hackney and Waltham Forest
Alistair Taylor	Outward Housing
Caroline Nelson	CHOICE IN HACKNEY
Dan Spacagna	New City College - Hackney
Cedrick	
Charlotte Painter	NHS City and Hackney CCG
Ella Ritchie	Learning Trust
Emma Pilling	London Borough of Hackney
Eni Thomas	Mind in the City Hackney and Waltham Forest
Lauren Tobias	Volunteer Centre Hackney
Lorna Davies	Hackney CVS

Panda Mery	
Paula Yassine	St Mary's Secret Garden
Rachael Day	Outward Housing
Reshma Karia	Mind in the City Hackney and Waltham Forest
Simon Shaw	Simon Shaw Consulting
Simon Heale	CBH
Valerie Wint	Peter Bedford Housing Association
Elsbeth Williams	Social Eyes
Alan Ferguson	Family Mosaic
Bal Kaur	G4S
Caroline Modest	LBH
Collin Hills	Shaw Trust
Mark Kinnally	VC Hackney
Carolyn 'Kizzy'Dobbie	Hackney Integrated Learning Disabilities Service
Joan Foley	POhWER

Marie	POhWER
Tom	POhWER
Bose	POhWER
Frankie	POhWER
Israel	POhWER
D Wynter	POhWER
Sue Justice	POhWER
PD Allan	POhWER
Richard Shah	POhWER
Graham Smithers	Tower Project Job Enterprise and Training Service
Paul Moyston	
Penny Heron	LBH
Simone Strachan	Shelter

Appendix 1 Merged Action Plan

People					
Network of people	Employer Engagement	Client Engagement			
Go to person / keyworker	Advocacy within the service looking at various issues	Peer Support	Mentoring / Advocacy	Welfare benefit advisors/ skilled trainers	Sustainable in work service
Recruit and train volunteers to be mentors	Unemployed	50 plus 16 -25	Employer where find candidates		
Job seekers / service users		Brokerage service			
Shift in expectations (employers, family, person)	Training for employers	Job coaches	Sign language	Peer support	Appropriate people managing resistance
Trained staff Diverse workforce DBS	Skills set and background Lived Experience	Positive attitude, people person, willing to develop	flexible		

<b>Environment</b>			
Open supportive / flexible			
Safe Confident supportive	Good variety of placements in partner orgs with accessibility	Value for money / money being saved through voluntary work / added value	Being able to contribute to society
ICT accessible/ better search engine for opportunities/ better iCare	Access to work for people that secure paid / voluntary employment	Public awareness of reasonable adjustments and local employment schemes	Comfortable environment/ at home good office space etc/ good refreshments available to make you feel comfy
Raise Awareness to employers what support is available for employers – ie access to work Training to create the appropriate environment		Asking employers to demonstrate what reasonable adjustments they have made – to demonstrate best practice.	
There needs to be some jobs / ant discriminatory environment	Set up own business	Variety of jobs	
Time			

Marketing					
Identifying needs of people / needs of employers	Simple logo Leaflets / easy read	Literature to employers Employer engagement	Social Media / Websites /	Local people as champions in Marketing	
Getting employers to buy in to this partnership	Cross borough partnerships	Raising awareness	What is available		New service within existing services
Targeting the right Audience – Employers & clients	success stories/ advertising in newspapers	Digital and face to face/ Word of Mouth/ Shop windows	Freebies/ pens/ mugs/ etc – over 50's club, keep fit classes	Events	Recognising good employers Accreditation Media Awards – disability confident
Identify where provision is in the borough and refer candidates appropriately	Locate this service at Hackney Town Hall and hospitals and Learning Trust and job centres	Canvassing and leaflets to promote the services across Hackney	Ways into work to help signpost people to other providers	TV websites , local job centres, GP surgeries, networking, partners , leisure providers	
TIME					

<b>Equipment</b>			
Ensure Hackney Law Centre has resources to deal with employment cases	Shared data bases to promote vacancies across the network	Grants for equipment and to run training	Computers/ laptops/ internet Website / database of vacancies
Create materials for advisors to know where to signpost people on phone or in person	Training pack supporting employers raising awareness Plain English language (jargon Free)	CBT Therapist Benefits Advisor , Housing Support, Carers , Employment Advisor, Sexual Health Therapist	Develop an online access point for employment support for service users and employers
Creative thinking / Engage Creatively	Tools for the job	Technology assistive	Brail PECS Pictures, accessible, application process Makaton
Good IT adapted for peoples needs	Head phones Access to easy read	Ramps to access buildidngs	Physical lighting
<b>Adequate continued Funding</b>	Newsletters Leaflets Adverts Part of reviews	Hackney council to enforce responsibility on local employers to open up vacancies and recruit local disabled people as part of development permission.	Virtual support for employers
Assistive Technology lending library	Job descriptions and person specifications	Recognition for being an accredited employer	Partnership working in excellence

## Processes

<p>Single-entry point for people to start journey / be signposted ¶</p> <p>¶</p> <p>Setting Outcomes and objectives ¶</p> <p>¶</p> <p>User Involvement ¶</p> <p>¶</p> <p>User led training for employers acceptance &amp; awareness ¶</p> <p>¶</p> <p>Setting out needs and gaps and role of employers ¶</p> <p>¶</p> <p>Ongoing M&amp;E ¶</p> <p>Having the opportunity to work with out losing benefits (&amp; getting them back) ¶</p> <p>¤</p>	<p>Recognising and incentivising smaller employers ¶</p> <p>¶</p> <p>Chamber of Commerce ¶</p> <p>Ways into Work working in partnership with other providers ¶</p> <p>Mapping organisations what they do and how ¶</p> <p>¶</p> <p>Apprenticeships ¶</p> <p>Roles and responsibilities ¶</p> <p>¶</p> <p>Regular communications ¶</p> <p>¶</p> <p>Policies &amp; procedures ¶</p> <p>Training plans ¤</p>	<p>Delivering basic disability training to employers ¶</p> <p>¶</p> <p>Vocational training being made available ¶</p> <p>¶</p> <p>Hackney Council takes responsibility for engaging with employers and negotiating with them to take on people with support needs ¶</p> <p>Ensure everyone has access to computers and is digitally included ¶</p> <p>Preparing for work ¶</p> <p>¤</p>	<p>Action Planning ¶</p> <p>¶</p> <p>Flexibility within programmes ¶</p> <p>¶</p> <p>Hold open days for employers to come and find out about services ¶</p> <p>¶</p> <p>Range of options ¶</p> <p>¶</p> <p>Right support at the right time ¶</p> <p>¶</p> <p>Clear timely management information ¶</p> <p>Management structure in place ¤</p>	<p>Outcomes focused ¶</p> <p>¶</p> <p>Quality Assurance ¶</p> <p>¶</p> <p>clear service standards ¶</p> <p>¶</p> <p>Employers prep for interview ¶</p> <p>¶</p> <p>Monitoring no recycling clients ¤</p>
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## Appendix 2 – Individual actions

<b>Actions I want to see happen</b>		
<b>Action</b>	<b>Who</b>	<b>By when</b>
More people with a disability in paid work		
A change in expectations (for positive) for people with disabilities to go into employment.		
More individual placement support in the borough.		
Employers to give people with LD a change to show what they can do.	Employers	ASAP
The council to employ people with disabilities.	Hackney Council	ASAP
Train staff to have an understanding of LD.	All Employees	ASAP
Employers to realise that reasonable adjustments can be made & request support.	Employers	
Consideration that people have a variety of skills to offer in a workplace.	Employers	
Social workers to think about employment during assessment.	Social workers	
Work carried out-presented back.	HCVS	19 <sup>th</sup> April
Hear from DWP.	DWP	May 2017
Organisations to talk to their service users.	All attendees	Ongoing
Work carried out – presented back	HCVS	19 <sup>th</sup> April
Hear from the DWP.	DWP	
Keep talking	Everyone here	Ongoing
Collate/Process learning points	HCVS	For next meeting
L.A commissioners to discuss outcomes.	Commissioners, councillor local MPs	Update at next meeting
Good example of support employment	HCVS to find	Present at next meeting
Regular publication of reasonable adjustments.	All employers	Every 6 months
Self advocate led training	From self-advocate to employer.	Regularly
Improved working environment	All orgs' planning departments.	Every time building work is done.
Different kind of community		

Putting things in different activities		
Services		
Arranging training for employers that is user led.		
Identify co-locations for outreach services –and marketing.		
Online database/website – incorporating information on all local providers – and to promote job vacancies.		
Identify places to recruit suitable clients & market project	Staff	ASAP-once referral process is set up
Develop a website.		
Provide awareness training for employers.		
Find pool of employers	DWP	2019/20
Training opportunities	College Local government schemes	2019
More jobs meeting the criteria for permitted work	Ways into work Mind	By the end of 2017
Better partnership working	Collaborative effort to attend/contribute	3-6 months
DWP to recognise volunteering as a beneficial step to employment.	DWP	1-2 years
Customers <i>wanting</i> to find work.	Clients	Soon
Clear, supported pathways with outcome focussed actions.	Employment service	2018
Recognition for customers and employers.	Recognised by borough	2018
Find more employers (sympathetic)	Council Employers	As soon as can be
Bring all sectors to work together (Job, VCS, Ed etc)	Needs coordinating by DWP/Job Centre/Hackney Council	2018
Figures for employment/volunteering & people with health needs & disabilities (helps us raise funds/evidences need).	Council	2018
Support from Council/DWP to really help them target what is needed.	Council/DWP/HCVS	2018
Launch a Hackney employment forum and get it funded.	HCVS	2018
Develop a “Hackney Offer” so it’s not all Ways into Work.	HCVS	2018

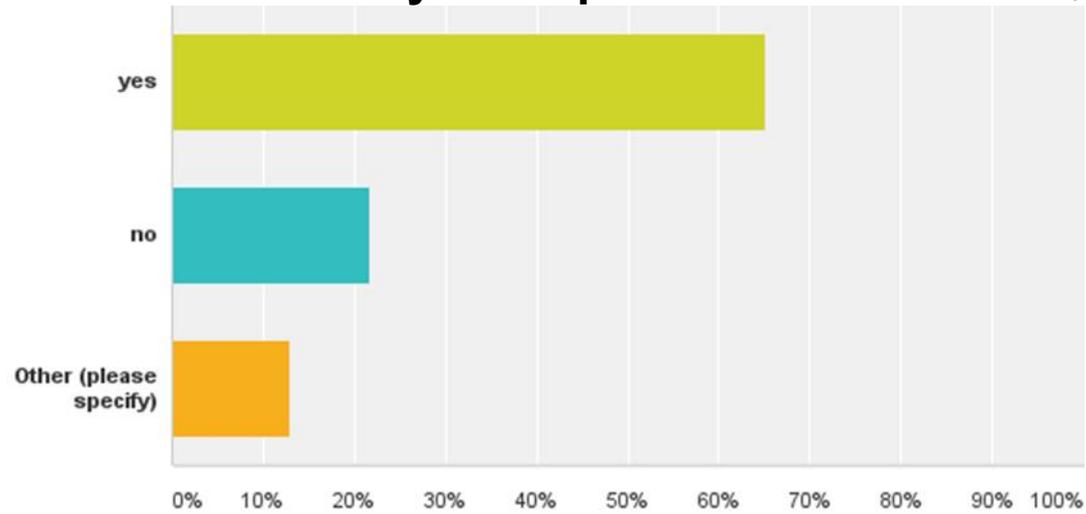
The sector to cooperate with each other rather than compete.		
Involve largest employers and initiate a "HACKNEY PLEDGE" for employers to sign up to.	LBH	2018
Resurrect Chamber of Commerce	HCVS in partnership with LBH	2018
Drop in service for all	Council Employment agencies	ASAP
Employment opportunities in organisations that can lead by example.	Large employers	ASAP
Accessible applications using pictures/braille etc	Council (Hackney)	ASAP
Commitment to (commit budget) long-term adapting (multi-agency?) support service	Council to commit & lead additional fundraising	2017
Recognition of value of autonomous skilled staff & support to outcomes other than F/T employment.	All (be sustained by value, statements, contracts)	2017
Client-centred pre-employment to include OT, life coaching, identification of strength as well as barriers		2018
More people with LD get into work	The employers	One year
People working together	Employment support Employers	Six months
Look into local employers for jobs.	Admin	
Explore business groups.	Chief executive	
Coordinated approach developed for employer engagement.	Hackney's new "employment network".	Over next two months.
Employers being given information on support available and benefits of recruiting people with disabilities.	Hackney's new "employment network".	Over next 6 months.
Network created for all employment support providers to liaise and coordinate provision.	All of Hackney's pre-employment support providers.	Over next two months.

<b>Actions I will do</b>		
<b>Action</b>	<b>Who else do I need to involve</b>	<b>By when</b>
Promote training	All people that are employed by an organisation.	2017
Offer training to employers.	Colleagues in relevant team.	End of 2017
Develop materials to support people with LD into and in employment.	Colleagues in relevant team.	
Attending follow up meeting.		19 <sup>th</sup> April
Keep talking to providers who provide employment support	Agencies here today	Ongoing
Feedback to my wider organisation.	Shelter SMT	30 <sup>th</sup> April
Attend follow up meetings.		
Attend the follow up meeting.	Involve colleagues from my service	Will inform them via email/in person.
Liaise/network with other organisations	Colleagues & key contacts	Between now/next meeting.
Organise steering group	Local led user services & supported organisations	Between now & June 2017
Contribute some of these suggested actions to the Autism Strategy	Hackney Autism Alliance Board	2017
Incorporate learning into work of our own organisations, including our referrers and partners.		
Help coordinate ongoing partnership meetings.		
From partnership meetings, start to identify co-locations and how we can develop this online database.		
Phone potential referrers, explain project.		ASAP
Identify possible disability friendly employers.		
Attend & contribute to meetings & strategy	Everyone	3-6 months
Conduct surveys of participants' needs to identify key ones, and circulate information.	Everyone	6 month

Keep aware of what is needed/what is happening	Find out where to find info/Hackney stats.	2017 end of
Continue to develop any supported work opps I can develop.	Funders Find need from Hackney	Mid 2017
Questionnaire to organisations on disabled employees.		
Engage people in organisations in disability awareness	Organisations Delivery partners	June 2017
Ensure client group I belong to is involved.	More clients LBH for engagement principles.	Continuous
Better advice to applicants & employers on rights in workplace.		2018
Set up agency specifically to create wide range of accessible opportunities	Council or vol orgs	
Promote IT more into work, also advertise.	Hackney Council	One year
Help coordinate who and what organisations provide pre-employment support in Hackney and help facilitate meetings.	HCVS and all other pre-employment support providers.	Over next month – April-May.
Research what other employment networks do in other boroughs – do they provide an online facility? How do they coordinate employer engagement?		Over next 2-3 months.
Feedback this information to the new network.		

Evaluation 24 completed forms

## Did this event meet your expectations Answered: 23 Skipped: 1



Answer Choices	Responses
yes	65.22% 15
no	21.74% 5
Other (please specify)	13.04% 3
<b>Total</b>	<b>23</b>

## What did you find most useful about the event

1	the opportunity to brainstorm and hear from others about what they feel would make a successful pathway to supported employment
2	networking and linking with people
3	interactive, engaging, constructive
4	biscuits
5	networking . action planning
6	wide group of attendees - hearing stories
7	meeting new organisations
8	understanding areas to improve services
9	i find it interesting
10	back to other people, writing down ideas on paper
11	what everyone wants to happen in hackney
12	networking
13	Networking , planning aproject and thinking what would be involved
14	finding out about other organisations and realising we face similar barriers
15	Doing the role play
16	networking with others who have a shared vision good ot think constructively
17	Breaking down the design
18	networking and listening ot others
19	networking
20	meeting different and potential providers
21	networking meeting individuals from other organisations to work with
22	meeting colleaguses and service users
23	meeting other propviders
24	Workinq on the award winning pathway to employment

## What did you find least useful about the event

1	use of time with the exercises - posters / acting
2	the fact jcp werent here and neither were the most influential providers
3	good workshop but i wanted more information on where hackney is at now
4	not clear on client group, aims, current problems, not very clear on process at each stage
5	plastecine and lollipops
6	it was a fairly lengthy workshop
7	good
8	the environment was awful being so noisy
9	some comments about same services for everyone - no special treatment- people missing the point in terms of barriers
10	Lots of work
11	there was quite a liot to discuss, it would be good ot have a clearer picture of the purpose of the day
12	Award winning pathway
13	uninformed opinions
14	arts and crafts
15	repetition of themes on flip chart work
16	some topics seemed covered twice
17	design satge
18	felt a bit repetitative could have been shorter

## What areas would you like explored in further meetings

1	to define the purpose of the network and ow it could work to meet the needs of serviceers and ow we can cultivate this project together
2	volunteering opportunities that could lead to employment
3	we are happy
4	employability drop ins - organisations on board for employment opprtunities
5	non traditional outcomes beneficial for clients
6	more focussed
7	share details on presentations and information gathered
8	no
9	DWP
10	I was expecting more informatin about current available services
11	introductions of servicesin the borough
12	Employer engagement best practice
13	chamber of commerce, more supported employment, LA taking the lead
14	Employment opportunities to people who have learning difficulties
15	Practical ways of working together
16	Employers expectations, the positives and negatives and support required
17	accessible informatin standard , what reasonsable adjustment really means
18	thinking and discussions around how other areas support the link ot employers
19	expert opinion
20	look more into expectations of employers and their needs
21	Joint working across services
22	clearer objectives / sharing of recognised good practice
23	Employer engagement

## What are the next steps for you

#	Responses
1	to attend further meetings to find out how the network can be established and set up
2	develop an employers strategy for hackney
3	information gained work into work and health bid currently working on, current contracts will build stronger partnerships
4	yes
5	contribution of the implementatin of some of the actions
6	Think about how I can incorporate in current project / work on
7	attend follow up network meeting, organise steering group
8	feedback to my team
9	liaise with local advocacy service re training, further exploration of technology
10	continue supporting services
11	feedback to org attend follow up
12	engage further with employers
13	re engage with individuals from the VCS look into who would be responsible for a chamber of commerce
14	better ubderstanding of employment services in borough
15	Look at any local business groups