

Shoreditch Trust Healthy Living Centre Partner Workshop 12th September 2017

Summary of discussions and ideas



Introduction: about the event

The purpose of the workshop was to explore with stakeholders how to improve health and wellbeing for people in Hackney, and how the [Shoreditch Trust Healthy Living Centre](#) could best add value.

Introductions to the workshop were provided by Gareth Wall, Head of Public Health, LB Hackney; Jacqui Roberts, CEO of Shoreditch Trust; Jacqui Henry, Director of Health and Wellbeing Strategy, Shoreditch Trust; and Zoe Portlock, Director of Services at the [Bromley by Bow Centre](#). The workshop was facilitated by Steve Wyler.

A summary of the workshop discussions is set out below.

Many thanks to all who participated and shared such great insights and ideas!

1. Community wellbeing spaces – how can we make them attractive and effective?

Facilitator: Stephen Haynes, Head of Corporate Strategy and Interim Head of Regeneration Delivery, LB Hackney

Examples

Positive examples of well-used community spaces include: [Stoke Newington Town Hall](#); [Stepney City Farm](#); [Earls Court Community Project](#); [Waterfront Leisure Centre](#); [London Fields Medical Centre](#); Fellows Court Community Centre; [Bromley by Bow Centre](#); [Gaby's Kitchen](#); [St Mary's Secret Garden](#).

Design

The ambience of a place really matters: above all it needs to be welcoming and must never feel impersonal. Design features should include a clear notice board and good signage. Green space can make all the difference. User-led design, for example involving neighbourhood forums, is strongly recommended.

Activities

Yoga classes and energy gardens were suggested. An anchor tenant might help. But the starting point should be to identify what people need, and then the entry points for people to engage with the centre, how connections can be made, and how to build critical mass for activities. But it does not all have to be activities; sometimes just a place to come is important, an encouragement to 'loiter with intent'.

Reaching out

There are some groups which are especially difficult to engage, for example those who stay at home and never come out; those with language barriers; those with mental health issues. How can this be addressed? Ideas include: identifying advocates and ambassadors; building a culture of respect for individuals; responding to presenting needs, whatever they are; social prescribing; cross-agency working; avoiding a target based approach; a willingness to take time on initiatives.

Ideas for The Shoreditch Trust Health Living Centre

Above all the Centre needs to be made more welcoming and inviting. This could include: more green spaces and planters outside; keeping the front door open; and a clear timetable of activity so that people know what is happening in the centre. Better signage and visuals at the entrance and within the building would help. Bike racks were suggested. Language provision needs to be available where relevant. Better marketing about the centre and what is on offer will be important.

2. Collaboration – what collaborations do we need to improve health, wellbeing, social networks and opportunities in Hackney and how can we make them thrive?

Facilitator: Jackie Brett, Director Communities and Partnerships, Hackney CVS

Who could be working together?

Neighbourhood spaces of all types, e.g. arts facilities, libraries, hospices, charity shops, could be part of a combined effort. Faith communities could help to provide venues including mosques and churches and act as community hubs. Pubs, bars and coffee shops could offer a friendly environment for wider activities to take place. Beauticians and barber shops could engage a wide variety of people in health discussions. GPs, pharmacists, health coaches, social prescribers, schools, and children's centres all have distinctive roles to play. Student halls of residence could provide employability, careers, sexual health and other advice. Landlords, including housing associations and private sector landlords, are in a powerful position to shape wellbeing and health for good or for bad.

Large and small businesses, e.g. shops and restaurants could play a bigger role in healthy eating (e.g. healthy chicken!). Urban designers and architects could adopt more participatory approaches with service users.

Many types of people need to be involved in collaboration for health and wellbeing – but we must not forget the particular importance of involvement of young people.

What could we be doing together?

We could provide a forum for local businesses and other organisations, to build understanding, overcome differences in language used by different sectors. Breakfast meetings were felt to be a good way to do this.

We could build a brand, e.g. through an awards scheme, to re-engage local energy, and promote positive actions such as a 'healthy catering commitment'. We could design activities which combine joint fundraising with awareness building, e.g. half-marathons.

We could identify available spaces in GP surgeries, voluntary sector, council property, and open these up for community uses. We could identify 'doorways' to the hard to reach.

We could improve opportunities for sharing of data and needs assessments. We could improve trust through joint research initiatives, and staff and service users from different sectors working together. Institutions need to be willing to give up power and change, learn, and let people take control, while understanding there will be blockers to that.

Effective collaborations often start small, with clear aims, designed and delivered by 'foot soldiers on the ground'. We could share examples of good collaboration.

Role of Shoreditch Trust

The Trust could play a role in safeguarding local markets and other sources of cheap healthy food. It could build up a complementary mix of tenants/service providers at the Centre. It could advertise the availability of space for hire. It could develop mentoring initiatives to enhance the enterprise skills of grass roots groups. It could take a more proactive outreach approach to local groups. It could build connectivity, e.g. through local breakfast meetings as mentioned above.

3. Community leadership – what kind of leadership is needed and how can we stimulate and support it?

Facilitator: Jacqui Henry, Director of Health and Wellbeing Strategy, Shoreditch Trust

What is community leadership/a community leader?

Community leadership is 'ordinary people, doing ordinary things, extraordinarily well'. A good leader is someone who can take something they have a real passion for, build energy around it, use their local knowledge, and carry other people along with them in a shared vision. It is therefore a collaborative, inclusive activity, shared with other people, rather than a reductionist individual community representative role.

Community leadership is not about creating 'super leaders'. The language of 'leadership' can be off-putting, particularly for people who don't see themselves as potential 'leaders'. It is linked to democratic and civic engagement processes which enable people to draw other people around them to address a cause or gap or need. It is therefore about broad-based community organising capable of harnessing frustrations to bring people together to work towards change. It involves people building relationships with each other around issues that are important to them that can result in a groundswell of action. Sometimes this can happen in really creative ways - (for example the '[Complaint Choir](#)' which started in Birmingham and has been used in Milan, Budapest, Malmo, Seoul, Jerusalem, St Petersburg, Helsinki, Hamburg and Florence).

Community leadership is 'hard to nurture, easy to squash' and needs constant renewal and new leadership coming through. Words linked to community leadership include: bravery, resilience, integrity, confidence, continuity, commitment, insight.

What are the barriers?

Bureaucracy or lack of information and resources can get in the way. There are fewer informal community spaces where people meet each other, 'home places' where people naturally meet, discuss issues and motivate each other to engage in making changes.

People are also often dealing with conflict which can be very personal and this reduces trust and willingness to engage in change. People have ideas and want to change things but often feel that they cannot or come up against barriers. Sometimes there is a disconnect: organisations not working together to make access to support and resources easier, or to bring leaders and initiatives together to really influence service planning.

Examples of community leadership

Community leadership has a long tradition in Hackney and elsewhere. Successful initiatives have often started with one person with an idea who has gathered support and resources, e.g. [Bromley by Bow Centre](#), [The Crib](#), and many more.

There are examples of formal training and advanced education routes into community leadership such as graduate programmes helping people to build their skills to take ideas forward. These have their strengths but are quite formal processes. Talent can be nurtured but formal training for leadership is not always effective. There's a place for a more informal approach, for example informal coaching and mentoring.

Estate regeneration programmes have been successful in bringing out community leaders who have been motivated by changes in their neighbourhood. There are many small scale examples e.g. local residents leading small activity groups based on their own skills and interests. These can be life-changing, and when many small groups are working alongside each other on a local estate, they can make a big

cumulative impact. Local and national examples of community-based leadership initiatives include: tenants and residents associations, The British Council's [Active Citizens](#) programme; [London Youth City Leaders](#) which takes a step-by-step approach to growing young community leaders; support for new councillors; estate-based programmes e.g. [Volunteer Centre Hackney Our Place](#); resident-led activity where people lead their own activities and support each other; peer mentoring programmes; [SOAS community leadership programmes](#) for BME communities. It was noted that some community leadership initiatives target specific pockets of deprivation, others target specific communities which are under-represented in positions of leadership, some are issue-specific e.g. mental health.

In some regeneration initiatives, a collaboratively written charter/mission statement which provides a framework or set of principles guiding who contributes what, has been useful. Local grant funding like the [Healthier Hackney Fund](#) gives individuals and organisations time to develop an idea which may have been 'sat on' for a while and funding is combined with in-kind support and resources.

What does community leadership need?

Community leadership requires investment and commitment, starting with time and spaces for opening up discussion with people. Opportunities for networking are important, actively connecting people, learning from what works when people from very different spheres collaborate. Resources and support can be built around existing hubs which people know and trust, where services can be co-located to support community leadership, offer space, communication and information, and where people can easily establish connections with others.

Community leadership requires a better understanding of the process of growing community leaders, and learning from the experience and knowledge of established community leaders.

The idea of community leadership needs to be introduced at early stage, e.g. new councillors supported to think from an early stage about future leadership roles. Care is needed around language used and it is important to seek out 'unusual suspects' - people who don't identify themselves as social innovators but can reach diverse communities or bring together people with different skills/resources.

Community leadership can be enhanced through small business support, technical skills and information, enabling people to explore things in entrepreneurial ways. Working in partnership with the local authority is important, but this can create difficulties too if resources/support is withdrawn further down the line. A stronger contribution from business, e.g. through Corporate Social Responsibility agendas, could be helpful. Community leadership is a two-way process: business leaders also need to use their leadership skills to build connections in communities.

Community leadership is not monolithic; it requires many small, able, diverse and local initiatives.

4. Health and wellbeing support – what examples exist of 'meeting people where they are,' appreciating potential, and growing capability?

Facilitator: Lauren Tobias, CEO, Volunteer Centre Hackney

Examples

There is no shortage of examples: [One You](#) community-based fitness classes across Hackney; projects which support residents to deliver their own activities e.g. cheerleaders in Frampton Park; [St. Mary's Secret Garden](#), where people can gradually get to know each other; [Peter Bedford Housing Association's](#) community connectors programme and its peer-support and timebanking projects; [Centre for Better Health's](#) long term therapy, helping to build trust; the [Shoreditch Trust Health Coaches](#); full holistic assessment by [MIND](#), identifying where people want to make changes; [Young Hackney](#) health

education for young people; schemes which provide advice sessions alongside other health services. And looking further afield: [Peer Support Australia](#); [Family by Family](#).

What's needed

People want to stay local. We need therefore to use local places where people go, and can feel comfortable e.g. Vietnamese group at New Kingshold Community Centre. But people need to know what's out there and we need to do more to get information to people about what's going on – particularly through word of mouth. We also need to think carefully about what makes people go to places and why for example young people would want to come to a youth club or other space.

Could a social version of a loyalty card be helpful? And can we learn from successful uses of social media, e.g. Terrance Higgins Trust promotion of sexual health on Grindr/Tinder. We will need a variety of both structured and more flexible provision, to connect with and appeal to different groups.

Delivering good quality services is just as important as promotion. Most health and wellbeing courses are six weeks or 12 weeks, but it often takes longer to build skills, confidence and relationships. A peer supporter/volunteer to accompany people to a class or other activity can be very important. Consistency in term of course tutor and start times is helpful. There is a need to offer help with wider problems e.g. housing and benefits, which impact on health and wellbeing.

Services should be designed to enable people to recognise what they themselves can do to make changes. They need to be non-judgemental, and an example of this is the Shoreditch Trust Health Coaches service. They need to recognise the journeys people take, not putting too much pressure on people to make big changes. They also need to understand that it takes time to support residents to gain confidence to lead, to nurture people.

What works

Door knocking can work really well, for example [Islington's Help on your Doorstep](#) links isolated people to services. Neighbours can share food and produce they have made or grown and helps them to get to know each other. There is opportunity to do more of this, in allotments and across the borough. Street parties enable connections and can improve wellbeing.

Travel planners in Hackney are a good model: asking people if they need help with creating trips, helping people find out what's out there. Prayer walks can be useful, as can small groups of people exercising together. Visits to locally-based activities/clubs can help to get people take the first steps. [The Volunteer Centre's 'Our Place'](#) resident-led project at New Kingshold is supporting people to lead their own activities: a lot of peer support, long term relationships and building of trust.

Appendix A: Participants at the Workshop

Name	Job Title	Organisation
Anjum Ahmed	Personal Development Lead	Peter Bedford Housing Association
Nathan Ardaiz	Research Associate	Azuko
Ania Bas	Local Audiences Curator	PEER Gallery
Jackie Brett	Director of Communities & Partnerships Team	HCVS
Lucy Carter	GP Partner	Well Street GP Practice
Hilary Clayton	Director of Enterprise and Asset Development	Shoreditch Trust
Venu Dupa	Director of Action and Advocacy	Community Links
Claire Ferraro	Mobile Health Clinic Co-ordinator	Doctors of the World
Nathan Foolchand	Senior Sports Worker	Young Hackney
Yasmin Glover	Communications Manager	Shoreditch Trust
Edouard Guidon	Director of Health and Wellbeing Delivery	Shoreditch Trust
Stephen Haynes	Director of Strategy, Policy and Economic Development	London Borough of Hackney
Jacqui Henry	Director of Health and Wellbeing Strategy	Shoreditch Trust
Peter Hindley	-	-
Rev. Graham Hunter	Reverend	St John's Church, Hoxton
So Jung Rim	Programme Director	Social Innovation Exchange
Holly Keller-Cooper	Venue and Events Coordinator HLC	Shoreditch Trust
Georgia Kurowska Kyffin	Venue and Events Project Manager	Shoreditch Trust
Ashwin Mathews	Director	Centre for Better Health
Paul Monks	Director/Joint chair HCVS mental health SIG/Transformation Estates VCS rep	Core Arts
Vanessa Morris	Head of Services/Transformation Board VCS Rep	Peter Bedford Housing Association
Henry Muss	Public Health Officer - Community & Partnerships	London Borough of Hackney
Joss Nicholas	Finance & Producing Officer	Shoreditch Town Hall
Hugo Nowell	Director	Urban Initiatives Studio

Claire Parker	Pause Practitioner	Pause Hackney
Sahil Patel	Contracts and Monitoring Team Manager	Mind in the City, Hackney and Waltham Forest
Jaimie Persson	Director of Organisational Wellbeing	Shoreditch Trust
Sylvie Pierce	Chair/Director	Mossborne Federation of Academies/Earth Regeneration
James Pigeon	CEO	Shoreditch Town Hall
Zoe Portlock	Director of Services	Bromley By Bow Centre
Jacqui Roberts	CEO	Shoreditch Trust
Andrew Scott	Area Regeneration Manager	London Borough of Hackney
Rebecca Smith	Senior Public Health Practitioner	London Borough of Hackney
Jenny Starr	Business & Development Manager	Iniva
Nursel Tas	Chief Executive/Joint Chair HSCF Mental Health SIG	Derman
Lauren Tobias	Chief Executive/Transformation Prevention Workstream VCS rep	Volunteer Centre Hackney
Gareth Wall	Head of Public Health/Prevention Workstream Director	London Borough of Hackney
Phillip Watson	Chief Executive	Manor Gardens Welfare Trust
Cllr Carole Williams	Councillor Hoxton West P/T Cabinet Member for Employment, Skills & Human Resource	London Borough of Hackney
Paula Yassine	Senior Horticultural Therapist	St. Mary's Secret Garden

Appendix B: Our top ideas for improving health and wellbeing in Hackney

- Various organisations sharing audiences, staff, facilities and experience so the people we work with have a varied experience resulting in retention and therefore impact.
- Utilising community spaces to be places where residents can share ideas, provide peer support to each other and deliver their own activities.
- Brand for local businesses who collaborate 'proud to give in Hackney' collaboration includes:
 - Extending every contact counts to private sector
 - Offering work and supported employment/volunteering
 - Offering space to community organisations
 - Donations to Hackney Giving
 - Healthy workplace schemes.
- Work with landlords – public and private sector to provide cycling facilities/every contact counts etc.
- Creating connections between people, sometimes unexpected, breaking down barriers in community/neighbourhoods.
- To have regular (quarterly) networking and collaboration sessions/meetings (like today) with a range of providers across the borough to get a much better sense of what's happening and various priorities so that new collaborations, partnerships and joined-up thinking is built on mutual understanding and trust.
- Opening up community centres that are currently restricted by hire charges etc.
- Local GPs and with more estates/housing associations.
- Design with end-users.
- Reach out more to local partners i.e. offer cheap hall/space hire - see what happens.
- Empower self-management, how to avoid the doctor/hospital. Improve use of parks and universal services. Basing Voluntary Community Health projects in the parks, libraries etc.
- Collaboration network of peer support groups.
- Walking groups, more drop in classes/spaces for art/creative projects for Mental Health (enhancing core arts/working with Hackney College). More peers to support clients to attend support groups/exercise etc.
- Health promotion targeting children and young people.
- Bringing people together to nurture different strands of community leaders.
- Developing a community leadership programme to enable people to influence strategy and commissioning at the highest level.
- Remembering the importance of connectivity and conversation. Not over-curating a space but providing somewhere people can gather and be.
- Be with people and have fun.
- Walking meetings!

Appendix C: Our top ideas for The Shoreditch Trust Healthy Living Centre

- Shout about what's happening! Use the colours of your brand more! (i.e. pigeons everywhere!)
- Working with me to teach medical students (Barts) on your good work. Advertise in Hackney Today.
- Transform the arrival experience at the Centre. Demonstration of green growing initiatives with raised beds with vegetables etc. and introduce a clear mission statement on the plate glass windows that tells people what's happening inside.
- With the building – timetable activities – big picture of space for hire + stuff that has or could take place – shop front.
- (JH/So from SIX) Follow up conversations in workshops about democracy/rethinking democratic and exploring the potential of HLC to bring unusual suspects together.
- A design committee with users/staff/leadership and collaborator to rethink space and services.
- Hire/share space (could also help make space more physically flexible).
- We could share caretaking (we have out of hours caretaking for two of our hubs).
- A sign or explanation out the front explaining what this place is and changing entrance and the flow works better.
- If possible put a café in to draw more of the local community.
- Host peer support - advertise space (we all need to develop website and advertise free cheap space room by room).
- To develop a model where local groups/providers can use space at the centre for non-ST activities but for initiatives that focus on health and wellbeing (space that is free and/or at subsidised rates).
- Green space outside/free seating outside/more trees and benches.
- Take a lead, support and signpost for individuals/small groups and organisations.
- Café scope?
- Improve shopfront, encourage welcoming atmosphere as soon as people enter the building, savvy commercial-like sales pitch of opportunities, easy to access café (for students next door?).
- Have sessions open to those attached to other organisations e.g. Young Hackney, YH staff can support sessions here re-health and wellbeing e.g. for young people so all health - sexual health/physical activity/sport sessions/nutrition etc.
- To promote services to BME communities from the centre.
- Enabling small organisations to utilise space so as to deliver activities that promote health/wellbeing to take the lead in setting up forums for cross-partnership working.
- Set up a forum to discuss and share ideas and opportunities each month. Delivering sessions from each hub and rotating, taking in turns to host to one another quarterly.

Appendix D: I would like to collaborate with...

- James Pigeon, Shoreditch Town Hall. I would like to collaborate with Health and Wellbeing at the Council on how Shoreditch Town Hall plays a role in the space that is allocated to groups for health and wellbeing activity and how we can be integrated in some way to the initiative involving community hall usage for instance.
- Claire Ferraro, Doctors of the World. I would like to collaborate with organisations or community groups that work with hard to reach groups i.e. migrant/undocumented/homeless population so that DOTW can improve these individual's access to mainstream NHS services also continue good work with local GP services to increase access to healthcare.
- Ania Bas, PEER. We would like to collaborate with residents, local businesses and organisations on improving/changing/re-shaping spaces (underused spaces) on the estates in Hoxton for the benefit of us all.
- Andrew Scott, LBH. I would like to collaborate with Unusual Suspects Festival.
- Vanessa Morris, Peter Bedford Housing. Would like to collaborate with architects re re-design of our community hub spaces, wider VCS strategy for collaboration, Board networking.
- Jackie Brett, HCVS. I would like to collaborate with Dr Lucy Carter re space for VCS with designers re urban design and involve people. Mapping community space rooms – James Pigeon, STH and everyone else. Town Centre Forum managers from LBH re VC relationships.
- Paula Yassime, St Mary's Secret Garden. I would like to collaborate with Melanie from Iniva. With Venu from Community Links and Dr Lucy Carter from Well Street.
- Dr Lucy Carter, Well Street. Collaborate with: St Mary's Secret Garden, Henry Muss from LBH on using New Kingshold Centre, Jackie from HCVS, Derman, Hilary from Shoreditch Trust re teaching medical students.
- Henry Muss: Group from Thomas Fairchild need space. Link with Shoreditch Trust for use of space.
- Joss Nicholas, Shoreditch Town Hall. Would like to collaborate with St Mary's Secret Garden to facilitate inter-generational sessions with elderly people who attend the tea dance and young people/families coming to shows/community events.
- Nathan Ardaiz, Azuko. I would like to work with Gareth Wall from LB Hackney to support on research/design of support for those in private rented sector.
- Sahil Patel, Mind Hackney. I would like to collaborate with any organisation with community space on delivering mental health support in a non-judgmental, non-stigmatising space. Mind would like to bring wellbeing and resilience to everyone.
- Nathan Foolchard, Young Hackney. Would like to collaborate with anyone who wants to raise participation levels in sports/physical activity in young people 6-19 (or 6-25 for people with SEND).
- Nursel Tas, Derman. I would like to collaborate on group activities.
- Jacqui Henry, Shoreditch Trust. Follow up conversation between Zoe and Jacqui H, meet to talk about community leadership sharing learning.
- Anjum Ahmed, Peter Bedford. I would like to collaborate on community connectors, peer support and peer mentoring.