

WANDSWORTH BOROUGH COUNCIL

FINANCE AND CORPORATE RESOURCES OVERVIEW AND SCRUTINY  
COMMITTEE  
- 4TH OCTOBER 2012

EXECUTIVE – 8TH OCTOBER 2012

Report by the Chief Executive and Director of Administration on behalf of officers  
concerned on the Council's programme to raise aspirations

SUMMARY

In March 2012 the Executive agreed (Paper No. 12-218) an ambitious programme of work to improve the physical environment and raise the aspirations and improve life chances of those living in the most deprived areas of Latchmere and Roehampton and Putney Heath. A robust programme management approach is described in this report which has been put into place to track and manage all aspects of this programme in the two target areas. A summary of current activity from the main workstreams is reported, including on key areas such as troubled families, employment brokerage, mentoring and the consultation and engagement activity which is well underway.

A detailed and comprehensive outcomes framework is proposed. This includes the establishment of an "18 Up" Aspirations Panel which would be used to receive accounts of panellists' experiences, attitudes and views as they seek out and utilise education, training and employment opportunities as well as their interaction with a range of other services and opportunities. These accounts will be used by the Council to better design appropriate services/procedures and to influence other public service providers. It will also allow tracking of outcomes and experiences of those young people who are being targeted through the aspirations programme.

The Director of Finance comments that there is currently no budget provision for the 18 Up initiative. However, funding can be found from the Finite Services Fund for the budget variations to fund years 1 and 2 of the initiative. If the evaluation is positive, then a further budget variation could be sought. Accordingly budget variations of £21,500 in 2012/13, £25,350 in 2013/14, and £17,850 in 2014/15 are proposed in this report. There is no impact on Council tax.

## GLOSSARY

A&E	-	Accident & Emergency
APB	-	Aspirations Programme Board
ASB	-	Anti Social Behaviour
CAD	-	Computer Aided Design
CCG	-	Clinical Commissioning Group
CRIS	-	Crime reporting Information System
CV	-	Curriculum Vitae
DCLG	-	Department for Communities and Local Government
DPPO	-	Designated Public Places Order
DWP	-	Department for Work and Pensions
EDO	-	Economic Development Office
ESF	-	European Social Fund
FRP	-	Family Recovery Project
GCSE	-	General Certificate in Secondary Education
JCP	-	Jobcentre Plus
KS1 / KS 2	-	Key Stages
LGA	-	Local Government Association
LSOA	-	Lower Super Output Area
MMR	-	Measles, Mumps and Rubella
NEET	-	Not in Education, Employment or Training
NOMIS	-	Web-based database of labour market statistics
OSC	-	Overview and Scrutiny Committee
PBR	-	Payment by Results
PH	-	Public Health
SMART	-	Specific, Measureable, Attainable, Relevant, Timely
WESP	-	Wandsworth Employment and Skills Partnership
YOF	-	Youth Opportunity Fund

## **RECOMMENDATIONS**

1. The Finance and Corporate Resources Overview and Scrutiny Committee are recommended to support the recommendations to the Executive in paragraph 2. If they approve any views, comments or recommendations on the report, these will be submitted to the Executive for their consideration.
2. The Executive is recommended to—
  - a) note the extensive consultation and engagement activity underway in the two target areas, the results of which will come to the next cycle of this Committee;
  - b) endorse the governance arrangements (paragraphs 4-8) and Terms of Reference (Appendix 1) for the wider Aspiration Programme;
  - c) approve the proposed indicators for the outcomes framework as set out in Appendix 2;

- d) note the extensive activity already underway as part of the wider programme to raise aspirations, particularly amongst the 18-24 year olds;
- e) endorse the aspirations monitoring and outcomes framework, including the establishment of an “18 up” Aspirations Panel to track experiences of young people in the target areas; and,
- f) approve revenue budget variations of £21,500 in 2012/13, £25,350 in 2013/14, and £17,850 in 2014/15.

## **INTRODUCTION**

- 3. In March 2012 the Executive agreed (Paper No. 12-218) an ambitious programme of work to improve the physical environment and raise the aspirations and improve life chances of those living in the most deprived areas of Latchmere and Roehampton and Putney Heath.

## **PROGRAMME TERMS OF REFERENCE AND GOVERNANCE**

- 4. A robust programme management approach is being applied to the Aspiration Programme, coordinated by the Administration Department's Policy Unit, to ensure that effective use of resources is being made and that efforts are coordinated to maximise the impact on outcomes for local residents.
- 5. An Aspiration Programme Board (APB), chaired by the Chief Executive, has met three times since May 2012. The APB is underpinned by eight workstreams (Appendix 1) which combine to cover the key facets of the wider regeneration approach set out in Paper No. 12-218. These workstreams area as follows:-
  - Physical Regeneration- Roehampton;
  - Physical Regeneration- Winstanley;
  - Housing Policy;
  - Economic Development & Employment;
  - Communications and Engagement;
  - Young People, Crime & Gangs;
  - Troubled Families; and,
  - Health and Wellbeing.
- 6. Each workstream has a lead officer, and most are underpinned by a well established 'lead board' which is tasked with taking forward and monitoring key actions (e.g. Wandsworth Employment & Skills Partnership, Troubled Families Steering Group, Health and Wellbeing Board, etc.). There are also two project boards for each of the two physical regeneration sites in Roehampton and Winstanley and York Road. This governance model seeks to make effective use of existing arrangements whilst providing effective oversight and monitoring.

7. The APB has established a draft set of Terms of Reference for the Programme, attached at Appendix 1, which set out the scope, the governance, aims and objectives, and success criteria. These are recommended for approval.
8. The APB Programme Manager has developed and maintained summary action plans for each of the workstreams that are used by the APB to monitor progress. These Plans contain actions and milestones against which progress can be monitored and are key to coordinating the wider Programme. In addition, an 'Issues log' is kept that enables the APB to address concerns and provide oversight, guidance and steering to the workstreams as required.
9. The intention of the APB is not to oversee all Council activity that contributes to aspiration – this would be unnecessarily wide-ranging, and would draw in major established programmes such as the development of improved parental choice of excellent schools or encouraging home ownership. Rather, the APB aims to identify new or modified interventions which could make an additional contribution to improving the life chances of people who need additional support to progress in their lives.

## **ENGAGING AND CONSULTING WITH RESIDENTS**

10. In March 2012, the Executive agreed (Paper 12-218) that options for the physical regeneration of the two target areas be brought to future meetings of this Committee and the Executive, and that consultation should be undertaken in both areas to better understand the views of local residents. In July 2012 (Paper No. 12-463) the Executive endorsed proposals to consult and engage with residents on a variety of proposals to redevelop areas in Roehampton, focusing, although not exclusively, around the central Danebury Avenue area.
11. A comprehensive programme of communications, consultation and engagement has been undertaken in both of the target locations, seeking has views on the areas as places to live, both in terms of the local environment but also in terms of the mix and offer of local services and amenities. This work has been coordinated through the Consultation and Engagement Workstream chaired by the Head of Communications.
12. In Winstanley and York Road 564 responses were achieved through in-depth telephone and postal surveys, equating to over 40% of all Winstanley and York Road households. The area has also seen drop-in sessions and meetings, targeted communications (including traditional forms such as leaflets as well as using social media such as dedicated webpages and Facebook) and engagement with local stakeholders and relevant forums. In addition, the new Big Local Trust process that has been established in the Winstanley and York Road area has generated considerable interest and is helping to provide an invaluable source of information on community needs and desires.

13. In Roehampton, all residents on the Alton estate and Roehampton Village have had the opportunity to make their initial views known. 601 residents on the Alton estate responded to a telephone survey. A further 369 residents responded to a postal survey. These 970 respondents equate to around 25% of all households in the target area. Officers have also explored and implemented several other innovative approaches to engage the community and to better stimulate local community engagement in designing and delivering local solutions.
14. For example, for Roehampton an online 'virtual Roehampton' room has been commissioned from a company called *Stickyworld*. This integrates into the dedicated new Roehampton Regeneration pages on the Council's website as a new and inventive way of engaging with different groups of people on a myriad of topics. Stickyworlds provides a visual forum where online visitors can explore a 360 degree panoramic virtual tour and add comments and questions in the form of virtual sticky-notes. Stickyworld has also been loaded onto a dedicated computer in Roehampton Library where those less able or without a computer at home can be assisted to contribute. In addition, a complementary 'physical' Stickyworld area has been created in both Roehampton Library and the local Area Housing Office so that those not comfortable with a computer can stick their comments on notes on an enlarged aerial map of the area. To date (20<sup>th</sup> September) 47 notes, some as conversations, have been 'virtually stuck' to the Roehampton room.
15. In addition, an arts company called *Avant Gardening* has been commissioned in conjunction with the Environment and Community Services Department's Arts Office and the Administration Department's Director of Public Health (designate) to run a series of on-site engagement activities with local residents during September, linking with both the Stickyworld approach and the 'Kings and Queens' community event run by Regenrate.com. Avant Gardening's approach uses art to stimulate participatory and creative community engagement in creative projects about the community and environment in which they live, which will culminate in a local 'fanzine'.
16. Collation and analysis of the results of this initial consultation and engagement activity is now underway. The results will be brought to the November 2012 cycle of committees, thereby enabling the officers to 'ground' the options for the next stages of physical regeneration within a good understanding of community needs, requests and aspirations.

## **DEVELOPING A MENTORING OFFER**

17. Arising from Paper No. 12-218 the Executive made a commitment to examine the role that mentoring could play in raising aspirations, particularly amongst young adults in the target areas. Mentoring can potentially cover a large range of activity, from the formal and organised programmes (e.g. young offender mentoring) through to self-sustaining informal networks where residents' skills

(perhaps in the wider community) can be matched with needs of those in the target areas, and everything in between.

18. The Policy Unit is leading on this work. An 'audit' has now been conducted of mentoring activity (past and present) across the Council and its partners, as well as looking regionally and nationally. This audit has focussed on identifying areas of success and what works, reasons for failure, learning points and where there may be gaps in current local provision.
19. A Task and Finish Group has been convened for mid-October 2012 with attendees invited across relevant Council departments and the Council's key partners, including the police, Job Centre Plus and South Thames College. This Group will examine the evidence collated during the audit, identify gaps and best practice and make recommendations for future activity to a future meeting of this Committee and the Executive
20. In parallel with this approach the Council has also had a discussion with a potential mentoring provider to help inform a potential delivery model. Options for piloting a small scale mentoring programme for 18-24 year olds in the Winstanley and York Road Estates is currently being considered in conjunction with an organisation who have previously played a significant role at government level around black male underachievement. Results of a small scale pilot would be invaluable to helping deliver mentoring programmes grounded in a knowledge of what works and does not work locally.

#### **OTHER WORKSTREAM HIGHLIGHTS**

21. The Council has continued to receive recognition by DCLG for its innovative work in relation to the Family Recovery Project (FRP) and its links with the new Troubled Families agenda. There have been 42 formal referrals to the FRP and 23 families currently on the programme, 3 have provided their initial consents, and 5 are in the pipeline. The remaining families have been stepped down to targeted services or were not deemed suitable for FRP. The FRP has resulted in some notable and measureable achievements in terms of education; worklessness; housing and debt; crime and ASB; parenting; family and child protection; substance misuse, and, domestic abuse, and a full report was made to the June 2012 meeting of Education and Children's Services OSC (Paper No. 12-334). That report also included an interim cost-avoidance evaluation demonstrating that the FRP was beginning to deliver potential savings to the Council and wider public purse.
22. The cohort of troubled families who will be worked with in the first year of the troubled families programme has recently been completed. A significant proportion of these families is located within the target areas and therefore the programme is likely to have an impact on both improving the lives of these families but also the impact they have on the wider community. An initial delivery model for the first year of the programme has been developed in

conjunction with partners which will involve an outreach worker-led triage assessment process to better understand the families' needs prior to developing or signposting to relevant interventions. In conjunction with this, discussions are underway with potential external providers, having started with a 'Meet the Buyer' event, to help develop delivery options for year 1 and 2 of the programme. A more detailed report on the Troubled Families Programme will be made to the November cycle of the Education and Children's OSC.

23. The DWP's ESF Families Programme, delivered in Wandsworth by Reed's sub-contractor, Twin Training, is aimed at tackling worklessness in the most needy families. The Council and partners are working together to ensure that eligible families are referred onto the programme quickly, and Wandsworth has been recognised as being significantly ahead of other areas in this regard, with 72 referrals so far. Close work with the Council's local Registered Social Landlords means that they (the RSLs) are also able to act as official referrers to the programme. However, a lower than expected number of families from the target areas has been identified by the APB as an issue and work is underway to rectify this situation.
24. With reference to the Economic Development and Employment Workstream the Council is seeking to maximise local labour and training outcomes from the employment opportunities arising from the physical regeneration programmes and new developments in the Borough. This includes, in particular, the opportunities arising from the Vauxhall Nine Elms programme, which is estimated to generate around 1,500 construction and ancillary employment opportunities over the short and medium term with an estimated 25,000 end use jobs over the long term. Other significant developments likely to come forward over the same period in the Borough include the Ram Brewery site, Wandsworth High Street, SW18 (Fairfield).
25. The Wandsworth Employment and Skills Strategy 2011-14, approved by the Executive on 26th September 2011 (Paper No. 11-711) identifies the need for a 'demand led approach', in response to the supply side focus of mainstream programmes. Responding to this need proposals are being submitted to the Strategic Planning and Transportation OSC and the Executive in this cycle (Paper No. 12-636) to establish an Employment Brokerage Service which, significantly, will aim to create the infrastructure to respond to the employment and training opportunities arising from major programmes notably at Nine Elms, SW8 (Queenstown). The intention is for a hub and spoke model with the hub based in a Clapham Junction location given the location's accessibility across the Borough and beyond and proximity to the housing estates to the north of Clapham Junction Station. If this is approved, the brokerage will work with employers to capture job opportunities for local people and the routeway to work supply chain (e.g. Job Centre Plus, South Thames College, Lifelong Learning, Work Programme and other community based providers) to ensure a supply of job-ready local candidates to broker into the available employment opportunities.

26. In Roehampton the Council is currently working with partner agencies to develop a 'Roehampton Gateway' to offer a focussed 'one stop shop' approach providing a comprehensive range of information, advice and help for clients in terms of employment, training and benefits. The Council also aims to develop a joint programme with JCP to reduce the 18-24 claimant count by at least 10% in Roehampton and support the development of a Work Club.
27. The Young People, Crime and Gangs workstream have benefitted from securing £217,000 from the Home Office to deliver a substantial programme of action offering gang exit and diversion programmes. This programme includes numerous specifically targeted projects such as 'Street League' and 'Kickz' which will directly work with young males on the two target areas, using sport as a tool of engagement. It also includes the Council participating in the 'Safe and Secure' scheme which aims to provide a mechanism for relocating gang members and their families.
28. The Council is directly supporting youth projects through its Youth Opportunity Fund (YOF), the third round of which closed in July 2012. The Council has received 36 bids to date for projects relating to Winstanley and Roehampton and has awarded funding to 9. Projects include supporting disadvantaged youths onto the Duke of Edinburgh Scheme; helping music, drama, dance and arts students to develop portfolios to accompany their CVs for job interviews in 'creative industries; assisting a group of young people to undertake a course in lifeguarding, and another where a group of teenagers will be supported in making a movie of what it is like to live on an estate in Winstanley. In all the YOF has enabled approximately 250 young people from Winstanley and Roehampton to access these projects. The fourth round of bids closed on 3rd September 2012.
29. In terms of Adult and Community Learning a change in delivery model required by the Government (including apportioning a higher percentage of funding support for the disadvantaged) has provided an opportunity to develop a new curriculum and new providers. Community consultation on learning needs in Roehampton has been completed and new service provision is being planned. The Council is also hopeful that it will be successful in its 'Big Lottery' bid that will see it establish 'Learning Hubs' in Wandsworth.
30. The Wellbeing workstream has noted the synergy between the aspirations programme and the decision by the Health and Wellbeing Board to put resilience at the heart of the Joint Health and Wellbeing Strategy. The focus on resilience reflects the evidence that people who feel in control of their lives and are positively engaged with their communities are better able to make positive lifestyle choices and achieve better health outcomes. In support of this priority the public health community development programme is being reviewed to provide an increased focus on Roehampton and Latchmere. The community development work, which involves supporting the community to have a voice



and designing activities to foster a community sense of well being, will work in tandem with the health trainers service which supports individuals, especially those in more deprived communities, to make healthier lifestyle choices.

31. Alongside this programme, a number of specific measures around lifestyle issues are being carried forward. The service response to prevalence of childhood obesity has been to commission *MyTime Active* and *Carnegie Weight Management* to deliver weight management and healthy living activities within early years and school settings, targeting the most deprived locations. The service is being evaluated by with the first tranche of data currently being analysed. Integrated sexual health service, bringing together reproductive sexual health services with screening and treatment for sexually transmitted infections, are being developed within Wandsworth, the initial pilot site being the Doddington Clinic, SW11 (Queenstown), with the Roehampton Clinic at Queen Mary's Hospital, SW15 (West Putney) also moving towards integrated provision. Additional developments include the commissioning of an enhanced condom distribution scheme that will provide improved access to condoms for vulnerable young people, and targeted sexual health work with young men in both Roehampton and Battersea.
32. Alcohol abuse is a work stream that ensures the Council's licensing powers are used to their greatest impact, with a pilot Designated Public Places Order (DPPO). in Tooting from which to draw lessons. The Alcohol work also includes programmes for hazardous and recurrent drinkers. Catch 22, the Council's providers of young people's substance misuse services, are piloting a counsellor located in the Roehampton surgery. Outreach workers have been coordinated with health check clinics, and a programme of work has been agreed with local mental health services to pilot alcohol screening and brief intervention in Community Mental Health Services.

## **MEASURING SUCCESS**

33. Measuring success and tracking progress in delivering the ambition set out in Paper No. 12-218 is critical. Paper No 12-218 stipulated that "linked to the development of any action plans would be the introduction of a performance management framework which would include a basket of key indicators with SMART targets for both milestones and outcomes in each local area".
34. The sections below set out a multi-faceted and comprehensive approach to a Monitoring Framework that includes 'hard outcome' data complemented by mechanisms to obtain softer qualitative evidence from those who live in the target areas. These success measures cover the Programme's wider aim of enhancing social mobility and promoting aspirations, of which physical regeneration is considered to be a significant contributing factor.

## *Aspirations Programme update*

### *Outcomes framework and targeting success*

35. The Policy Unit has undertaken an exercise to identify good quality indicators linked to the aspirations set out in Paper No. 12-218. The proposed indicators for the outcomes framework are attached at Appendix 2. These cover education, crime, benefits, employment, housing and health to capture the key measurable aims of the Programme. Outcome indicators covering the Wellbeing workstream are still under development in conjunction with the relevant data owners and a baseline will be established shortly.
36. To be useful indicators are limited to those available at the small area – Lower Super Output Area (LSOA) - or postcode level so that geographies can be identified that best match the target areas. Maps of the LSOA areas included can also be found in Appendix 2. The Borough-wide figure has also been collected for all indicators, in order to capture and monitor the extent to which the ‘gap’ in performance between the target areas and Wandsworth as a whole is being closed. Baseline data for the indicators set have been collected for the 2011/12 financial year, or nearest time period available. Work is ongoing to complete some gaps and to refine baselines to precise target areas where data is at the postcode level. The data will be collated on a six monthly basis, on an ‘as available basis’, to track changes in performance in the target areas.

### *Limitations of an outcomes framework approach*

37. This ‘hard-data’-based outcomes approach has its limitations and problems and it is important that these are recognised and steps taken to address at any early stage:
- a) It is partially data driven; there are limited data available to us and any framework is inevitably best fit to the outcomes trying to be achieved. For example, data at the 18-24 age groups is difficult to come by, even at larger geographies;
  - b) Measuring outcomes in the short term to medium term, particularly in small areas, is a challenge to do robustly when such small numbers apply;
  - c) outcome measures are typically based on the resident population at that time and are frequently reported in arrears;
  - d) outcome measures do not allow the tracking of important “first steps” and the softer qualitative outcomes and perceptions – for example, a young person who now has the confidence to actively seek work but has yet to move successfully off benefits; and,
  - e) efforts to enhance social mobility, coupled with high levels of population churn in these areas, means the positive effects derived from delivery of

the Aspiration Programme are inherently difficult to pin down, particularly in the shorter to medium term.

38. In summary, therefore, relying on hard outcomes alone risks success being underreported, or contraindications not being picked up sufficiently quickly. Some key projects to mitigate this risk are covered in the paragraphs below.

*An Aspirations Panel “18-Up” and ongoing consultation*

39. Given the limitations described above, the APB and the Policy Unit have worked to develop the following approaches into firmer proposals to complement the outcomes Framework.
40. *Firstly* - an aspirations-focussed annual housing panel (Link) survey using existing arrangements in place by the Housing Department for surveying Council tenants and leaseholders. This will ask specific questions on their perceptions of the area as a place in which to live. It will also provide an opportunity to ascertain community wellbeing data such as lifestyles and participation which are not possible to address and track from quantitative data, and these will be used to supplement the proposed outcomes framework in Appendix 2. In addition, using the same questions would enable officers to track perceptions. The arrangement for this will be brought to a future meeting of this Committee and the Executive..
41. *Secondly* - to implement an innovative “18-Up” Aspirations Panel, split between the Roehampton and Winstanley/York Road areas. This is covered in more detail below.

**ASPIRATIONS PANEL – “18 UP”**

42. The purpose of the proposed “18 up” Panel would be to track the journeys of young people living in the targets areas of Roehampton and Putney Heath and Latchmere throughout the period of the Aspirations Programme. As demonstrated above, whilst the hard data goes some way to show outcomes in terms of education, employment, etc., the fundamental aim of the Programme is to improve social mobility and aspirations which cannot be easily demonstrated using statistics. In addition, “18-up” would have the potential to provide the Council with a better understanding of what works well and what barriers remain to achieving successful outcomes in their lives.
43. It is proposed to develop an “18 Up” Panel to provide accounts of panellists’ experiences, attitudes and views as they seek out and utilise education, training and employment opportunities as well as their interaction with a range of other services and opportunities. These accounts would be used by the Council to better design appropriate services/procedures and to influence other public service providers. It would also facilitate the tracking of outcomes and experiences of those young people who are being targeted through the

## *Aspirations Programme update*

Aspirations Programme. All Council departments would be able to use the Panel for targeted engagement work.

44. Further detail on how the proposed 18 Up Panel would work, including the recruitment of the panellists, incentives and the Council's 'offer' are outlined in Appendix 3 to this report.
45. The Equality Act 2010 requires that the Council, when exercising its functions, must have "due regard" to the need to eliminate discrimination, to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and to foster good relations between persons who share a relevant protected characteristic and persons who do not share it. As such an Equality Impact Assessment (EIA) has been undertaken on the proposal to set up a "18 up" panel. This EIA is attached as Appendix 4 to this report. This EIA has found that the proposed Panel would ensure that the impact of the Aspirations Programme in relation to improving the social mobility and aspirations of young people is evaluated and would ensure that feedback which could improve programmes is accessed quickly and reflects the needs of the local 16-24 population.
46. The approach outlined in this proposal would incur a number of costs, some of which would recur over the duration, in order to service and maintain the Panel. It is proposed that the Panel would run for two years initially, with the third year's funding to be subject to scrutiny following an evaluation at the end of Year 2. The costs are set out below, involving a proposed budget variation totalling £64,700.
47. "18-up" is a challenging proposal which would require careful ongoing review and oversight, and flexibility to adapt. But it has significant potential to provide the Council with ongoing and robust intelligence of this target group's experiences, both to ongoing tracking of outcomes but also helping the Council to develop effective solutions to issues.

### **COMMENTS OF THE HEAD OF HUMAN RESOURCES**

48. The proposal at Appendix 3 seeks to establish one FTE post of Graduate intern to support transition for 3 month periods in each of the next two financial years. The first intern is expected to start at the end of the Panel recruitment phase between March-May 2013. It is anticipated that the interns would develop the skills to undertake full-time employment.

### **COMMENTS OF THE DIRECTOR OF FINANCE**

49. There is currently no budget provision for this initiative. However, funding can be found from the Finite Services Fund for the budget variations to fund Years 1 and 2 of the initiative. If the evaluation is positive then a further budget variation could be sought. Accordingly budget variations of £21,500 in 2012/13,

£25,350 in 2013/14, and £17,850 in 2014/15 are proposed. There would be no impact on Council tax.

## **CONCLUSION**

50. This report provides an overview of the myriad of work which constitutes the wider Aspiration Programme in the Council's target areas. Work is either underway or in development in many key areas. An effective outcomes framework is key to any approach and a comprehensive and multi-faceted approach is outlined in this paper.

51. Regular update reports (twice per year) will be made to this Committee of progress in implementing the wider Aspirations Programme.

The Town Hall,  
Wandsworth,  
SW18 2PU.  
26th September 2012

PAUL MARTIN  
Chief Executive and Director of  
Administration

## **Background papers**

There are no background papers to this report.

All reports to Overview and Scrutiny Committees, regulatory and other committees, the Executive and the full Council can be viewed on the Council's website ([www.wandsworth.gov.uk/moderngov](http://www.wandsworth.gov.uk/moderngov)) unless the report was published before May 2001, in which case the Committee Secretary (Graham Collins – 020 8871 6021; email [gcollins@wandsworth.gov.uk](mailto:gcollins@wandsworth.gov.uk)) can supply it if required.

**APPENDIX 1**

**to Paper No. 12-645**

**Wandsworth Borough Council**

**ASPIRATIONS PROGRAMME  
DRAFT TERMS OF REFERENCE**

**1. Background:**

- In September 2011 the Council received the results of an independent review by Mr. Neil Kinghan of the August 2011 disturbances.
- A follow-up report on the Kinghan recommendations in November 2011 (Paper No. 11-886) included a broader commitment to carry out a comprehensive stock-take of current and planned interventions that promote aspiration and social mobility in Wandsworth.
- Reported in February 2012 (Paper No. 12-218), this stock take reflected the observation in the Kinghan Report that, whilst the principal reason for people participating in disorder was criminal opportunism, a wide range of other factors also influenced events in August and these included the levels of deprivation close to the Clapham Junction area. However, the focus of the programme extends beyond that area and includes those areas of the Borough with the highest levels of deprivation.

**2. Vision and Aims:**

- The aim of the programme is to use good neighbourhood management as a mechanism to raise social aspiration, increase social capital, improve quality of life and the urban environment. The programme recognises the importance of both 'hard' and 'soft' goals in urban regeneration where social capital is as important to economic development as economic capital. Life chances are affected by the effects of poverty, the families they are born into, the communities in which they grow up and the schools that they attend. In Roehampton and Winstanley, where disadvantage is greatest, it is hoped that removing barriers and offering opportunities will improve outcomes to skills, knowledge, self-perception, behaviour and attitude and in turn 'narrow the gap' and result in a better quality of life. Whilst acknowledging that there are limits to the impact that local government can have and that many positive benefits of positive benefits of aspiration and social mobility are influenced by a range of factors outside the control of the local authority the Council recognises it has a role in acting both as a co-ordinator and a catalyst in raising aspiration:
- **Physical Regeneration:-** Make the area a more attractive, safer, healthier and desirable to live with physical improvements to housing, commercial buildings, community space, transportation and the street scene. Ensure that lessons have been learnt from previous developments and that there is an appropriate mix of leisure space, community facilities, retail and residential to ensure sustainability. Regeneration creates opportunities for improving healthcare services and bringing different public services together. Physical regeneration can be the catalyst for social and environmental beneficial change.

- **Increased Community Involvement:-** Remove the disconnect from the mainstream by promoting an increase in both formal and informal community involvement. Increase participation in local activities, engagement in politics and turnout at elections. Foster a sense of common purpose, a shared sense of social and geographical identity and increased neighbourhood pride. Encourage an element of community ownership by addressing local needs and encouraging participation. Community involvement ensures a more effective democracy and overall makes policy implementation easier.
  - **Increased Sense of Engagement:-** Recognise that expectations had been raised in the past by local planning exercises that did not go on to deliver improvements. Acknowledging previous failures, whilst promoting the benefit of new schemes, will help tackle underlying suspicion. Seek to engage the local community in a variety of ways in designing and delivering effective solutions for improving aspirations and social mobility. Look outside existing community groups to identify new fledgling groups or activists who have the potential to provide support across a number of areas of interest and groups of people. Ensure that community capacity for engagement is developed and is sustainable so that the community is more effective at expressing its needs.
  - **Improved Health Outcomes:-** Improve access to and better provision of, local health services and leisure facilities. Improve access to (healthier) food choices and encourage adoption of healthy behaviours and health living. Increase engagement with treatment programmes where required. Encourage local arts, food and culture-empowering local individuals, families and communities to showcase their talents. Improved health and wellbeing outcomes will reduce emergency health interventions, raise self-esteem and reduce social isolation
  - **Better Labour Market Outcomes:-** Get more young people into employment or work-ready through job brokerage schemes, training initiatives, apprenticeships, volunteering programmes and mentoring support networks. Ensure young people acquire both hard and soft skills for taking new opportunities. Aim to ensure young people demonstrate an increasing willingness to participate in the labour market through increased employment expectations. Better prospects and better jobs will lead to increased social mobility.
  - **Reduced Crime:-** Reduce crime in the immediate area, particularly in relation to young people and gang related violence. Reduce the influence of gangs by engaging with young people, offering opportunities and alternatives through a gang exit programme. Make physical improvements to make the area safer, tackle anti-social behaviour and reduce the fear of crime.
  - **Higher Educational Attainment:-** Raise educational attainment by improving the quality of local schools and the choices available to parents. Lower the levels of truancy and number of exclusions. Increase parental engagement, support them in becoming more effective as educators and ensure a better home environment for learning.
3. **Scope:**
- It needs to be recognised that it can be difficult for local government to have very much impact on complex social and economic issues such as the impact of global economic conditions or inter generational mobility. The positive benefits of

## *Aspirations Programme update*

aspiration and social mobility are influenced by a range of factors, many of which are outside the control of the local authority.

- It has been agreed that Roehampton and Latchmere Wards be the focus of any coordinated and intensive action. Within the former the focus for physical regeneration will be the Alton Estate. Within the latter there is a specific focus on the Winstanley and York Road Estates. It is hoped that the aspirations programme will benefit the entirety of each Ward and wider local area.
- There will be a particular focus in these areas on the young people in the 18 to 24 years age group. There are currently a range of targeted and universal services that are delivered or commissioned by the Council to support young people up to the age of 18. However, the level of support for young people when they turn 18 and make key transitions, for example, into further or higher education, training or employment, is much reduced.
- The scope of work within the project workstreams will be a mix of both new and existing schemes, the latter including redirected and redefined activity.
- The physical regeneration aspects of the project are likely to take at least 10 years to complete. It is hoped that the wider programme elements will ensure that actions to promote aspiration and improved life chances in the area are in place and mainstreamed where possible within 3-5 years and that the monitoring framework indicates an improvement within this timeframe.
- The Troubled Families Programme provides a significant opportunity to make sustainable changes to the lives of many families living in the target areas.

### **4. Outputs:**

- The project outputs may include the following (but are not limited to):
  - ▶ Local Lettings Plans
  - ▶ CCG Delivery Plans
  - ▶ Local Area Action Plans
  - ▶ Project Plans
  - ▶ Action Plans
  - ▶ OSC Reports to FCROSC and other OSCs relevant to the workstreams
  - ▶ Directors' Board Reports
  - ▶ Physical Regeneration Business Cases
  - ▶ Specifications
  - ▶ Planning Applications

### **5. Structure:**

- There will be a programme board that will monitor the delivery of the aspiration programme. In attendance will be the nominated 8 project workstream officer leads as well as the Head of Policy and the Programme Manager.
- There will be 8 project workstreams to the programme, with lead officers for each shown in brackets :
  1. - Physical Regeneration- Roehampton (Director of Finance)



2. - Physical Regeneration- Winstanley (Director of Housing)
  3. - Housing Policy (Head of Housing Strategy and Development)
  4. - Economic Development & Employment (Economic Development Officer)
  5. - Communications and Engagement (Head of Communications)
  6. - Young People, Crime & Gangs (Assistant Director Children's Services)
  7. - Troubled Families (Chief Executive and Director of Administration)
  8. - Wellbeing (Joint Director of Public Health)
- Each of the workstreams will cover a range of activity of both existing and new work. Each is likely to already have an existing 'Lead Board' (e.g. The Community Safety Partnership, The Troubled Families Steering Group or the WESP) which will be the focal point and lead delivery vehicle for the named project workstream. Existing groups, including the 'lead' groups will continue to meet as scheduled and also manage stakeholder involvement
  - The Communications and Engagement workstream will work to support all of the other workstreams in developing consultation and engagement strategies. It is the responsibility of all workstream leads to ensure that advice is sought at the earliest possible opportunity.
  - It is proposed that beyond these existing structures there is no further formal external stakeholder involvement by the Aspirations Programme Board.

#### **6. Roles and Responsibilities:**

- The Leader of the Council, Councillor Govindia, will act as the Member-level 'Champion'.
- The Council's Chief Executive will take the officer lead role and Chair the Board.
- The Policy Unit will provide programme management support. It will be the Programme Manager's responsibility for ensuring that progress is adequately monitored and that the Programme Board is suitably informed to be able intervene as required.
- The Programme Board will monitor the overall progress of the programme, address issues as they arise, and report to Members and the Executive. The Board will provide direction and co-ordination, ensure work isn't duplicated, an equitable approach is applied, and that a 'coherent narrative' is developed and adhered to.
- The lead officers for each of the workstreams (listed above) will be responsible for delivering and reporting on all activity within their workstream.
- The Communications and Engagement group will be responsible for co-ordinating a communications strategy for the Aspiration Programme. The group will also be responsible for ensuring that the communications, consultation and engagement proposals are delivered effectively and consistently, offering guidance to the workstream groups as required. The group will also lead on investigating, developing and procuring a neighbourhood microsite model.
- The Policy Unit will lead on a Task & Finish group looking into the role that mentoring can play in delivering elements of the aspiration programme.

**7. Key Immediate Milestones:**

- Key milestones will be monitored at the programme board through action plans, Gantt chart and highlight reports. Key known milestones for 2012/13 include the following which will be periodically updated:
  - ▶ Roehampton regeneration survey feedback to OSC (November)
  - ▶ Winstanley/York Road regeneration survey feedback to OSC (November)
  - ▶ Winstanley/York Road regeneration options paper to OSC (November and January 2013)
  - ▶ Roehampton regeneration options paper to OSC (November)
  - ▶ Troubled Families Programme – delivery arrangements to OSC (November)
  - ▶ Evaluation of Family Recovery Project to OSC (November)
  - ▶ Analysis of grant fund awards for Roehampton and Winstanley/York Road (November)
  - ▶ Commence an education program for smaller retailers to highlight the impact of sales to young people and street drinkers (November)
  - ▶ Review of the Housing Allocation Scheme to OSC (January 2013)
  - ▶ Target date for Roehampton Gateway added value services to be available (January 2013)
  - ▶ Introduce fixed term tenancies for general needs Housing (January 2013)
  - ▶ Evaluation of York Gardens Library 'Big Society' project (January 2013)
  - ▶ Review of Youth Work Service to OSC (January 2013)
  - ▶ Report recommendations from mentoring 18-24 year olds in Wandsworth group (February 2013)
  - ▶ Work with 265 of the 660 identified 'troubled families' (by April 2013)
  - ▶ Expand uptake of the Internship Programme for 60 sixth form students on free school meals (by April 2013)
  - ▶ Develop options for outsourcing some elements of the Troubled Families Programme service components (by April 2013)

**8. Frequency of Meetings:**

- The Programme Board will meet approximately every 6 weeks (based on availability)
- Existing 'lead' groups from the workstreams will continue to meet as scheduled.

**9. Risk:**

- Risks (including physical regeneration) will be managed through the Council's normal risk management approach.
- Project specific risks that need to be raised with the Programme Board will be managed through an Issue Log.

**10. Resource/Costs:**

- It is recognised that there will be a capital expenditure requirement for the regeneration schemes planned for Roehampton and York Road/Winstanley. In order that the Council has the potential to fund any approved scheme in the future an additional head room of £100 million has been created over and above that needed to redeem the buy out of the Housing Revenue Account subsidy.

- It is recognised that it is likely to be an additional revenue requirement relating to community engagement and development work such as a 'Community Champion' or 'Co-production' type project or creating a neighbourhood microsite for each of the locations. A sum of £1 million will be transferred to the Finite Services Fund to be used to fund initiatives identified through the programme.
- All expenditure will require budget variations to be approved by the Executive according to usual council procedures.

## **11. Success Criteria:**

- In addition to the fulfilment of aims of the project identified above, success would be demonstrated by various outcomes such as an increase in the number of family members in sustainable employment, education or training, and stability in family finances. Behaviour of family members would be improved and they would not be a nuisance to neighbours or the wider community. Education attainment of any children within the family unit would be improved. The risk of harm to children would be reduced and the physical and mental well being of the whole family improved.
- The difficulty in assessing the impact of the project is recognised. Efforts to enhance social mobility, coupled with high levels of population churn in these areas, means the positive effects derived from delivery of the aspiration programme are inherently difficult to pin down, particularly in the shorter to medium term. Socially mobile people are more likely to leave the area, therefore a continuous focus on the resident population may lead to underreporting of success.
- Success will therefore be measured through a combination of outputs and outcomes, and a combination of hard and softer perception based-data. Outputs, to a certain extent this exercise will be limited by data availability which can be attributed to the small area level. The framework will draw upon key datasets and measures that feature within the workstreams' existing plans and activities (e.g. WESP and the FRP Programme). Such datasets for this 'basket of indicators' will include, but not be limited to:
  - ▶ Troubled Families, ESF and FRP Programme successes
  - ▶ Increase in GP registration
  - ▶ Reduction in hospital admissions, including A&E attendances
  - ▶ Reductions in ASB
  - ▶ Training and apprentice opportunities created
  - ▶ % overall employment rate (working age)
  - ▶ % working age people claiming key out of work benefits
  - ▶ Increase in mothers engaged with ante-natal services
  - ▶ Improvements on wellbeing measures
  - ▶ Increase in educational attainment across the Key Stages
  - ▶ Reduction in the number of exclusions
  - ▶ Improved school attendance
  - ▶ Crime reduction
  - ▶ Reduction in young offenders and gang activity
- The ideal approach would be to look at outcomes for a fixed cohort of residents such that the true impacts of the programme can be more directly and accurately

quantified. Success will therefore also be measured using quantitative and qualitative research tools such as surveys and panels.

**12. Reporting:**

- Performance monitoring will incorporate a management framework which will include a 'basket' of key indicators.
- The performance monitoring framework will be presented to the Programme Board on a 6 monthly basis starting with a baseline in September 2012
- The Action Plan and Issue Log will be updated and presented to the Programme Board for discussion at every meeting.
- Performance monitoring, including a wider look at the success of the programme in raising aspiration will be reported to FCROSC twice per year.
- The Member-level 'Champion' (Leader of Council, Councillor Govindia) will be regularly updated on progress.

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**APPENDIX 2**

**to Paper No. 12-645**

**Wandsworth Borough Council**

**ASPIRATIONS PROGRAMME OUTCOMES FRAMEWORK**

Indicator	Period	Battersea (target area – see map below))	Roehampton (target area – see map below)	Borough- wide	Source
<b><i>Overarching</i></b>					
Troubled Families – No. PBR successes within Cohort for families in the target areas	Cumulative April 2012/13 to 2014/15	0	0	0	FRP Info Desk
Families engaged with FRP in target areas	Cumulative as at September 2012	2	2	23	FRP Info Desk
Housing in to work outcomes	tbc	n/a	n/a	n/a	Local data
<b><i>Education</i></b>					
No. households where a child has been subject to permanent exclusion or three or more fixed school exclusions across the last 3 consecutive terms	2011	4	4	65	FRP Info Desk
Households where a child has had 15% unauthorised absences or more from school across the last 3 consecutive terms	2011	11	21	265	FRP Info Desk
Average point score at KS1 assessment (weighted average)	Sep 10 – Aug 11	15.2	14.0	15.2	Neighbourhood Statistics
Average point score at KS2 assessment (weighted average)	Sep 10 – Aug 11	28.1	27.3	28.2	Neighbourhood Statistics
Average capped GCSE and equivalent point score (weighted average)	Sep 10 – Aug 11	332.1	328.5	346.1	Neighbourhood Statistics
A-level point score per candidate (weighted average)	Sep 10 – Aug 11	634.6	610.9	698.3	Neighbourhood Statistics
A-level point score per entry (weighted average)	Sep 10 – Aug 11	210.0	209.6	215.4	Neighbourhood Statistics
<b><i>Worklessness</i></b>					
Claimants (% population 16-64)	Av. Apr 11- Mar 12	7.04%	5.28%	3.03%	NOMIS

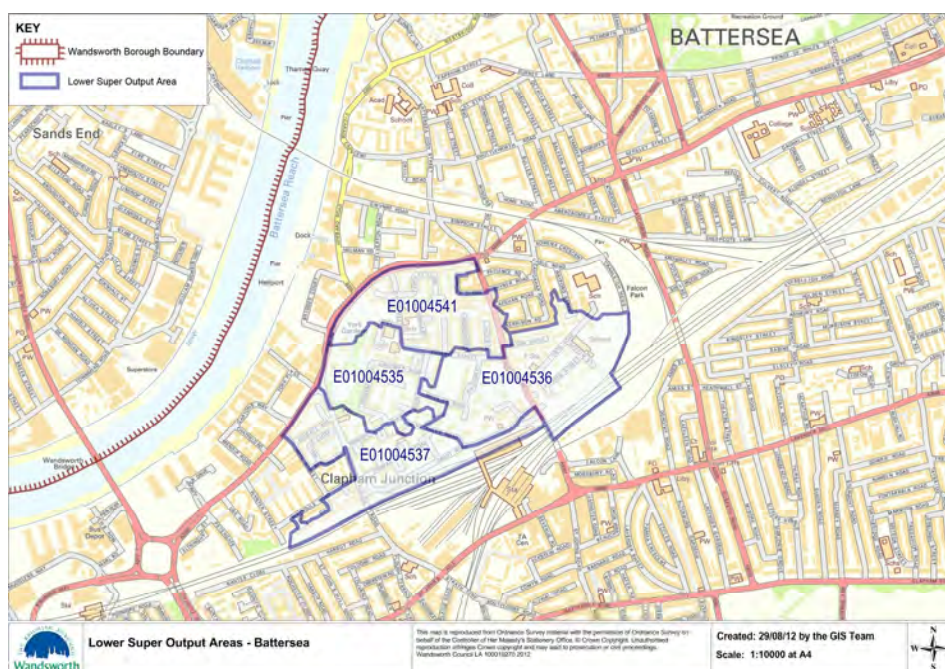
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Indicator	Period	Battersea (target area – see map below))	Roehampton (target area – see map below)	Borough- wide	Source
Proportion of residents claiming housing benefit and council tax benefit	May 2012 snapshot	34.6%	36.0%	15.1%	Local data
Families referred onto ESF programme	Cumulative as at September 2012	2	1	71	ESF – Twin Training
% of families who have successfully completed programme	Cumulative as at September 2012	0	0	0	ESF – Twin Training
Proportion of schoolchildren on Free School Meals	May 2012 snapshot	43.1%	41.8%	28.1%	School Census
<b>Crime</b>					
Total notifiable offences (per 1000 pop)	2011/12 Financial	83.67	85.33	80.01	SafeStats
Violence against the person (per 1000 pop)	2011/12 Financial	25.92	25.45	14.14	SafeStats
Robbery (per 1000 pop)	2011/12 Financial	8.07	5.95	4.18	SafeStats
Criminal Damage (per 1000 pop)	2011/12 Financial	8.54	10.89	7.84	SafeStats
Drugs (per 1000 pop)	2011/12 Financial	10.87	3.42	3.55	SafeStats
<b>Youth Crime</b>					
Number of young people given a court or out-of-court disposal	2011/12 Financial year	16	19	265	YOT
<b>Housing and antisocial behaviour</b>					
Number of households with rent arrears	March 2012 snapshot	616	632	n/c	Rent Collection Service
Total rent arrears	March 2012 snapshot	£344,972.82	£402,046.20	n/c	
ASB:					
Notices	2011/12 Financial	3	2	44	Housing – Saffron
Court Action / Possessions	2011/12 Financial	4	0	8	Housing – Saffron
Evictions	2011/12 Financial	2	1	11	Housing – Saffron
ASD Incidents (CAD data) per 1000 pop	2011/12 Financial	40.98	48.87	27.85	FRP Info Desk – CAD
<b>Health and wellbeing</b>					
Prevalence of mental health conditions					PH/CCG
Cervical Screening Coverage					PH/CCG

Indicator	Period	Battersea (target area – see map below))	Roehampton (target area – see map below)	Borough- wide	Source
A&E attendances					PH/CCG
MMR immunisation coverage					PH/CCG
Wellbeing survey measures are being developed with PH (to include lifestyle and wellbeing questions)					Housing Panel (link)

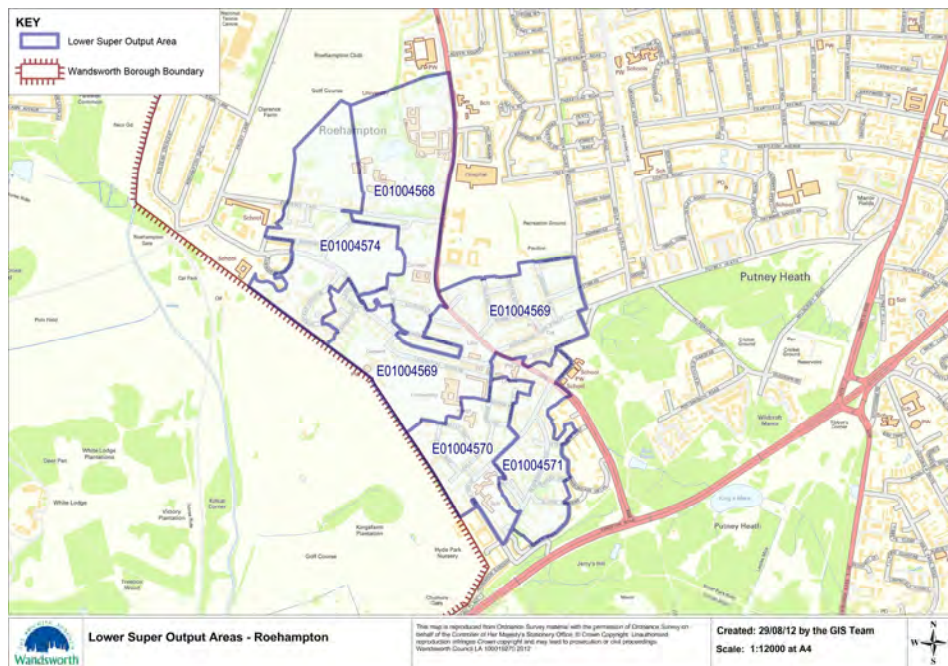
### LSOA Maps of target areas used for outcome measures above:

#### Winstanley / York Gardens



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### Roehampton





**APPENDIX 3**

**to Paper No. 12-645**

**18 Up Aspirations Panel - proposal detail**

**Introduction**

1. The purpose of the “18 up” panel is to track the journeys of young people living in Roehampton and Latchmere throughout the period of the Aspirations Programme. Whilst the hard data goes some way to show outcomes in terms of education, employment etc., the fundamental aim of the programme is to improve social mobility and aspirations which cannot be easily demonstrated using statistics. In addition, 18-up has the potential to provide the council with a better understanding of what works well and what barriers remain to achieving successful outcomes in their lives.
2. It is proposed to develop a panel to provide accounts of panellists’ experiences, attitudes and views as they seek out and utilise education, training and employment opportunities as well as their interaction with a range of other services and opportunities. These accounts would be used by the Council to better design appropriate services/procedures and to influence other public service providers. It will also allow tracking of outcomes and experiences of those young people who are being targeted through the aspirations programme. All Council departments will be able to use the panel for targeted engagement work.

**Participants**

3. The aim is to engage with a group of around 100-200 young people living in the Aspirations areas on a long-term basis; initially over a three year period, subject to an evaluation after two years. The not insignificant challenge will be to recruit and keep the panellists engaged over the whole period and to devise incentives to encourage this. Inevitably there will be some participants who choose to drop out of the panel although understanding the reasoning for leaving the panel would be part of the evaluation. For example- finding work and moving on is an outcome we would be interested to learn of. A refresh of participants is likely to be required annually and new panellists will be necessary to represent the younger age groups working through. However, every effort will be made to keep participants engaged such that we maintain the fixed cohort vital to this approach.
4. Although the target group is 18-24 it makes sense in terms of recruitment avenues to start at 17 year olds and it would be beneficial to understand some panellists’ routes into the post 18 phases of their lives. We would be looking to focus on:
  - a) those moving from school at age 17;
  - b) those moving from school/college at age 18+;
  - c) NEETs;

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- d) those involved with the new EDO hub in Roehampton, with Connexions and other providers;
  - e) those looking to become self-employed;
  - f) possibly young adults in identified troubled families on the estates (although there are challenges with this); and,
  - g) housing in to work pilot participants (where they are of the right age)
5. The initial target group includes 1,055 people aged 16-24 living in the Roehampton and Winstanley/York Road Housing Estates. These all live in tenanted properties; residents in leasehold dwellings will also be targeted but they will be harder to find. It is proposed to exclude student-only households from the Panel using Council tax records as they are more likely to be short-term residents and are not the main target socio-economic group for the Aspirations Programme.

Area	16-17	18-24	Total
Alton	134	519	653
Winstanley	49	172	221
York Road	32	149	181
TOTAL	215	840	1055

6. Ideally, recruitment will aim to obtain a balance in the Panel that represents the distribution of residents. However it must be accepted that it will be difficult to maintain such a balance over time. Perhaps more important is that there are sufficient from each Estate to provide a reliable view of local experience

### **Recruitment Process – establishing the panel**

7. This project can be split into three phases. The first is the initial recruitment. The second is the initial engagement to set the scene for what lies ahead. The third is the main and ongoing engagement phase. The Policy Unit will oversee the initial development of the panel and coordinate ongoing engagement methods with colleagues across the Council. Ongoing coordination of the Panel can be kept within existing PU resources (working closely with council colleagues and the Aspirations Programme Board). However additional capacity will be required for the large-scale recruitment of panel members in phase 1, as well as any re-recruitment required at a later stage. This extra capacity will be achieved through commissioning an external organisation. This might take the form of:
- a. Market Research Company – Commission a ‘traditional’ market research company to send invitations directly to households known to have residents in the target group; invitations at schools, colleges and other facilities used by younger people; and possibly a consultation event, attended by local decision-makers, to include an invitation to sign up to the panel.
  - b. Voluntary Sector Organisation – commission a voluntary sector organisation, perhaps local to each of the two areas, to send representatives door-to-door to recruit panellists. Then on an ad hoc basis when a panellist refresh is required.

8. For either of these approaches a brief will be prepared and sent to both market research companies and voluntary sector organisations. A small 'Meet the Buyer' set-up would then be taken to determine the full specification.
9. The organisation that is commissioned will be expected to work with approved existing local engagement structures and voluntary sector organisations in order to achieve the most effective recruitment. This will be outlined in the specification. The specification will also be based on payment-by-results determined by the number of panellists recruited. There will be a clear expectation on bidders on robust quality standards and evidence of adherence to market research standards regardless of the sector from which the bidding organisation comes.
10. The recruitment process will involve outlining the Council's "offer" to the potential panellists, as detailed below. Some initial questions will also be asked at this stage to ascertain basic information about each person, regardless of whether or not they then join the panel. This information can then be used to determine how representative panellists are of the wider target population.
11. The recruitment process will also determine what type of engagement methods the panellists would be interested in and how often they would be willing to take part. This information can then be used to send invitations accordingly to prevent panellists being put off by too much contact.
12. In addition to commissioning an organisation for panellist recruitment, it is also proposed to recruit two Graduate Interns at different stages in the Panel's life, to provide extra support. The Policy Unit has recent experience of employing an intern which can be drawn upon here. This approach would be consistent with the Aspirations agenda, particularly if the young person is resident in one of the target areas.
13. The Intern, whilst gaining valuable experience to help gain full time employment, can provide additional capacity to support the Policy Unit in the transition from the recruitment phase into the initial engagement. This phase will be critical to ensuring ongoing success of the panel by setting the scene and creating an understanding about how the panel itself wants to be engaged. In addition, a second Intern will help support the major workshops/consultation phase when the panel is underway.

#### **Our offer to Panellists**

14. The offer to panellists is **critical to success**. This needs to be agreed at the outset so that the target group can be aware what is on offer at the recruitment stage. The attractiveness of the offer may need to be 'piloted' with a smaller sample prior to roll-out. Apart from the tangible incentives outlined below, the offer will form a sort of "Panellists' Charter" including:
  - a) guarantees that their views will be heard. If we can't act on all views, we'll always explain why;
  - b) an opportunity to influence local services in ways that will best serve them and their families;

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- c) no minimum level of involvement required; there will be options for them to choose from. It is important to be clear to panellists, that whilst interested in their views, this is not an opportunity for them to lobby for their own interest;
  - d) confidentiality and adherence to market research principles;
  - e) an offer or a reference, CV support and signposting to relevant agencies;
  - f) key training where appropriate, such as First Aid training or facilitation training; and,
  - g) where panellists attend focus groups or workshops, refreshments will be provided and travel expenses will be reimbursed.
15. In return we would expect panellists to commit to sharing their views by participating in at least two surveys or focus groups a year and honestly sharing their experiences throughout the programme in a variety of means – hi-tech and lo-tech. We would also expect them to give notice when they wish to leave the Panel and, upon leaving, to complete an exit questionnaire. This would be explained at the recruitment stage. It is recognised that some panellists may not express themselves well through the written word, so offering a variety of engagement types is vital.
16. It is hoped that by fostering the ‘civic duty’ in relation to the panel that it will be seen as something positive to be involved with and supported by the community.

### Incentives

17. The tangible incentives offered to the panellists are vitally important in order to be able to recruit young residents over the long-term. The challenge is to offer incentives that are cost-effective but will ensure panellists want to continue to engage over the three year period. To achieve this, a range of short-term and long-term incentives are required:
- a. Short Term – to sign up participants at the outset, incentives such as free driving lessons or gym membership from local firms would be attractive. There will also be prize draws run periodically to keep panellists interested.
  - b. Long Term – to keep participants engaged in the long-term, incentives which offer more lasting benefits may be required. This could be in the form of priority for work experience placements or volunteering or access to good quality training e.g. as survey interviewers, discussion group facilitators, mystery shoppers etc.
  - c. Vouchers For participation in more time-consuming work, e.g. focus groups, diary studies etc., vouchers for local businesses would also be offered which is standard practice for this type of market research. Vouchers will also be offered on a ‘payment-by-results’ basis whereby participants build up credits for each engagement they participate in which can then be exchanged for vouchers.
18. Additional incentives may be needed for other *ad hoc* engagements. A contribution to these costs would need to be met by the individual department requesting the engagement project. Incentives will be reviewed after 6 months.

### **Types of Involvement**

19. It is important to offer a variety of engagement options, to keep panellists interested and to appeal to different types of people. The different engagement methods to be offered include:
- Questionnaire surveys, on-line and via social media;
  - online discussion groups/bulletin boards (forthcoming Council Online panel will help support this);
  - opportunities for developing an online community where panellists can engage with each other, i.e. not always a Council-to-panellist arrangement; and
  - specific issues/projects, e.g. panellist diaries, report back on JCP interviews, on training schemes, on work programmes, on design of the new Hub, etc.
20. Initially, we would expect much of the engagement to be initiated by WBC but would aim for this to reduce and a more two-way engagement to develop. There must be scope for panellists to set part of the agenda, to initiate their own projects (with support as necessary).
21. It is recognised that some panellists will wish to have more involvement than others and so it may be beneficial to set up more intensive engagement with a core group, for example monthly meetings with 20-30 core panellists in each estate. As this would incur additional costs and require more staff time, it is proposed to set up the panel as outlined above at this stage. The panel can then be scrutinised and consulted with to determine if more intensive engagement would be valuable and whether a core group could be identified. If so, the options for undertaking this can then be considered, including the potential to run in conjunction with existing engagements run by other departments.

### **Risks**

22. This type of specific engagement with the age group in question has not been carried out before in the Council. Thus it will be important to maintain flexibility and adapt the panel if required, in terms of the types of engagement offered and how often each takes place. Although panel-style engagement is common place, there no parallels we can easily find to such a targeted and active engagement as 18-up promises to be.

### **Running the panel**

23. The intention is to use the new online panel management software when it is available later this year. A specification is being prepared with the Head of IT and Business Communications for this purpose and will replace the previous online panel. This will be part of a wider suite of tools to make it easier for residents and others to give their views on local issues. "18 Up" will thus sit alongside a wider panel, but will retain a separate identity.
24. The software will include survey design and discussion group modules. It will also monitor panellist activity, payments received etc. so as to help ensure widespread involvement. Surveys etc. can be run by existing staff in the Policy Unit. However

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additional resource may be required for moderating focus groups etc., unless the relevant departments have appropriate in-house expertise.

25. The Policy Unit will lead on coordinating engagement activity and putting together questionnaires for online surveys. However, it does not have the capacity to carry out all potential projects so departments with key responsibility will need to nominate staff to administer specific projects, with guidance from the Policy Unit. It is proposed to set up an “18 up Steering and Advisory Group” with regular meetings to monitor progress and guide the engagement from the outset.
26. It is important to ensure that “18 Up” corresponds with any Children’s Service Department initiatives to avoid any duplication and to ensure effective engagement, e.g. training younger panellists to become youth inspectors

### **Evaluation**

27. 18 up is proposed to run for 2 years initially, with the third year’s funding to be subject to scrutiny following an evaluation.

### **Costs**

28. The total costs of the project covering recruitment, incentives, ongoing market research is £65,000 for two years.

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**APPENDIX 4**

**to Paper No. 12-645**

**Initial Equality Impact Assessment**

**18 Up Aspirations– new**

Department	Administration
Policy	“18 up” panel
People involved	Jon Evans, Clare O'Connor

**1. What are the aims of the service?**

It is proposed to set up a “18 up” panel is to track the journeys of young people living in Roehampton and Latchmere throughout the period of the Aspirations Programme.

**2. What is the rationale behind the policy?**

The aim of the panel is to complement the hard data which will be used to evaluate the Aspirations Programme. The panel will help identify if the fundamental aim of the programme, which is to improve social mobility and aspirations, is being achieved. In addition, 18-up has the potential to provide the council with a better understanding of what works well and what barriers remain to achieving successful outcomes in their lives of young people in the target areas.

**3. What information do you have on the service and the potential impact of your service in relation to the following?**

Note on data used. As the 2011 Census data has not yet been issued by ward 2001 Census data is used. It is acknowledged that this is data will shortly be refreshed and that it focuses on all age groups, not just 16-24. However, it provides a rough indication of the profile of residents, which should be updated once 2011 Census breakdowns are published. In addition ward data has been used as sub-ward data is not routinely published in relation to the “protected characteristics”. All figures shown are %

	<b>List information you have.</b>			
Race	2001 Census data showed the following:			
		Borough average	Latchmere	Roehampton
	White	64.78	63.81	79.33
	Total non-white	22.05	36.19	20.67
	Black/Black British	9.63	24.4	8.33
	Asian/Asian British	6.93	4.89	3.94
Gender	2001 Census data showed the following:			

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		Borough average	Latchmere	Roehampton
	Male	48	47	43
	Female	52	53	57
Disability		Borough average	Latchmere	Roehampton
	Permanently sick/disabled	3.69	5.89	6.35
Age	The 18 up panel focuses on young people aged 16-24.			
Faith	2001 Census data showed the following:			
		Borough average	Latchmere	Roehampton
	Christian	61.81	62.7	61.4
	Buddhist	0.71	0.62	0.76
	Hindu	2.28	1.08	0.89
	Jewish	0.65	0.21	0.78
	Muslim	5.2	6.03	5.08
	Sikh	0.25	0.25	0.21
	Other Religion	0.36	0.36	0.28
Sexual Orientation	Data not collected			

### 4. Thinking about each group below please list the impact that the policy will have.

	<u>Positive</u> impacts of policy	Possible <u>negative</u> impacts
Age	The creation of a "18 up" panel will ensure that the impact of plans to improve the social mobility and aspirations of young people are evaluated alongside programme delivery. This will ensure that learning from programmes can be incorporated and improvements made. Ultimately this will support the delivery of the aims of the Aspirations programme, which should have a significant impact on young people in the target areas.	None identified
Race	The data analysis shows that the ethnic breakdown of the two areas is very different. If the panel reflect these differences then it will be able to feedback on how successful programmes are in engaging with young people from all backgrounds. It will also be able to flag up quickly if different approaches are needed for different groups of young people. This will support the successful implementation of the Aspirations Programme in relation to young people.	None identified
Disability	The 2001 Census breakdown shows that in the two wards there appears to be more disabled/permanently sick residents than the Borough average. This must be reflected in the panel to ensure that the impact of the programme on disabled young people is evaluated and that any additional steps to support disabled young people to engage in the Aspirations programme	None identified



	are taken.	
Gender	It is important that the panel reflects the gender breakdown of the two areas to ensure the impact of the programme on young women is evaluated.	None identified
Faith	It is important that the panel reflects as far as possible the profile of the two areas to ensure the impact of the programme on young people with different beliefs is evaluated.	None identified
Sexual orientation	No data currently collected.	None identified

**5. Is a full EIA required? No.**

- Does the policy support a frontline service? Yes
- Is it clear what impact the policy will have on all the equality groups? Yes.
- Overall will the change have a negative impact on any of the equality groups? No.

<b>Comments - Please give the rationale here for not undertaking a full EIA</b>
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New service which will help the council to evaluate the outcomes of the Aspiration programme in relation to young people.
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<b>6. Through the initial EIA have you identified any actions that needed to be implemented to improve access or monitoring of the policy? (please list)</b>
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<p>The guidelines for recruiting the panel should contain the most current demographic profile of the area by ethnicity, gender, belief and disability. It is recognised that this data will be at a ward as opposed to area level and that any delays in the 2011 Census data releases may impact on the information that can initially be used to model the panel make-up.</p> <p>The chosen "recruiter" should be asked to attempt to ensure that the panel reflects the local population.</p>
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Signed

Date: 11.09.12

Approved by: Clare O'Connor

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