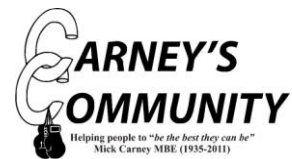


THE ALLIANCE BIG LOCAL SW11



A Partnership Strategy 2019-2024



The Big Local SW11 Alliance

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The Big Local SW11 Alliance

The Alliance has been formed by the Big Local SW11 (which is an independent, resident led group that has been awarded £1m to invest in projects that improve opportunities for local people and strengthen our community) to help delivery its own strategy for the local community.

The Alliance is a lead group of five local long-standing, trusted and passionate organisations, with deep community roots and social relations that span many generations, working together to build a stronger Battersea (see Appendix 1), that will work in partnership with other local community delivery partners.

Between the Alliance members it can call on the resources of 5+ community buildings, 30 fte staff, 300 volunteers and over £1m in unrestricted funding; as well as the resources of many local community delivery partners in Battersea.

This paper outlines The Alliance's strategy and plans.

Vision, Mission and Values

The Big Local SW11 Alliance is driven by its vision and mission and led by its values.

Vision

Our vision is to rebuild the *social fabric* of the community in Battersea, with a central focus on BLSW11.

Mission

Our mission is for workers, volunteers and members of our community in Battersea to work together to remove the barriers that prevent them from reaching their potential.

Values

- **Openness:** listening to, embracing and being open to new ideas and ways of working
- **Ready to learn:** evidence-led, learning from the best and implementing the tried and tested
- **Humour:** working with a smile on our face and humour in our hearts
- **Sharing:** pooling and sharing local skills, experience, knowledge, resources and buildings for the common good
- **Positivity:** acting with optimism and hope in the face of poverty and hardship
- **Respect:** for the unique worth of individuals and communities, working with all to ensure their right to make informed and empowered choices

Who we work with – here's an example

Imagine, Cairo who is eight, goes to Providence House with his sister Charlene (10), as did his mother, her sister and brother, and their parents, and so on, so that Cairo is the great-grandson of one of first boys to attend. The kinship networks that belong to Cairo are part of the blood that flows through the arteries at the heart of the community of Battersea.

Over 50 years, hundreds of children directly, and several thousand people by association, have been part of one small cluster of experience that builds community. And through contact, connection and conversation, through real lived experiences, issues addressed, problems resolved.

Imagine the many threads that weave together towards and away from Providence, multiplied many times through similar experiences from Carney's, Caius, St Peters' and Katherine Low Settlement, making the social fabric of Battersea, that share this in common – a safe place to be, built on trust!

About Battersea

Although in modern times it is known for its wealth, Battersea remains characterised by economic inequality, with large social housing estates surrounded by more prosperous areas. Latchmere and St Mary's Park wards, where the Big Local SW11 Alliance focuses much of its work, rank in the most economically deprived 5% of the UK and over 40% of children live in a family dependent on income-related benefits.

The most significant characteristics of the BLSW11 area when contrasted with the whole Borough of Wandsworth are:

- Higher rates of unemployment and of those who have never worked
- Overcrowding
- Poorer health
- Higher levels of isolation
- Higher rates of poor mental health, particularly anxiety and depression

Over the past ten years the area has seen significant changes within the community, with:

- More privately rented accommodation
- Significant inward migration from East Europe
- Less social housing

(Main Sources: Local Trust 2019; Census, 2011; Citizens Advice Wandsworth, 2015/16; DCLG's IMD, 2015; London Poverty Profile, 2017; Public Health England, 2017; Wandsworth JSNA, 2018)

Reduction in local services, rising poverty and regeneration

Alongside the data on economic, social and environmental deprivation, the area has seen a significant reduction in statutory services provision designed to address these issues. Local Council budgets have on average reduced by 60% over last 10 years, which has caused a drastic reduction of local statutory services. These much-needed services are not universally reaching those that could most benefit from them in the community (low trust, narrow reach, high access thresholds, and over-stretched capacity).

The impact of Austerity on local people has affected the poorest in Battersea the most. Added to this the rising cost of living, in-work poverty, rapid local gentrification and rising inequality between rich and poor.

The future is far from rosy with Brexit looming; a pending recession due; continued cuts to local statutory services; an aging and increasingly unhealthy population; and more. All of which are contributing to the ravages of poverty in Battersea.

Added to this is the regeneration of the York Gardens and Winstanley estates and Nine Elms, over the next 10-15 years, which brings disruption and instability to community life, as well as opportunities for local residents to benefit from. This is precisely the time when a stable core of community resources is needed to get people through.

It is against this backdrop that the Alliance has been formed.

So what is The Alliance going to do?

By end-2024 the Big Local SW11 Alliance will address the main priorities (see section 4.2) for Battersea by mobilising 7,000¹ local people and organisations in Battersea to co-produce a host of multi-faceted, creative and effective services, activities and events, including: housing, health and wellbeing, mental health, arts & culture, (un)employment, sports, advice and guidance, disability, environment, children and young people, families, elders, refugees, and more...

All of which will contribute to realising our vision of rebuilding the social fabric of the community in Battersea.

Taking a Community Development, Youth-Driven, Partnership Approach

Too many people, of all ages, in Battersea live in isolation, experience loneliness, anxiety and depression and do not participate in the community. While recognising the important work done by the statutory services and others to address these issues, we believe that a 'community development approach'² has the potential to draw on the talent, skills, knowledge and experience of local people, so that they are better placed to find their own solutions.

The Alliance particularly recognises the importance of involving young people through this process, as they are the future for Battersea. We propose to establish 'Battersea Youth Voice' a forum of young people to guide us over the next 7 years. This will differ from other youth forums in that it aims to target the most marginalised young people in our community.

A further idea is to introduce a Community Action Reward (CAR). The CAR will reward people for their work in supporting this strategy. This will act as an incentive for local people to get involved and reward them for doing so. In effect going some way to address the economic poverty of residents whilst getting them more involved in the local community.

Wary of the benefit penalties that limits or prohibits payment to volunteers, our CAR will develop accredited training and skills development programmes for those that commit their time to supporting the Alliance strategy.

A Seven-Year Work Programme

The Alliance's participatory approach is to invest in long-term, strong relationships. We work 'with' local people, listening to and being led by what they want to achieve. We focus on strengthening social bonds, increasing confidence, and providing practical support.

The Alliance will work together with local people and organisations to develop a robust work programme that:

- Builds on and compliments what is already in the area - the socio-economic capital of 50+ local community organisations and statutory and private sector partners in Battersea
- Does not duplicate services nor encourages competition between one another – this is about partnerships! Is creative about maximising the use of existing community spaces, buildings
- Connects, shares and extends existing local community services and projects
- Develops new programmes, projects and activities where appropriate
- Levers in significant investment funding to make this happen
- Shares the learning across London and the UK

¹ 10% of Battersea's population

² Community development is defined as "a process where community members come together to take collective action and generate solutions to common problems." (United Nations, 2014)

Strategic Roles that will glue the local fabric

The Big Local SW11 Alliance has identified that there are some pivotal roles crucial for the rebuilding of Battersea's social fabric. We plan to raise the funding to work with local community partners to deliver on these areas. These include:

- **Youth Development** – a Coordinator will develop and support 'Battersea Youth Voice'
- **Volunteers** – a Coordinator will galvanise the support of local residents to volunteer in the community
- **Organisational Capacity Building** – a Coordinator will support the development of local community organisations
- **Inter-generational** – a Coordinator will increase inter-generational work in Battersea
- **Transitions** – a Coordinator will support people through difficult periods of transition e.g. children moving from primary to secondary school or adults moving into work or between jobs
- **Mentoring** – a Coordinator will increase the impact that mentors can have in Battersea
- **Mental Health Support** – a Coordinator will promote mental health and wellbeing across Battersea

Co-Investment Funding needed

Big Local SW11 has committed funds over the next three years to pump prime this work in BLSW11. The overall commitment to BLSW11's programme into this area is £500,000, which includes £75,000 to facilitate the working of the Alliance, and £150,000 for matched funding towards social investment programmes. They have had 'in principle' conversations with key funders on the development of a community investment programme. As more concrete proposals are being developed they are now looking for significant investment partners to match fund and join them on this journey over the next 7 years to bring Battersea together.

Our aspiration is to lever in an additional £3 million into the community.

An SROI (Social Return on Investment) analysis is being developed as part of the monitoring and evaluation framework that will shape the Alliance's work. For example, the average cost of a young person entering the Criminal Justice System (CJS) is £13,000 a year; for entering the prison system the cost rises to £35,000 a year. Secure units used for custodial sentences for young people deemed as 'vulnerable' cost £163,000. On this measure alone preventing 10 young people from entering the CJS would save the Exchequer at least £130,000 a year; preventing 5 young people from entering prison will save £175,000.

Calculating the potential savings through the development of measures that reduce or prevent depression and anxiety; or address isolation; or builds confidence; or helps gets people back into work; or reduces anti-social behaviour; or reduces hospital attendances etc., could yield highly significant savings for statutory services, including the Council, Clinical Commissioning Group, Police and Social Care.

We aim to deliver practical projects in association with local groups and organisations (building their capacity), through volunteering and community engagement, that: address intergenerational issue, isolation and loneliness, depression and anxiety and contribute to strengthening the fabric of the community.

In doing so, we plan to mobilise 7,000 local people and organisations, of these:

- Half (3,500) are young people (16-21)
- 350 (10%) are considered 'at risk' (of offending, or being involved in crime or antisocial behaviour, or associated with those that have criminal records)

- Of these, 35 (10%) are intensively supported through active engagement and volunteering

As an example, the following SROI **forecast**³ (Table 1) shows the potential cost benefits for public expenditure that could derive from the Alliance’s strategic approach:

Table 1: SROI Low Estimate of Cost Benefits⁴

Numbers	Value (£)
500 new volunteers	430,000
500 supported volunteers	215,000
500 people see a significant reduction in loneliness	3,000,000
1,000 people increased confidence	3,000,000
1,000 people gain qualifications	1,000,000
50 people avoid Criminal Justice System	400,000
50 people avoid attending court	750,000
5 young people avoid young offenders institution	375,000
50 people avoid school exclusion	550,000
50 people treated for mental health	100,000
50 people reduced Depression and Anxiety	2,172,650
100 people gain employment	1,000,000
50 people avoid Pupil Referral Units (PRU)	600,000
50 people out of NEETS (Not in Education, Employment or Training)	232,000
50 people avoid hospital stay	134,000
Total	£13,584,025

A detailed SROI analysis will be ready by mid-2019.

What next?

Over the next 6 months the Big Local SW11 Alliance plans to:

- Further develop an empirical evidence-base used to demonstrate the ‘needs’ of the Battersea community, so that we can create informed, relevant and effective community answers
- Establish ‘Battersea Youth Voice’
- Engage with local partners by running ‘Battersea Charities Week’ during 24-29th June 2019
- Gain commitments for funders and commissioners for significant investment funding
- Identify local delivery partners
- Raise awareness and support for this strategy

³ This forecast does not provide a SROI analysis, which would need to include a calculation of ‘additionality’ (displacement, duplication) and a subjective account of stakeholders’ views.

Main sources: Parliamentary Written Answers 2016-19; National Audit Office, Age UK, Kings Fund, A Guide to Social Return on Investment, Measuring the Social Impact of Community Investment: A Guide to using the Wellbeing Valuation Approach, HACT, (March 2014); Local action on health inequalities: Reducing the number of young people not in employment, education or training (NEET) Public Health England, Health Equity Evidence Review 3: September 2014; New Economy, Manchester, 2015; Global Value Exchange 2018

⁴ Over seven years. Other values to consider - Reduced truancy, Community wellbeing, Reduced crime, Reduced GP visits, Increase in fitness, Participation in Arts, Sports, Avoiding family breakdown, Mentoring, Able to find information needed, Participation in Community Centre, Strength of community sector and more.

During 2019 we aim to appoint:

- **Youth Development Worker:** to support the development of Battersea Youth Voice (BYV) with the aim of developing skills and knowledge about community issues and, where appropriate, possible remedies.
- **Volunteer Coordinator:** to develop a volunteer recruitment programme linked to specific Alliance priorities (e.g. addressing isolation through Outreach and Intergenerational work; building bridges between different parts of the community through arts, culture and sports activities).

Detailed job descriptions and work plans for each of the posts will be produced.

By mid-2019 we aim to have a detailed 'logic framework' plan defining:

- Inputs (resources)
- Throughputs (management)
- Outputs (numbers benefiting)
- Outcomes (changes in behaviour) at a strategic and project level of analysis
- Measurements (monitoring and evaluation framework).

Sustainability beyond 2025

In delivering this strategy the Alliance and Big Local SW11 is building stronger foundations for the local community in Battersea to prosper in the long term.

- It will have built a stronger, more resilient community and voluntary sector
- With more partnerships
- Having leveraged in more funding
- Encouraged more volunteering
- Helped to reduce loneliness
- Lowered rates of poor mental health
- And helped rebuild the social fabric of Battersea.

Further information about the Big Local SW11 Alliance

To discuss this strategy in more detail please contact:

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Appendix 1 – Who's Who in the Big Local SW11 Alliance

The Big Local SW11 Alliance is a place-based partnership, with strong roots in the local community and over 300 years of collective experience. It includes the following Battersea community organisations:

Big Local SW11

Big Local SW11 is an independent, resident-led group that has been awarded £1m to invest in projects, over a 10-year period, that improve opportunities for local people and strengthen our community in Battersea. Visit: www.biglocalsw11.co.uk

Caius House

Caius House is a centre of excellence, founded in 1887, where the potential inherent in every young person can be unlocked. With our unique team of experienced youth workers, educators, musicians, counsellors, trained dancers and media specialists we are able to support individuals and provide targeted programmes to encourage each young person to develop their individual skills and talents. Visit: www.caiushouse.org

Carney's Community

Carney's Community has been using boxing and intensive mentoring since 2011 to get disadvantaged and excluded young people away from a life of crime and despair. Carney's gives them skills, discipline and self-respect. Our aim is to reduce offending, re-offending and anti-social behaviour, whilst improving social mobility and community cohesion. Visit: www.carneyscommunity.org

Katherine Low Settlement

Katherine Low Settlement is a much-loved, busy charity that has been serving Battersea and the wider Wandsworth community since 1924. Our vision is for an inclusive society where people achieve their potential together. We foster and empower communities in our neighbourhood to reduce poverty and isolation.

We run a range of our own community projects to support children, young people and families, older people and refugee communities. In addition to these direct services, we also use our premises to act as a local hub for other charities and community groups so that as partners, we can meet the diverse needs of the communities of Wandsworth. Each week we work with 45+ charities and community groups supporting more than 1,100 people. Visit www.klsettlement.org.uk

Providence House

Providence House Youth Club has been passionate about improving the lives and outcomes for young people Battersea and beyond. Established in 1963, we continue to provide social, recreational, sporting and outdoor residential educational activities for young people and families. Our mission is to share the Christian message of Jesus Christ and to walk with young people, families and the local community in their life journeys. We are 'here for all'. Visit: www.providence-house.org

St. Peter's Church

St. Peter's is a lively, diverse and growing church family whose vision is: loving God, being family, bringing hope – in Battersea and beyond. The church has been serving the local community since 1875, and they've just moved into a purpose-built building where they run activities for all ages. They place a high value on participation, community and diversity. Visit: www.spb.church

Other Battersea Partners

In addition to the Alliance members we have identified more than 50 local delivery partners, who have the local knowledge, relationships of trust and community services, which will be needed to help rebuild the social fabric of Battersea.