One Southwark year one briefing

Building confidence and connections

October 2023

Authorship and acknowledgements

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Thanks to the young researchers who led on the fieldwork and Asset Network members and Coalition members who took the time to be interviewed or complete a survey.

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Introduction

About One Southwark

Southwark has been described as a borough of 'two halves', with pockets of extreme need sitting alongside considerable wealth and opportunity.[1] The One Southwark programme, launched in March 2022, managed by United St Saviour's Charity, seeks to address the effects of this disparity on young people in the borough. It does this by mobilising businesses, funders, community groups and residents to give their time, money, networks and influence to 'level the playing field' for underrepresented young people. The ambition is for young people to become active contributors to conversations with local stakeholders about how to bring about longer-term, sustainable change.

The One Southwark programme was set up as an alternative to the traditional London Giving model that provides grants to place-based organisations.[2] Instead, the One Southwark programme includes a package of support over two years to a group of young people between the ages of 16 and 25.[3] The package includes financial support, mentoring, events and training, and access to an 'Asset Network' of local organisations and individuals.

A full-time Programme Director shapes strategy and development of the Asset Network, alongside a Programme Coordinator who leads on the direct support to young people. One Southwark is supported by a Coalition of local partners, designed to be *'the decision-making body for the giving scheme, and responsible for direction, design and delivery'*.[4]

Beyond the direct support to a group of young people, the One Southwark programme also has a longer-term aspiration to influence the behaviours and practices of community stakeholders (businesses, charities, funders, statutory agencies, local residents) to implement more inclusive and accessible practices towards young people in Southwark, in particular those with limited opportunities.

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[1] Walker, C. (2016) A Tale of Two Southwarks: a needs analysis of the London Borough of Southwark; Dr Catherine Walker 2016 See also: www.trustforlondon.org.uk/data/boroughs/southwark-poverty-and-inequality-indicators/;
www.npi.org.uk/files/6614/7316/1332/Demography_and_deprivation_in_Southwark_and_Tower_Hamlets.pdf
[2] Southwark's Giving scheme is part of a wider 'giving' movement which has, at its heart, a belief in the power and potential of place, partnership and citizen voice to change things for the better, and for the long term. For more information see https://londonsgiving.org.uk/
[3] Those young people approaching the age of 25 commented that the great thing about One Southwark is that there are no access requirements, in particular an age restriction, that would prevent them applying.
[4] One Southwark Coalition Terms of Reference, 10th September 2021.

About this research

The One Southwark programme seeks to contribute to two key objectives during each of its two-year cycles and to have a cumulative effect on these areas over time:

1. **Support the progression and wellbeing of members** (young people selected) through individualised and holistic support
2. **To champion and influence changes across Southwark,** by affecting the behaviours and practices of community stakeholders (businesses, charities, funders, statutory agencies, residents) which remove barriers and strengthen opportunities for young people.

IVAR is working alongside One Southwark as a learning partner for two years. Between July 2022 and June 2023 we have helped the programme to:

*   Establish a research framework that can capture individual young people's journeys and progress towards overarching programme milestones (see Appendix two).
*   Explore the barriers to young people's progression in Southwark and the systemic changes needed. This included their involvement in helping to design and shape the research and outputs.
*   Gather data and insight into the experiences and perspectives of One Southwark partners, including Coalition members and delivery partners.

This briefing, at the end of year one, draws out emerging findings from our research in relation to progress achieved against the two overarching objectives, and considers the implications for the programme's second year – for example, what to replicate, strengthen or adapt.

Our insights draw on data from:

*   Interviews with young people, programme staff and Coalition members
*   Interviews with Asset Network members led by five young people from One Southwark, with training and support from IVAR
*   A focus group with six young people
*   A survey of Asset Network members
*   Notes from one-to-one meetings between young people and the Programme Director/Programme Coordinator
*   Two learning workshops with the programme team, Coalition members and young people
*   Observation of One Southwark events

We wanted to involve young people in the research as this felt fitting for the programme. Instead of interviewing the whole cohort in year one, we used notes already gathered by the programme team during six-month and twelve-month review meetings. However, we acknowledge that this has meant we have not been able to speak with those that are less engaged/haven't attended learning events. In year two, we intend to interview the whole cohort.

Part one: Progress in year one

One Southwark has spent its first 16 months focused on transforming the lives and opportunities of a cohort of 21 young people by coordinating local stakeholders who can respond to their lived experiences and aspirations.

How One Southwark is supporting young people

One Southwark recognises that young people often lack knowledge, networks and resources to support their progression. The programme offers a cohort of 21 young people:

- Financial support: up to £3,000 to overcome specific issues they identify that may be holding them back.
- Person-centred support: monthly one-to-one and/or group sessions focusing on their personal development and progression with a member of the One Southwark team.
- Circles of support: connecting young people with members of the Asset Network and Coalition who can leverage contacts, networks and resources to open up opportunities.

Key to this approach is offering a **range of opportunities and exposure** to different environments and sectors/industries, to help young people build networks, skills and confidence.

Financial support

The support grants for young people form an important part of the One Southwark model. The grants must be used in relation to the barriers and goals for progression identified by the young person, but the parameters as to how and on what they are to be spent are broad. For example, three young people talked about their struggle to obtain free ADHD assessments through their GP or school and how this has impacted negatively on their progression. Using their One Southwark grant, they have accessed private assessments and treatment and are seeing the benefits: *'Obtaining the ADHD assessment has literally been life changing',* and *'things have started to make sense'.* One young person is now using her platform at work to promote understanding in her organisation and encourage and support others struggling with ADHD.

Across the Cohort of 21 young people, the majority of spend has been on enterprise (£7,820), with young people investing in their business ideas. Young people have also invested in technology (£4,617). Others have used their grants to work on their wellbeing, for example, private ADHD assessments and counselling sessions (£3,512). In some instances, young people have used their money for housing (£1,264), childcare (£1,937), bills (£1,453) and food (£600). Grant money has also been used for things like driving lessons, courses and gym memberships.[5]

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[5] Figures accurate as of March 2023

Person-centred and flexible support

> *'One Southwark is not a work placement programme and its richness is on focusing on the individuals'.*

Once on the programme, young people start their journey with a personal plan, developed with One Southwark staff, in which they identify their goals and aspirations. The programme provides support to young people as they approach a point of transition, for example leaving school, college or university or as they approach the age of 25 (when they will no longer be considered 'young people' by other services).

Young people are offered monthly one-to-ones with the One Southwark team to identify opportunities and share challenges:

> *'It's provided the support I didn't have before, One Southwark is focussed on what you want as an individual. And going to people for advice has helped and is ongoing – it makes you accountable and gives autonomy in a positive way. You're not just told: "you're responsible for your own life", but there is people to chat with if you need.'*

The programme then acts as broker, connecting people with opportunities provided by the growing Asset Network and organising sessions and workshops (see Appendix one for a full list of One Southwark activities) to develop skills, meet with peers or build networks.

Trusting relationships

Programme staff have built excellent relationships with young people: *'We trust in Will'; 'I wouldn't just go to a random person'.* Young people said working with someone they trust is important and has helped them find purpose, pinpoint their strengths and skills, identify relevant opportunities (volunteering, work-experience, part-time employment) and, crucially, translate new ideas, experiences and skills into next steps.

Work experience, mentoring and peer spaces are providing opportunities to meet new people and feel more motivated. Young people reported feeling increased confidence and self-esteem and one young person noted that they were *'starting to value and enjoy learning'.* Meeting with peers is helping young people feel motivated by each other's experiences.

One Southwark offers a flexible and exploratory learning experience for those that are less sure about what they want to do. They can look into a range of opportunities, pause and focus on a particular life challenge, then explore a different path if they choose. Young people have said that the programme is giving them this headspace to work out what they might want to do and is helping them make informed decisions about the future.

Building skills

One Southwark organises a range of events focused on building personal skills like financial literacy, wellbeing, CV writing and time management. There are also opportunities for young people to join subject and industry specific sessions on things like project management, branding, comms and web development, as well as connecting sessions with professionals where they can find out more about a particular career or industry.

Networking sessions are helping young people feel more comfortable in different spaces: '*These small things really add up over time and add to your confidence … Now I know what to say in networking places'.* It's not only about professional skills, but *'the softer skills that we can apply to different areas of our lives'.*

The Asset Network

One of the key elements of the One Southwark model is the Asset Network, made up of local businesses, charities and residents, who provide time, skills, connections and resources. The network offers a spectrum of opportunities ranging from one-off sessions for advice or information about a sector or job role, connecting day sessions or signposting, to more intensive support/opportunities like work experience, mentoring and regular check-ins. Usually programme staff broker connections between young people and the Asset Network, but face-to-face 'Connecting Events' have also helped match skills and expertise with young people's needs and interests.

Asset Network contributions

- Connections
- Resources
- Information, advice and guidance
- Work experience
- Mentoring and coaching
- Referrals

- Financial donations
- Legal support
- Skills development sessions, workshops and connecting sessions
- Venues

One of the most valued parts of the One Southwark offer is access to networks. Young people found they got the most out of this experience when connected to people within local organisations that had a genuine interest in them as individuals. For example, two young people were bursting with enthusiasm after completing a work experience placement where they were welcomed warmly by the organisation and given a meaningful research task, *'not just shredding* [paper]*'.* Some network members have also offered mentoring support to develop 'softer' skills such as overcoming shyness.

Ongoing barriers to young people's progression

The experiences of the young people involved during year one suggest there has been significant progress towards the programme's aim to *'Support the progression and wellbeing of members.'* One of the outcomes of young people's engagement in the programme has been the opportunity to build a more nuanced understanding of some of the broader factors that affect their own personal journeys.

For the One Southwark programme, having a deeper understanding of these barriers is important for two reasons:

- **Design of the programme:** It helps United St Saviour's ensure that the programme is designed in a such a way that it seeks to mitigate barriers that might prevent young people's accessing the programme. For example, the cost of childcare.

- **Opportunities to influence policy and practice:** Some of the barriers identified could link to areas of policy and practice on which the programme can potentially exercise influence (objective two of the One Southwark theory of change).

Ways in which the programme can potentially respond to some of the identified barriers is discussed in 'Part two: Implications for year two'.

Housing

In conversations with One Southwark staff, young people have identified housing as a significant barrier to progression and wellbeing. Thirteen young people live with family and eight live independently. Many young people live in cramped or overcrowded conditions and lack personal space to study and work. They described how gentrification is damaging their communities, changing the face and character of Southwark and pricing them and other low-income residents out of the area. Some young people in social housing described being placed in unsuitable locations and properties, being isolated from friends and family, feeling unsupported by local services, and not understanding the housing system.

Wellbeing

Many young people experience poor mental and physical health - a complex issue for each individual. In addition, young people highlighted the negative effects of the pandemic on their confidence and progression, having missed out on many experiences and opportunities – issues many are still working through. Some young people continue to feel isolated and lonely because they have no family or friends close by, or because they may be single parents, struggling with poor mental health or finding social interaction difficult.

Young people described the prevalence of 'competition' – starting in education and continuing as they enter the job market, while also prevailing in other spaces like social media – as having negative effects on wellbeing. Poor mental wellbeing affects young people's ability to make decisions about the future, and has also made it difficult for some young people to fully engage with the opportunities on offer via the programme.

Childcare

Several members of the programme are single parents, which presents many obstacles to personal and professional development. For example, *'finding work that suits my hours looking after my daughter'* (single parent). Limited access to free childcare makes it difficult to find work that fits around caring responsibilities. Access to, and affordability of childcare also makes it difficult to attend One Southwark events. Members have been told they can use their support grants (see 'Financial support' on page 6) to pay for childcare but so far young parents have been reluctant to do so.

Access to education, employment and training

Many young members joined the programme at a crossroads in their personal and professional development, for example as they approached the end of school, college or university. Others have struggled to access their chosen employment or academic pathway. Accessing meaningful employment is front of mind for young people and they are keen to connect with industry professionals that may be able to support and guide them: '*I*

know where I want to go but I need the guidance in getting to those places which otherwise I wouldn't be able to access and get support along the way'.

Some worried that negative perceptions of young people who come from Southwark might be a barrier when applying for work: '*When you meet people from outside Southwark, their perception of Southwark is bad, like the image they have and always say things like, "Oh, you're from the bad part"'*.

Money

Young people share a sense of anxiety about the economic situation, in particular the cost of living, as well as a perception that opportunities and access to meaningful employment aren't going to get any easier over the next 10 years. As well as worrying about generating income, young people also said they lack the skills to manage their finances. Some worried about being able to access funding to study, and others thought that they would be at a disadvantage when they got to university because they would have to spend more time in paid employment to support themselves than their wealthier peers.

Support networks

Young people are acutely aware of the importance of networks in finding out about opportunities and accessing support and guidance:

> *'We're in a world where it is not about what you know, it is really about who you know, I think the younger young people haven't understood how to communicate to build potential networks that can change their life. Not knowing how to engage with people means you will always be at a disadvantage.'*

Some members were clear from the outset about their pathways and wanted the programme to support them to access networks that would help them progress their ideas. Others were not sure what they wanted to do, or what opportunities were available, or where they could access support to make informed decisions.

Young people commented on cuts to youth provision and a reduction in opportunities as well as disappearing community spaces, like youth clubs, where young people used to access support and socialise across age groups. Young people felt that opportunities in Southwark were not well publicised and not reaching or attracting the people they should be.

Progress in year one: summary

One Southwark brokers relationships between young people and the Asset Network, helping young people overcome barriers to access in specific sectors. New experiences are helping young people get exposure to different roles, develop skills and build confidence. Young people value the one-to-one sessions, which they say help hold them to account against their objectives and provide a space to reflect and translate experiences into next steps.

Some of the barriers highlighted above can potentially be addressed through the support offer (as discussed in Part two). Having a deeper understanding of these issues ensures the programme is designed in a such a way to mitigate barriers that might prevent young accessing the programme. Some of the barriers identified may also provide areas of focus for policy and practice on which the programme can potentially exercise influence (objective two of the One Southwark theory of change). Given One Southwark's scope and resources, it's important to be mindful that some of these issues may be outside of the programme's control, for example housing policy and practice. There will also be some challenges that affect engagement – for example poor mental health or specific life events – which the programme may not be able to overcome for every individual.

Part two: Implications for year two

Opportunities and challenges for strengthening the support model

While there is clear evidence of the positive impact the programme has had on the young people involved, the experiences of the One Southwark team, along with feedback from some of the Asset Network members involved in delivery, highlight potential areas where the model could be strengthened.

Young people's engagement

In this first year of delivery, the team has been testing various approaches, themes and partners to deliver events that meet the needs of young people. Some are well attended and others not. Young people have numerous commitments, and the fact that they can dip in and out, depending on what is going on in their lives, is a real strength of the programme. However, the team needs to know that events they take the effort to organise will attract enough attendance.

A small number of young people have had very little engagement with the programme since joining. Others have engaged consistently and enthusiastically and are making steady progress. Those that have made the most progress already had a strong sense of how they want to develop, or were some way along their journey to accessing employment, training or building up their business ideas.

Experiences in relation to young people's engagement in year one suggest that One Southwark may wish to consider who the programme is for as they prepare for a new round of applications, for example, whether it will be open to young people at all stages of their journey or only to those who are further along the way. Regardless of this, accessibility and inclusion remain a priority, with continued focus on how the programme meets the needs of those struggling with specific issues (for example ADHD, learning differences, poor wellbeing or single parenting), accepting that some issues may be beyond the programme's control.

Questions to consider:

- Is there anything further that could be done to support those who are struggling to engage?
- What are the implications for cohort two recruitment?
    - Who is One Southwark for, in terms of what stage in their journey young people are at, and how is that group defined?
    - Could the programme offer to each young person be reviewed after year one to see if it's still a good match?

The support offer

One of the most valued parts of the programme, for those that have been most engaged, is the access to networks and the opportunity to build 'soft' skills like communication, confidence and self-esteem. At the Interim Findings Workshop in July 2023, young people commented that life coaching workshops could further support wellbeing and confidence, as well as skills for the workplace like negotiation.

Questions to consider:

- Could the programme offer an introduction to soft skills/interpersonal skills earlier on in the programme so young people are prepared to engage with local stakeholders?

Exit from the programme

As the first cohort comes into their second year, it's important to prepare them for this support coming to an end and ensure they are able to leave well. There is likely to be a spectrum ranging from those that are comfortable with the programme ending and are ready to move on and those that may want to stay connected. Some young people suggested activities that allow for a phased exit rather than an abrupt end to their support, such as group sessions that help young people translate new experiences and skills into next steps. More opportunities for peer support might help young people form lasting networks that exist beyond the end of the programme – however, as young people pointed out, this is ultimately their responsibility. One Southwark may wish to consider buddying new members with cohort one members who want to stay involved, especially where incoming young people have limited personal support networks.

Members that have an interest in remaining engaged in the One Southwark programme may be ideal candidates to be involved in the programme in other ways. For example, by:

- Joining the Coalition or one of the working groups
- Helping promote the programme and reaching out to potential future cohorts
- Getting involved in interview panels for new members
- Joining an alumni programme

Questions to consider:

- What activities would support a phased exit? For example, group sessions or individual support towards the end of the programme which helps young people translate their experiences into next steps and transferable skills.
- What could an alumni programme look like? What is an appropriate and realistic number of touch points? Could the programme work with young people to design an alumni programme?
- How can One Southwark promote peer support? For example, buddying new members with each other or alumni.

The Asset Network

During year one, five young people from the programme received research skills training from IVAR and interviewed ten members of the Asset Network. IVAR also surveyed the Asset Network. Members highlighted the following:

- **Limited capacity:** Developing meaningful opportunities takes time and most members of the Asset Network have limited capacity and '*staff time to develop and sustain youth engagement programmes'*. Financial constraints are a particular challenge for small businesses, charities and freelancers: *'The staff team are stretched and it makes it really hard to imagine new things as without money we can't realise those ideas'.*

- **Asset Network engagement and management:** Balancing needs and expectations of young people while maintaining engagement and enthusiasm of Asset Network members presents an ongoing challenge for One Southwark staff. Some organisations are interested in connecting with young people who have a genuine interest in their field; others are happy to provide more generic, one-off introductions. However, One Southwark now has a network of 145 organisations and individuals and a cohort of only 21 young people. Asset Network members might get an introduction to the programme, but then have no contact if there isn't a young person that wants to connect with that industry/profession.

- **Understanding what's needed:** Network members are not always sure about how they can best support the programme and are keen to explore how they can add value. For example, they may be able to provide support with specific issues like trademarking a new product, offer some spaces on courses they are already running for their staff, or provide office space for young people to use. Asset Network members would like details and specific asks to help them identify what support might be useful/appropriate: *'The more specific the request, the better for us – as we can seek for the right people to contribute'* and *'leverage in support from different parts of the organisation'.*

- **Lack of experience working with young people**: Some organisations or individuals may not feel confident supporting young people: '*The only barrier is that we don't have much experience with this age group and lack the communication channels to reach them'.*

- **Gaps in the network/difficulty connecting young people to their chosen industry.** Some young people have been disappointed because One Southwark has not been able to connect them to their chosen industry. One young person wanted to connect with professionals in the fashion industry, and so far this has not been possible. Healthcare is also a sector not currently represented in the Coalition and wider Asset Network.

- **Lack of follow-through from partners.** Some young people have been frustrated by partners who did not follow through with promised enterprise support.

Championing and influencing long-term changes in Southwark

One Southwark is still in 'learning mode' in relation to its second objective: '**To champion and influence changes by affecting the behaviours and practices of community stakeholders (businesses, charities, funders, statutory agencies, residents) which remove barriers and strengthen opportunities for young people in Southwark'**. One Southwark is using the insights gathered in year one into the barriers faced by young people as a jumping off point for thinking about where the programme might influence the behaviours and practices of community stakeholders in Southwark.

The programme has begun to explore the potential relating to its role as a broker, connector, convener and advocate for young people in Southwark, and is expanding this role beyond those directly involved in the One Southwark programme. There are several routes through which the programme has potential to wield wider influence – via the Asset Network and the Coalition – and opportunities to engage a wider network of young people.

Finding a focus

A key priority for the programme at this time is to find a focus for objective two. One Southwark needs to reach some decisions about **which behaviours and practices they are seeking to influence**. Clear themes have emerged from the work with young people around the barriers they face:

- Progression (access to education, employment and training)
- Housing
- Wellbeing

One proposed option is to form working groups made up of young people, Coalition members and Asset Network Members around each of these issues. However, there has been little engagement from the Coalition with this idea and the aims have not yet been clearly articulated.

A good starting point may be to focus on one of the key challenges that young people have reported, for example access to education, employment and training. This will help the team focus their resources on setting a road map. As a relatively small programme, it will be important to establish what's feasible. Having strong governance is key to helping the programme team make some decisions and drive that work forwards.

Governance

The One Southwark programme is supported by a Coalition of local stakeholders[6] who broadly share the overarching ambitions of the programme. To date they have helped to connect young people to opportunities and expertise in their organisations and networks and some have provided funding and support to different elements of the programme. While the Coalition members have been very engaged with the direct support needs of young people, there has been little robust conversation or engagement with the strategy and direction of the programme.

An effective Coalition needs to provide direct strategic support and direction for One Southwark, as well as access to expertise and the ability to broker access to wider networks of support and influence in Southwark. Members need to be willing to meet face-to-face to tackle these complex issues. Support from a Chair with strong leadership skills, who shares and understands the programme vision, will also be important.

Existing Coalition members came together during One Southwark's formation, and over the past year they have learnt a lot about the needs of young people and how the programme can respond. As the programme moves into its second year, with a much richer understanding of the barriers faced by young people, there is potential for some further, targeted recruitment onto the Coalition, for example, stakeholders that hold knowledge, experience and networks in the fields of education, employment, housing and wellbeing.

Building longer-term partnerships

In order to broaden reach, the programme could benefit from developing longer-term partnerships, especially with those whose organisational missions are aligned with One Southwark. This could help the programme explore opportunities to *'expand and connect in a more sustained way',* for example by offering Asset Network opportunities to young people across Southwark.

Some existing members of the Asset Network have indicated their interest in making other commitments, for example pledges to change practice, or an offer of financial commitment, both of which would help the programme work towards objective two.

Evidence and communications

Now the programme is in its second year, and young people are some way along their journeys, the programme could share more evidence of the impact of partnerships, and stories about the difference person-centred support makes or the progress young people are making. Communicating more about the gaps in support or needs of young people may also help Asset Network organisations work out how they can offer support. United St Saviour's may wish to act as a broker, hosting connecting events and network meetings for local funders and stakeholders, sharing learning about the barriers young people face and producing resources that promote best practice.

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[6] According to the One Southwark Coalition Terms of Reference, the Coalition model aims to provide the following:
- Strategic support and direction for One Southwark
- Access to expertise in the relevant areas of need identified by young people
- The ability to broker access to wider networks of support and influence within Southwark

Questions to consider:

Governance:
- Does the current Coalition have the right skills and experience to steer One Southwark through the current challenges?
- Does the Coalition Terms of Reference require review?
- Does the One Southwark team know what skills and experience they require for the Coalition in the future?

Partnerships:
- Where is the potential to develop broader, longer-term partnerships with some of the Asset Network members?

Evidence and Communications:
- What are the opportunities for sharing some of the evidence and learning generated through the One Southwark programme with other Southwark (and London-wide) stakeholders?

Concluding remarks

One Southwark has made considerable progress in developing the support model for young people. A key strength is that programme staff position themselves alongside young people, not as a crutch, but as supporters who can help connect them to relevant people in the community and support them to try out an idea, develop a particular skill and build confidence and self-esteem. The person-centred approach, with regular touch points and meetings, creates space for young people to reflect and to translate experiences into next steps. Year one has generated learning and questions for year two adaptations. For example, accessibility and inclusion remain a priority, with continued focus required into how the programme meets the needs of those struggling with specific issues, for example ADHD, learning differences, poor wellbeing or caring responsibilities.

It's too early for progress on Objective two, but the learning from year one provides a solid foundation for exploring this work further. The programme now has an opportunity to build on what has been learnt about barriers young people face and what type of support works, to deepen relationships with members of the Asset Network and strengthen the role and contribution of the Coalition. The programme has built strong relationships with a core group of young people who have expressed enthusiasm about staying connected with the programme and/or taking up opportunities to shape the programme and support the 2024 cohort.

Appendices

Appendix one

One Southwark activities

	Date	Activity	Attendance
1.	08.04.22	Connecting session	27
2.	01.06.22	Kid in You session	16
3.	08.06.22	Co-designing Youth Led Funds workshop (TSIP)	3
4.	27.06.22	Financial Wellbeing workshop 1 (The Money Charity)	9
5.	29.06.22	Financial Wellbeing workshop 2 (The Money Charity)	7
6.	24.08.22	Financial Wellbeing workshop 3 (The Money Charity)	8
7.	23.07.22	Business Development workshop Day 1 (Inzyme)	6
8.	24.07.22	Business Development workshop Day 2 (Inzyme)	6
9.	26.08.22	Borough Market consultation	8
10.	02.09.22	Aspiration workshop (Active Communities Network)	7
11.	28.09.22	Mental Wellbeing session 1 (The Nest Southwark)	5
12.	30.09.22	Branding workshop (Hudson Fuggle)	4
13.	14.10.22	Hatch Enterprise Southwark info session	3
14.	26.10.22	IVAR Co-development workshop	8
15.	31.10.22	Mental Wellbeing session 2 (The Nest Southwark)	2
16.	28.11.22	Developing a Good Personal Statement session (Hannah Lemon)	5
17.	12.12.22	Mental Wellbeing session 3 (Kooth)	2
18.	25.02.23	Rescheduled Christmas lunch	11
19.	07.03.23	Merchant Taylor's Foundation 1327 event	2
20.	08.03.23	Core Skills workshop (Montagu Private Equity)	6
21.	28.04.23	Marketing/branding session (Berkeley Group)	9
22.	12.05.23	Finance/sales session (Berkeley Group)	4
23.	13.05.23	Addressing ADHD session	4

Appendix two: One Southwark evaluation and learning framework, October 2023

Programme impact:

1. **Through collective action, One Southwark will have better equipped 40 young people to become more resilient and overcome specific barriers to their progression.**
2. **One Southwark will identify and contribute to changes in policy and practice that change the opportunities and lives of young people in Southwark through collective action**.

Programme objective 1: To support the progression and wellbeing of members through individualised and holistic support **Inputs**: £3,000 grant; 2 years programme access; group sessions with other participants led by various community stakeholders; access to a growing network of local businesses, professionals and networks; mentoring and coaching support; equipment (laptops, Peabody Bike Project)				
End outcomes	**Early outcomes (NB these will not apply to every person because the programme is person centred)**	**Indicators**	**Time period**	**Evidence/data**
1. **Young people progress towards their personal objectives** 2. **Young people access meaningful opportunities which help them build experience, skills and confidence.**	- Members supported to create personalised pathway plans which include tangible, achievable targets	- Individual progression pathway articulated	**At 6, 12, 18 and 24 months**	Personalised Pathway Plan 6 monthly progress meetings/reports Interviews
	- Members engage in opportunities that will support progression/ professional development	- Courses completed/workshops attended/volunteering commenced - Enrolment in further education - Meaningful employment obtained - Members have the space to experiment and try new things	**Within 2 years**	6 monthly progress meetings/reports Interviews with members Stories and case studies
	- Members work on their own creative/business projects, having the space to experiment and try new thing	- Technical/business skills developed - Businesses develop (e.g. members secure a space, take products to market, work full time on their business venture, employ staff, source further funding)	**6 months - 5 years**	6 monthly progress meetings/reports Interviews with members Stories and case studies Follow up after 2 years
3. **Young people experience improved wellbeing**	- Young people attend events and try new things	- Event attendance - Take up of opportunities - Young people report improved wellbeing		Warwick-Edinburgh Mental Well-being Scale

4. **Young people are proactive and able to make decisions about their future**	- Members enhance and/or develop core skills	- Members effectively communicate and capitalise on opportunities within their network - Project management skills developed - UCAS personal statements/cover letters/CVs created/improved - Members obtain relevant life skills (e.g. driving licence, financial literacy) - Members join/make use of peer networks	**Within 2 years**	6 monthly progress meetings/reports Interviews with members Stories and case studies
	- Members build and utilise networks	- Members access employment, business, education and training pathways/opportunities through their networks	**6-24 months**	6 monthly progress meetings/reports Interviews with members Stories and case studies
5. **Young people can advocate for themselves and others**	- Members are involved in shaping the programme	- Engagement in programme development, events and research strand. - Contribution to programme comms and assets - Members become One Southwark ambassadors - Improved confidence and self-esteem - Increased sense of community/connected/reduced isolation	**6 months in onwards**	Blogs Event attendance Participation in research Feedback from members

Programme objective 2 (within the next 3 years): To champion and influence changes across Southwark, by affecting the behaviours and practices of community stakeholders (businesses, charities, funders, statutory agencies, local residents) which remove barriers and strengthen opportunities for young people.

Programme inputs:	Coalition inputs:
- Identify and develop extended network of supporters to increase asset network - Direct support/advice/ connections to Coalition members and asset network - Lead/support campaigns/initiatives that promote inclusion of under-represented young people - Advocate for change with programme members – internally and externally - Research to better understand barriers faced by young people - Working groups to address systemic issues affecting young people (housing, childcare, employment, education) - Stakeholder events to identify changes needed, bring relevant stakeholders around the table and build relationships which bring about changes in policy and practice	- Provide access to influencers or change/decision makers - Provide in kind or other resources to support programme activities (eg. rooms for delivery, volunteers, equipment, content for goody bags); - lead on activities to influence own organisation - to provide specific resource/bespoke services that respond to needs of young people e.g. covering child care costs

End outcomes	Early outcomes	Outputs	Indicators	Time period	Evidence/data
1. **Sustained changes in practice and behaviours of community stakeholders in support of young people.**	- Useful insights/Better understanding of the barriers to progression and changes needed to enable members to progress (from the perspective of members) -	- One Southwark produces communications and resources based on insights from work with young people (e.g. blogs, webinars, tool kit)	- Stakeholders make changes to policy and practice to benefit young people in Southwark (e.g. establishing or making changes to an internship programme, establishing a policy to recruit locally) - Use and take up of resources	**6 months in onwards**	- Research strand (IVAR) - Blogs read - Webinars attended
	- Increased cross-sector collaborations/One Southwark supports opportunities for collective action - Organisations in the youth sector are collaborating and working in partnership	- One Southwark convenes local stakeholders (e.g. hosting 2 or 3 meetings for funders, youth organisations and other local stakeholders) -	- Number of stakeholder meetings convened - Youth organisations take up opportunities to work together - One Southwark develops its relationships with statutory organisations - Funder collaborations	**6 months + 18 months ++**	- Stakeholder event outputs - Interviews and surveys -
	- More organisations join asset network	- Network map?	- Number of organisations in network grows - Privileged residents offer skills and time	**6 months in onwards**	- Network mapping
	- Businesses/corporates create opportunities for members as part of what they do (genuine	- Create tool kit for corporates around work placements	- More opportunities for young people	**6 months in onwards**	-

	investment in members/not just a CSR box ticking exercise) -	- Pilots (e.g. testing what makes a high quality work experience placement)	- Better quality opportunities for young people - Shifting culture and attitudes towards members - Businesses making changes in policy and/or practice - Coalition and leaders in the asset network pilot small projects for change		
	- Promote programme initiatives and findings across own networks	- Comms, resources, events	- Speaking opportunities, stakeholder meetings, comms moments	**12 months ++**	-
	- Create opportunities for the voices of young people to be heard	-	- Speaking opportunities, stakeholder meetings, comms moments		-
2. **More equitable distribution of resources and assets within the borough**	- commitments from asset network members and coalition members - coalition members - donate to difference aspects of the programme - Members know what it feels like are listened to, respected and supported.	- Breakfast meetings - Coalition/asset network access - Resources (e.g. blogs, webinars, toolkits – sharing best practice)	- Number of activities carried out, e.g. employment support, and those expressed as an intention, e.g. x% of jobs at this firm will be ringfenced for young people from Southwark... -		-
	- Funders collaborate to support better outcomes for young people	- One Southwark convened or co-convened events	- Funder collaborations, grants established at targeted areas (as identified through work with young people)		-
	- The system is better networked	-	- One Southwark plays a sign posting role to link young people to other early intervention services		-

Appendix three: High level theory of change

One Southwark high level theory of change

Issues and users	Outputs	Early outcomes	End outcomes	Impact

Southwark is a borough characterised by both wealth and poverty. Young people from poorer communities in Southwark too often cannot access the opportunities that others take for granted

One Southwark aims to level the playing field by finding ways for Southwark's resources and opportunities to be shared and for people to take collective action

Outputs:
- Progression pathway, one-to-one support, events, peer support, signposting and brokering relationships
- Communications, resources and webinars informed by work with young people
- Building Asset Network
- Thematic partnership - building events

Early outcomes:
- Young people engage in opportunities that support progression, enhance skills and build resilience
- Young people work on their own creative/business projects
- Project team and stakeholders gain a better understanding of issues affecting young people
- Local organisations work in partnership/take collective action
- Funder collaboration

End outcomes:
- Young people experience improved wellbeing and develop along their chosen pathway
- Young people are confident and capable in advocating for selves and/or other
- Young people shape One Southwark, ensuing better alignment to needs
- Local stakeholders change the way they engage with and provide opportunities for young people
- More equitable distribution of resources/assets within the borough

Impact:
- 40 young people become more resilient and overcome specific barriers to their progression
- One Southwark will identify and contribute to changes in policy and practice that change the opportunities and lives of young people in Southwark through collective action