

Feltham Convening Partnership

Progress Report 2022

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Section One: Executive Summary

Introduction

It is exciting to read the findings in Kingston University's annual progress report for the Feltham Convening Partnership (FCP), as it is clear that we are headed in the right direction.

Our role as the Planning Team is to support partners and facilitate the collective impact process, and this report rightly focuses heavily on this aspect of the work: what has been going well and what needs to improve. There is much for us to reflect and take action on, and I hope the recommendations outlined will resonate widely, whether you are reading this as someone who is actively involved in FCP or just hearing about it for the first time.

I am particularly pleased that the voice of Partners comes through so strongly in this report, which reflects our commitment to a participatory evaluation approach, as well as being central to the vision and values of FCP. Our thanks to the Kingston University team who conducted the research in-line with these values and to all our Partners who took part in the interviews and surveys.

We owe a significant debt to Strive Together, the national organisation in the United States, which supports community partnerships engaged in collective impact work to improve cradle-to-career outcomes for children and young people. It is in large part thanks to the support of the Strive Together team and their excellent tools that we have been able to make demonstrable progress in our own community. By engaging with their resources and learning from their successes (and failures!) we have been able to develop our own theory of change and identify intermediate outcomes relevant to Feltham, which you can read about in depth throughout this report. These are:

- Coalitions of diverse stakeholders are working together
- FCP partners are aligning their goals and mobilising resources
- Cross-sector leadership is developing
- Working group projects are mutually reinforcing each other
- FCP partners are collecting, analysing & sharing a wide range of high quality data about local system

None of this would be possible without the generous support of our funders, the Mohn Westlake Foundation. We are grateful for their ongoing support and long-term commitment to helping us achieve systemic change by convening a wide-range of brilliant local partners, all of whom share a passion and commitment for improving outcomes for babies, children and young people in Feltham.

Mei Lim, Planning Team Lead

FCP's successes over the past year towards creating local systemic change

The Kingston University 2022 Progress Report highlights successes across the following areas:

1. There are clear signs of joined-up working and cross-sector leadership

There are clear signs of joined-up, collaborative working, based on strong community involvement and FCP partner engagement. We are seeing this contributing to cross-sector leadership through the actions within the different priority areas. Key mechanisms for this include:

- Opportunities to build cross-sector relationships during working group meetings
- Broad representation from a range of sectors on each working group
- Continued communication between stakeholders, led by the FCP Planning Team
- Having a clear sense of direction and key priorities.
- Action plan activities which are co-created and co-delivered with local stakeholders
- Regularly communicating updates about the FCP's work to stakeholders
- Sharing the rationale for the work so that all partners are aware of the risk factors facing young people and their families in Feltham
- Involving representatives from the Local Authority on the working groups

2. Young people feel valued and feel they are contributing meaningfully to the work

Across the findings, young people felt that their involvement mattered, and there were clear signs that they feel they are contributing to change through being involved. Key mechanisms for this include:

- Creating the Feltham Youth Activists (FYA) group within the FCP as a forum through which young people can share ideas, carry out research together and develop an action plan which supports the FCP's long-term goals
- Ensuring that working groups have representation from a range of age groups
- Investing in leadership development of young people through opportunities to carry out research, lead meetings and events and be involved in the community organising work.
- Taking a participatory approach to evaluation which involves young people receiving training on research and evaluation.

3. There are emerging signs that FCP partners are beginning to collaborate autonomously, outside of FCP meetings

The data suggests that as relationships have deepened between the different partners they are realising the benefits of working more closely together. In some cases this has led to partners starting to work in a joined-up way outside of the work of the FCP working groups, beginning to blur some of the distinctions between different organisations. Key mechanisms for this include:

- Opportunities to deepen relationships during FCP working group meetings
- Sharing a clear rationale for the work
- Sharing working group contact information to support the development of informal networks, including information sharing and signposting
- Intentionally connecting different stakeholders to each other based on their priority areas/areas of work
- Encouraging partners to share good practice, challenges and questions about their work during working group meetings
- FCP activities aligning with pre-existing organisational structures and operations
- FCP partners being encouraged to take more ownership over the development of collaborative networks

FCP's barriers over the past year towards creating local systemic change

The Kingston University 2022 Progress Report highlights the following barriers to our progress:

1. Collecting, analysing and sharing a wide range of high quality data about the local system

A key challenge for the FCP's place-based work so far has been developing a culture around collective data sharing. This has included agreeing on what "counts" as data, what data to share, when and how. Key points from the findings include the importance of:

- Using data to regularly identify and monitor gaps in local provision across the different areas of the FCP's work
- Identifying key mechanisms for change within the different FCP activities to work out where different activities overlap and mutually reinforce each other, and why
- Sharing strategies for effective data collection and analysis across FCP partners and delivering training where necessary
- Creating a clear data collection plan which links to the working groups' action plans, with clear role delineations and timelines
- Having clarity regarding which groups of babies, children and young people the working group activities are intended to support
- Having clarity regarding what it is important to measure across the working group activities, and how this data will contribute to our understanding of our progress towards our long-term outcomes
- Having a robust theory of change in place for each working group, which has been co-designed by FCP partners and which is referred to regularly

2. Aligning organisational goals and priorities

- Another key challenge which has arisen for our place-based work relates to setting shared agendas, goals and priorities across the different organisations represented on the working groups. We have found that partners feel comfortable attending in an individual capacity, but that there are challenges when trying to set cross-sector goals and priorities at an organisational level. This relates to different institutional systems, goals and cultures and we have found that part of this systemic work involves shifting people's mindsets, both about understanding how to tackle complex issues and how, practically, they might work differently. Key points from the findings relate to the need to:
 - Recognise that this systemic work takes time and that the work moves at the speed of trust. This can create a tension between needing to take the time to develop the work and keeping partners engaged.
 - The need for regular information sharing about the partnership with senior leaders of the different organisations represented. This includes clarity around what our goals are and how we are working towards them, as well as who is currently involved in this work.

-
- The need for senior level buy-in from organisations. The FCP's steering group serves this purpose, with senior representation from the Local Authority, schools, a local charity and local universities, as well as parents and young people.

3. Engaging the wider Feltham community in this work

- One of our key successes so far has been engaging young people and parents in our place-based work. However, a key finding related to the need to better engage the wider residential Feltham community, including finding ways to effectively share information about our work and create feedback channels. Key points from the findings relate to the need to:
 - Identify underrepresented groups and to start to develop relationships with these groups through trusted gatekeepers
 - Use social media more effectively to share information and updates about the FCP and to engage a wider audience
 - Constantly check with the working groups about who else should be represented
 - Develop more formal leadership development pathways within the partnership, such as through community organising training

Section Two: Progress towards our intermediate outcomes

Intermediate outcome 1: Coalitions of diverse stakeholders are working together

Recommendations identified from the findings for this intermediate outcome:

Ensure diverse representation and a range of points of view at FCP groups through:

- More public events to engage the community
- Collective FCP meetings where different working groups come together
- Increasing the involvement of young people and parents
- Listening to, and working with, a wider range of people who live locally

Connect key stakeholders to each other (stakeholders who are relevant to the priority outcomes for babies, children and young people) by:

- Increasing information sharing about the FCP locally
- Sharing working group contact information to support the development of informal networks
- Building in time for people to participate in FCP as part of their day-to-day job:
 - Financial remuneration may incentivise people to take more ownership
 - There is a need to work more closely with employers to agree on an FCP role within people's day job

The survey data indicated that **98%** of the participants agree that there is strong community involvement and engagement, but the data suggests that more representation from the local housing department, local council, local schools, and parents will have a considerable impact. For example, one respondent commented:

“
I think many institutions are engaged, although it would be helpful if the council would engage more, as well as possible sponsors. I also did not see ordinary people engaged in the project, who are not working in the early years or in similar fields. It would be helpful to have a different point of view and other ideas on how to develop.
”

The survey demonstrated that the majority of people felt the working groups were making significant progress and bringing together a wide range of stakeholders who were directly relevant for achieving the objectives. But as indicated above, there were some suggestions for additional involvement. For example, several people also mentioned that they felt it would be useful to involve more local (voluntary) groups, including presentations to inform people about what was going on in the area:

Local employers? Just a suggestion (and it may be happening in some way already) but it might be interesting to have occasional presentations from local community organisations so we get a sense of what's happening in the area and how we might be able to join things up. E.g. Friends of Feltham green, Friends of Hanworth Park House, Feltham Arts, Feltham Food Bank. I live locally and hear/see some interesting things but I don't know much about any of these initiatives or local groups/employers.

In many cases, however, the suggestions for additional involvement have already been taken into consideration by the FCP Planning Team. Additionally, the Steering Group and working groups include local schools and some local authority involvement. These duplicate suggestions were just a result of those already involved not knowing the extent and range of the networks established. This also came up in conversation during the interviews when people were asked who else should be involved; they often responded that they were unsure of exactly who was already involved and thought it would be really useful to have a list of contacts. However, in other cases people were very specific about who should be involved more in the process. One example mentioned was the schools within the Aspirations Academies Trust.

A strong level of collaboration was one of the key themes that emerged from analysis of the working group discussions and people often mentioned this was occurring across a diverse range of stakeholders. For example:

The FCP is bringing different people from different backgrounds/organisations together to create change.

But again, there was a question from a range of people in the working groups (which was also raised in the focus group with the Feltham Youth Activists - FYA) about how representative the collaboration is with the wider community and to what extent this could be improved through more engagement and more public events. In addition, people also felt there could be more opportunity to have more collective FCP events/meetings bringing everyone involved together. This has already been discussed with the FCP Planning Team and as a result, changes have already been implemented to:

- Detail who is part of the network (to help people develop their own networks and to allow an insight into who might be missing)
- Organise more FCP wide events/meetings and more public meetings (including the hugely successful FCP Celebration Event)
- Facilitate better engagement for those usually underrepresented through empowering young people and parents to take part in, and ownership of, the development of interventions and the evaluation process.

This advanced level of collaborative working has really been enhanced through the FCP Young People's Summer Research Programme and the activities of FYA, as one young person commented

The constant meetings help me to become more comfortable talking to people and having conversations. I'm developing social opportunities, especially because these social skills have been affected by Covid-19. And it's encouraged me to share my opinions more, especially if they are opposing opinions. I am also developing confidence which I can take back into my daily life.

This also relates to some findings during the data collection process about how working together can be facilitated and made more sustainable. One of the issues raised was around people taking part feeling that they are permitted to do so by their own organisation. Rather than it being simply an add on to their day job and down to them to find the space in their lives after work, it was felt that their contribution to the FCP should be acknowledged and recognised as a role by their school or organisation, and dealt with accordingly. The findings touched upon not just the issue of time allowance but also financial remuneration for engagement, especially if meetings are to be held in person:

Being given a nominal fee to attend the meeting is important. For people who are already getting paid in their role, it works for them to attend, and this feeds into who is around the table. Teachers could attend after school and it's useful to think about how it fits into their role. For example, if they knew they could do things in work time on FCP this might help to make the work sustainable. The same with health visitors. Having people feeling they are getting something back is a good thing- there is something in it.

In addition to this, a wide range of information was also collected on the practicalities and logistics of:

- Getting people together
- Gathering views on in person/online meetings
- Setting up calendar invites well in advance, varying times and days to ensure people can attend.

All of this is being taken into consideration and the FCP Planning Team is constantly responding to and addressing these issues so that meetings are as flexible and inclusive as possible. For instance, all calendar invites for meetings between September-December 2022 were sent out to stakeholders in July 2022, before the end of term, and meetings have been set to vary between in-person and online.

Measuring the regularity with which people are connecting and working more collaboratively together as a result of the FCP is tricky to capture because often these interactions have often occurred informally or outside of official FCP meetings. However, the data indicates that many have done this using the FCP as a springboard to connect separately, and the final quotations below provide a clear insight into this:

I have only attended one meeting so far, but already made two connections - Awareness & networking did get a number of agencies and professionals to get together and share ideas. This has enabled me to work alongside like minded people to develop ideas and think strategically where best to invest the limited resources we have to maximise impact. Victoria has been invaluable in linking up professionals and agencies going above and beyond to ensure the success of the project.

The main impact for me has been linking with other organisations and starting to understand better how we can work together more closely.

The image below demonstrates the increase in partner engagement with the FCP over the course of the past year, showing clear evidence of a diverse coalition of stakeholders coming together.



40 individuals
19 institutions
9 sectors

2021

71 individuals
22 institutions
9 sectors

2022

Intermediate outcome 2: FCP partners are aligning their goals and mobilising resources

Recommendations identified from the findings for this intermediate outcome:

- Have clearly defined outcomes for each working group:
 - This includes having clear short-term, intermediate and long-term goals which are regularly communicated to working group and steering group members
- Engage FCP stakeholders regularly with the working group action plans
- Ensure there is regular, clear communication with FCP stakeholders and the wider community
- Co-create and co-deliver activities/interventions with local stakeholders
- Ensure people have the opportunity to share their experiences, relevant information and good practice
- Ensure external agencies and schools share knowledge, information and understanding and collaborate regularly
- Identify overlapping initiatives and share the rationale behind this (e.g. mutually reinforcing outcomes). Within this, have clearly demarcated roles
- Identify gaps in provision by FCP stakeholders and check them regularly
- Align FCP interventions/activities with pre-existing structures/operations
- Provide regular opportunities to network and develop relationships
- Use social media effectively to promote FCP's work and increase engagement

The findings indicated that 90% of respondents were excited by the opportunity of coming together and sharing their experiences through the FCP. This implied that the FCP is joining up/convening key stakeholders.

Linking support workers together through the FCP has allowed us to work better.

I have a sense that there is a more joined up approach. The support from Reach Children's Hub and the Youth centre, and the links and partnership to the Local Authority are where we can have the biggest impact. It's a more impactful way of working and it gives a sense of direction and clarity of purpose.

The survey results also suggested that collaboration can be done better when external agencies come into schools and when there is a mutual sharing of knowledge, understanding and recommendations between the partners. This collaboration seems critical for the progress of the FCP.

In other areas of the FCP there is a clear and very specific alignment where partners and goals are very similar and where the intended impacts appear to overlap:

“
We are aligned well with Citizens UK's work. The FCP work has connected to it well. There are clear impacts, with continued empowerment of the wider community to impact on children and young people.

”

The alignment of working group goals seems particularly pertinent for those working in the area of mental health and wellbeing. As the members saw a cluster evolving there was a recognition of how activities might support each other:

“
At the moment there are a lot of initiatives going forward which seem to be overlapping, such as the Mental Health Cluster. It's good to have discussions on what people are already doing and what challenges are there to get things - it's important to share good practice.

”

“
I have been able to share relevant information and feed into the goals and there have been robust discussions around when and where. We are looking at what is available and where to focus resources right now, and identifying real gaps is having a real impact. Also, acknowledging the impact and the support for parents is really important.

”

As an area for development, though, the findings on the FCP outcomes and the action plans revealed that 75% of the participants believed the outcomes for the priority areas were not clearly defined:

“
Initially I was aware of the FCP outcomes etc but now I don't have a clear and up to date understanding. This doesn't necessarily need to be shared in a meeting but it could be shared through an email containing a synopsis of the outcomes and the action plan.

”

Further, working groups members from the Early Years/SEND, Mental Health and Wellbeing and the Steering Group believe that there should be short term and long terms goals as part of the action plan:

“
We need to have more short term goals to achieve, which will lead us to the long term goals. For example, for the Youth Zone campaign.

”

“
I get the sense that the Action Plans work - but I'm not getting a great insight into this.

”

86% of survey responses highlighted clear communication and strong collaboration as key to the sustainability and success of the partnership:

“

Long term communication needs to be ongoing. In the past, some projects I've worked on worked together and then everyone tended to drop off. Communication needs to keep happening and links and partnerships must be kept up to date. As people leave, it's important to keep the community up to date and to keep talking to the community - ultimately this engagement is ongoing.

”

“

Success would be to have a genuine partnership that co-created, co-delivered and co-developed within the local landscape.

”

This suggests that FCP working groups must plan to align their outcomes with sustainable long-term goals:

“

We need people being more active and more involved in decision making so that institutions work better and are better aligned with the FCP outcomes. We must continue to tell the story and narrate the outcomes.

”

The findings suggest that where things work really well and have an immediate impact is where some sort of structure is already in place with which the FCP interventions can align. For instance, they can align with existing operations and become immediately embedded into the current offer. This was certainly the case for the peer-to-peer support network supported by the Education Wellbeing Practitioners. Some schools - such as Logic Studio School - were able to embed this support into their existing extra-curricular programmes.

There have even been cases where some FCP partners have used the FCP network to advocate and mobilise resources to tackle issues directly related to working groups' intermediate outcomes. This has occurred by raising issues of sexual health through the work of charities such as Brook and Kooth, and what they can offer in terms of general support to schools but also one-to-one provision to pupils. This means that a key enabling factor is bringing people together and aligning resources so that as wide a group as possible in the area can access this type of support.

However, there are also blurred lines for some people and whilst some FCP members appreciate the ability to use the network to align their thinking and share ideas and information (and potentially referrals), there is some confusion over where one thing starts and another ends. For example, with the Mental Health Working Group and the Mental Health Cluster there is uncertainty as to the overlap and the separation of effort:

“

I'm very conscious that I'm not sure of the demarcation between the MH Cluster and the MH WG.

”

In addition to people seeking to align their goals, the impact of the FCP has also been to influence organisations so that a collaborative process can impact on their approach and reach, which reinforces the aim of FCP partners aligning goals and mobilising resources:

“

Being able to network is useful to develop relationships. Knowing more about apprenticeships is really useful and it has enabled us to improve our outreach and team work in our own organisation.

”

To influence the partners' work and to bring people together, respondents agreed that there needed to be a constant raising of awareness and information sharing of the ongoing work. It is anticipated that this would help to bring people together who would not normally get involved and it would influence their perspectives. This is currently being done through monthly email newsletters, community events and meetings, but the young people involved felt this could be done far more through social media. This has been mentioned and is being taken into consideration by the FCP Planning Team.

Intermediate outcome 3: Cross-sector leadership is developing

Recommendations identified from the findings for this intermediate outcome:

- Involve the council/Local Authority
- Invest in leadership development of FCP stakeholders
- Involve parents and young people in the leadership development and cross-sector leadership
- Identify barriers to cross-sector leadership development and share these
- Have a convening space in which people can come and collaborate
- Develop collaboration across a range of stakeholders as a precursor to cross-sector leadership
- Have clear language about what we mean by cross-sector leadership/systems change
 - All stakeholders need to have accessible definitions and language
- Be explicit about the benefits of mutually reinforcing activities, which inevitably means some blurred lines/boundaries
 - Within this you also need to be explicit about what people's roles are within this
- Start aligning stakeholders' work with the FCP short-term, intermediate and long-term goals

The focus group held with the Mental Health and Wellbeing working group and the Feltham Youth Activists emphasised the importance of cross-sector mental health awareness through the FCP's work. FYA recognised efforts by the FCP towards addressing mental health by bringing together stakeholders from several sectors:

“At the beginning we were only just talking about mental health in general. Now we are getting meetings with counsellors and developing actions around our campaign with the youth zone.”

However, a call for more cross-sector support was highlighted for young people aged 16+ and for children in the early years with SEND. This may require that the FCP does more to encourage cross-sector leadership to further assist.

The findings suggested that more needs to be done to increase information sharing for those who may benefit from available support but who are not aware that support exists. This was especially pertinent for health related matters:

“It's important that people know where to go for information, understand who they need to talk to and how they can get support they need. For example, by reaching out to health visitors.”

Only one response directly mentioned cross-sector leadership development:

The key thing I would change is how to integrate organising practices and leadership development into the whole process from the beginning.

Across the findings there were other areas that indirectly mentioned cross-sector leadership, such as:

The FCP work conversations align well with the work done by Citizens UK.

The data also indicated that FCP can support cross-sector leadership by supporting parents to support their children. This highlights another area of cross-sector leadership which could be further developed, and parents could be connected to other local leaders or groups for support.

A key barrier to cross-sector leadership development related to bureaucracy and how organisations work. This arose in the findings in terms of processing and sharing data, and with regards to the culture of the organisation:

Barriers will be working with the Local Authority and other organisations. Everyone has different approaches and systems which need to be brought together in order to navigate the bureaucracy.

However, stakeholders do believe that even this very difficult issue is being challenged by the discussions taking place and the way in which people are starting to come together to share ideas and the potential of working together.

Right now we're in a good place with the right people and we're working at the right pace. We're getting more and more legs, it's all good.

Engaging with cross-sectoral activities was also recognised as a very difficult task for some people, considering their day jobs and their position within certain organisations. Stakeholders may not all have the scope and remit to be able to challenge current internal practices and the findings implied that an effective starting point would be to look for where there were potential challenges and to start to understand them:

FCP is the obvious place to convene discussions and bring people together. It's where they can get intelligence, develop clusters (such as the mental health cluster), and it's where interactions between parents and professionals are really powerful and you can push on important issues such as the 2-year-old early check.

Certain organisations are also feeling more confident at facilitating cross sector working relationships and promoting collaboration. This in a sense is a de facto leadership role, and the work of the FCP has supported this to happen:

There has been an impact on Reach through helping to be more of a collaboration rather than stand alone. And this increases the likelihood of getting things done. The Youth Zone campaign and the mental health work is pushing at an open door and developing more people power. It has given Reach the confidence to engage with other groups.

One of the other barriers to cross-sectoral work which arose related to understanding the work of FCP and wider issues around language. It was felt this could be supported and improved to allow better working and potential leadership:

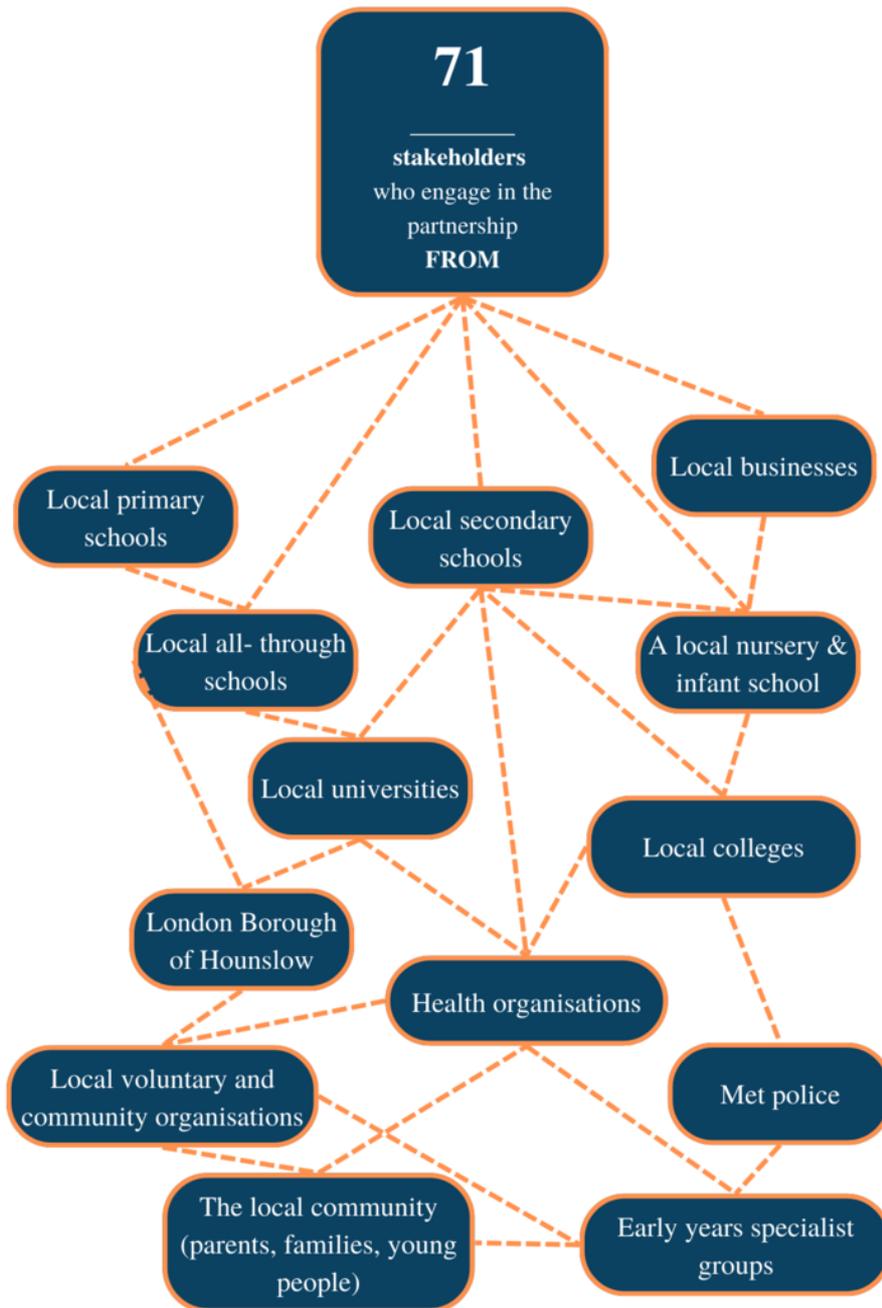
There's a piece of work to differentiate between system changes and the programmatic stuff. It's not necessarily an area which people are used to or where they have the vocabulary and we need to push on this.

For some, cross-sectoral leadership development is about blurring the lines between different organisational roles and responsibilities. This can be seen as beneficial in terms of different organisations having an input onto one thing and reinforcing others' messages and ideas. This ultimately tends to help ideas or initiatives to gather pace and to get things done. However, there is, again, a balancing act here as people also like to know who is in charge of what and who is leading on what, which relates to the idea that people do not like to think they are duplicating the work of others.

There's a muddy water effect sometimes. For example, the schools are Feltham specific but some other members' organisations are not, the head of a children's centre is on the steering group but the nursery nurse isn't. There's a lack of clarity over who is needed on which group, and where each organisation's remit lies. Some people are doing something similar twice and are on different groups doing similar things, so improving communication and flow between the different local groups and the Feltham Convening Project would be useful.

In terms of building and maintaining cross sectoral activity, a wide range of people were clear that both long-term and short-term goals need to be aligned so that people have a clear vision of where they are headed and what is happening along the way to get there. This is critical to the leadership process. For some this is clear in terms of practical outcomes, such as the Youth Zone, but it also needs to be made clear that this is a fundamental product of what can be achieved when people work together to change a system..

The image below highlights the range of stakeholders the FCP is partnering with both within and beyond Feltham and is an indication of the how cross-sector collaboration and leadership can continue to develop.



Intermediate outcome 4: Working group projects are mutually reinforcing each other

Recommendations identified from the findings for this intermediate outcome:

- Support working group members to share ideas and life experiences with each other
- Facilitate networking opportunities to build relationships
 - Face-to-face meetings help with this
- Provide workshops on different areas of the work such as systems change and data collection
- Ensure each working group has a good overview of what each group is working on
- Ensure working groups have the opportunity to feed directly into the Steering Group and vice versa, with members attending groups to feed back
 - This should include information on how each working group is formally evaluating/monitoring its progress within the activities
- Share information about what each working group is focusing on in an accessible way
- Take a preventative approach through the working group interventions
 - Focusing on the early years supports this

Networking:

From all the data collected our analysis showed that 98% of participants agreed that the working group meetings have allowed for good networking opportunities and have encouraged people to share ideas, skills and life experience. One of the key themes that emerged from the data supported this intermediate outcome, as people often mentioned networking:

“
This work has improved my awareness of what is happening in Hounslow and the barriers of different departments. Networking opportunities are very useful.
”

“
Relationships are building between FCP stakeholders with the same vision.
”

“
The FCP has encouraged Feltham Young Activists to explore a number of network opportunities. The young people have therefore become more comfortable talking to people and having conversations.
”

Meeting attendance:

The data also highlighted that more needs to be done to encourage working group members' understanding of the make-up of each group. For instance the suggestion was made that during meetings, attendees should introduce themselves to other groups more.

Everyone who participated in the meetings reflected that meetings were held regularly, with 90% of members encouraged by the group attendance. However, some meeting times/formats did not suit a number of the participants. There were also requests for more face-to-face meetings that include workshops. For example, one survey participant shared their experience on the impact of some of the workshops organised by FCP stating:

“ I remember we had a workshop on systems change and I found it quite useful and took it back to my band at school. We worked together to create a shared goal. ”

Empowered YP voices towards change and actions:

The majority of young people engaging with the FCP were happy with the level of communication and stressed the need for it to be maintained.

From the focus group and interviews, it was clear that people felt the mutually supporting activities were going in the right direction but there was a consensus that people would benefit from having a better overview of what each working group was working on.

There have been some occasions - and certainly more recently since the celebration event - where working groups have been feeding directly into the Steering Group meetings but it was felt this could be done in a more systematic manner, potentially with a designated member of the Steering Group attending the working group meetings and vice versa:

“ From the Steering Group perspective we need more information [about the working groups] so we can evaluate what is going on. We need to think about how the working group actions and evaluation link back to the Steering Group. I’m not sure whether someone from the Steering Group is linked to a working group. ”

“ It would be good to occasionally go to a group [working group] and have a conversation and gain a first hand feel. ”

“ The Steering Group works at a strategic level. For example it agrees to sign off on bigger project areas and it reviews the work of the groups [working groups]. Maybe I need to think about the oversight and how this feeds back in, and to have a clear understanding of ideas as they come in. But I’m less clear how they [working groups] monitor and evaluate on a formal basis. ”

The data clearly shows that there are also areas where mutual support between the working groups could have a positive impact in terms of supporting young people's mental health and supporting the development of young children. There was consensus on this across a wide age range, including Feltham Youth Activists, who also see supporting mental health as a key focus. The need for greater support in this area is certainly being promoted and supported across working groups, with peer support systems being put in place in schools. People from FYA are also taking the opportunity to get involved and help with the evaluation of the working group interventions. This also includes potentially helping with the parent mental health support network.

There are other areas that people are aware of in terms of where collaboration could take place, especially between the Early Years/SEND group and the Mental Health Working Group. This is because many of those involved in mental health support are acutely aware that the earlier the intervention, the better the outcome. However, currently, several of the groups were not fully aware of the work being done in the other groups and several also thought that they may not have time to find out:

“ Things are achievable but they need to be broken down more. A priority would be the youngest children first, from pregnancy support and in the years from 0-3. It's important to make sure everything joins up. ”

“ We need to get into the pattern of catching the issues early to reduce and stop behaviour later on. ”

“ I'm aware of the Post 16 working group but I haven't got time for the rest and the other groups. ”

Again people are clearly aware of some potential alignment across the working groups:

“ We are aiming for improved outcomes for early years children, particularly regarding speech and language development and 2-year-old health checks in person. This is critical and needs to be in place. These feel like good interventions and are tangible. ”

However, people are not always sure how or where these interventions are taking place:

“ The FCP approach is aligned with the Reach Children's Hub generally but I'm not sure if the Hub and the outcomes are aligned - but I imagine they are. ”

People are aware there is a Steering Group but they are not sure how this relates to Reach Children's Hub and how this connection might impact on the working groups and their relationship with the Steering Group.

From the perspective of the Steering Group it appears that they do have an insight into the work of the working groups but this understanding is limited to the Action Plans and how the Steering Group might play a role in bringing them about. This is something that will be worked on through meetings and events:

“
I get the sense that the Action Plans work but I do not get a great insight into this.
”

For some in the working groups, the idea of knowing and linking up the different FCP priority areas is a key balancing act. They are aware of the wider picture and of the Steering Group, and get a sense that it might be useful to join things up, but they are unsure whether this is something they necessarily need to engage with beyond their focus, as long as someone else is doing it. This feels critical and where the FCP Planning Team can play a key role:

“
I'm aware of the wider picture and I like the fact that this is reiterated in meetings...but I'm not really aware of other groups. It might be interesting to hear this now and again although it's slightly away from the working group focus. I've heard the Steering Group mentioned but I'm not really sure, and do we need to know much about that?
”

Therefore, how working groups and the Steering Group communicate with each other and report on success needs to be considered very carefully, especially regarding the FCP website, newsletters, meetings and events, and this is something that the Planning and Evaluation Teams are certainly working on and are aware of.

Intermediate outcome 5: FCP partners are collecting, analysing & sharing a wide range of high quality data about the local system

Recommendations identified from the findings for this intermediate outcome:

- Working groups receive support from the FCP Planning Team to carry out data collection and analysis
- There is clarity regarding who the working group activities are intended to support (considering demographic details) and how the activities are measured
 - For example, what data is being collected, against which indicators, and how are these indicators leading to the longer term outcomes?
- All working group members are aware of the data from the starting situation, which identifies key risk factors in Feltham
- Every working group has a robust theory of change in place which has been co-designed between the FCP Evaluation Team and the working groups, and is referred to regularly
- A participatory evaluation approach guides the data collection and analysis of the working groups

We're doing our own research, it helps us to become more independent and in control of our work.

Evidence from the presentation of research conducted by the FCP Young People's Summer Research Group showed evidence of the young people collecting, analysing and sharing data on young people's mental health outcomes in Feltham. It also highlighted the benefits of FCP partners carrying out a data collection process, including:

- An increase in participants' confidence and independence
- A sense of success and progress
- Stronger collaboration with others focusing on a similar topic
- Developing a greater sense of connection with the local community

I would like a greater focus on data analysis. For example, who has been supported by the project, what their demographics are, are individuals in the most deprived super output areas being supported? Also how are the outcomes of individual pieces of work recorded and measured?

However, there was a general sense across the wider findings from Kingston's research that progress towards this intermediate outcome is less developed in comparison to the others:

I would like a greater focus on data analysis. For example, who has been supported by the project, what their demographics are, are individuals in the most deprived super output areas being supported? Also how are the outcomes of individual pieces of work recorded and measured?

For some, the data sharing work would be a really positive step but they are not entirely sure how it is happening:

I'm fairly clear on what could be shared. This could be a core discussion piece for each working group to focus on with regard to specific indicators.

We've spoken a lot about data sharing but it's difficult to know where the highest need is. We need to make data more open and easier to access. It would be great to have tangible information and we need to think about what data is available, for example from the council and children's centre data. And things like when schools get access to the EHCP data, data sharing would speed up the process.

It seems that stakeholders are aware of the data that needs to be used and shared but they are not sure whether everyone is in agreement, how this could happen or might be happening, or whether it can be done. This needs a more deep dive analysis to explore these links:

We used to monitor academic performance, attendance, behaviour across different schools in the area where I used to work previously. This could be used as a model...it was all available at the touch of a button, including key indicators.

We need ACE [Adverse Childhood Experience] measurement, the sooner the better.

For others, the data issue is also critical in terms of how this relates to outcomes and measuring success, but it appears that stakeholders are not currently clear on how this is happening. This is an area that the Evaluation Team is aware of and wants to work with the working groups more on to clarify and establish key actions. For example, from September both the Post-16 and Mental Health and Wellbeing working groups will be tracking progress against their outcomes and this work will be supported by the Young People's Research Group.

Things are generally clear but the only grey area is with the project outcomes: are they outcomes or indicators? This goes back to how we measure success. With the Post-16 working group we are really trying to understand the outcomes and how this relates to the work that is happening...how this all lines up including ownership of who does things and who owns outcomes. What are we going to measure? All this needs clarity, and we need outcomes with related indicators.

Stakeholders also expressed that people would like more data on the partnership itself and the situation it is responding to. This is something that needs to be more embedded within the working groups and around a shared set of indicators.

This is something that the Planning and Evaluation teams are aware of. For example, they are developing this capacity by:

- Improving the participatory evaluation process*
- Designing key indicators through which to measure working group progress
- Establishing the Young People's Research training group
- Embedding a culture of evaluation and continuous improvement more deeply within the Working Groups.

**To fully understand what the FCP is doing well and what it needs to improve on, the FCP Planning and Evaluation Teams believe it is important to evaluate alongside the young people, parents and professionals who engage with its work and who bring a range of perspectives and experiences. The FCP therefore considers participatory evaluation as a process through which all stakeholders can enhance their relationships, skills and confidence through being involved with evaluation, as well as improving the quality of the Foundation's work using a range of data collection methods.*

In order to progress towards these intermediate outcomes it is important to work on all the identified mechanisms simultaneously. This is because they are mutually reinforcing, ranging from ensuring diverse community representation to using social media more effectively. Furthermore, all are important for breaking down the barriers to engagement in the FCP and to building confidence in working towards the long term goals.

Engaging with a range of interconnected mechanisms and outcomes is also important because it can empower FCP stakeholders to take ownership of the changes and developments, which is essential for building capacity and creating a more sustainable set of interventions. Through ongoing monitoring and evaluation, supported by Kingston University, the FCP planning team is constantly adapting and responding to these required changes to enhance the work towards improving outcomes for babies, children and young people in Feltham.

Section Three: Appendices

Our areas of focus over the year ahead

Working towards the StriveTogether systems change gateways

The FCP's work in Feltham is inspired by several collective impact initiatives, one of which is Strive Together in the US. StriveTogether has identified six gateways for successful collective impact work, with the ultimate goal of achieving changes in the local system to better support babies, children and young people. The FCP uses the indicators for each of the StriveTogether gateways to establish where it is on track and where it needs to develop as a partnership. This process is not necessarily linear and some aspects of the work will be ongoing across multiple stages.

As the information below identifies, the FCP is currently working between the Emerging Stage and the Sustaining Gateways. Those indicators highlighted in green are where we have made good progress this past year and will continue consolidating our work over the year ahead. Those highlighted in orange are indicators which we will focus on meeting during this academic year.

The Emerging Gateway:

- Build strong relationships with the community (young people, parents, residents) to ensure that the partnership is working on the right areas, and that the messaging of the partnership is right
- Set up cross-sector working groups around key priority areas
- Create an action plan within each working group which clearly states the group's aim, long-term outcomes, key actions, and how they will measure progress towards the outcomes
- Start to collect baseline data for the key actions
- Begin to identify underlying factors that lead to inequitable systems

The Sustaining Gateway:

- Take collective action to start to make changes to the local system
- Share data on youth outcomes between key partners
- Mobilise partners to refer to, and use, systems indicators (i.e. measuring how change is occurring in the system)
- Continue to deepen relationships with the community and to ensure that this community is playing a key role in local systems change

Addressing the three areas of focus outlined in the executive summary

Our work towards the StriveTogether systems change benchmarks above will also be driven by the three core areas of focus outlined in the executive summary section of this report:

- Collecting, analysing and sharing a wide range of high quality data about the local system
- Aligning organisational goals and priorities
- Engaging the wider Feltham community in this work

Finally, some, core questions we are currently grappling with, and which we intend to focus on this year include:

1. How do we best use our resources to get the balance right between working intensively with those experiencing the most acute effects of poverty, and developing more preventative, long-term support systems to impact on a wider group of people over time (which would prevent more families from falling into deep poverty and destitution)?
2. How do we create sustainable activities which can be scaled up across our community?
3. How do we develop a cross-sector culture of data collection, analysis and sharing?

Updates on our priority outcomes

The boxes below provide an overview of the aim of each working group, key partners involved, and the core strands of work each group is currently developing with cross-sector partners. This information was developed by a range of working group partners.

Early Years and SEND

The challenge: There are many services that provide support to families during these important early years, for example: midwives, health visitors, early years practitioners, speech & language therapists. However, the system is not joined-up and there is a lack of continuity of care, which makes it challenging for families and professionals.

Aim of the group: to improve the continuity of support that families get during the early stages of their child's life

Partners currently involved: Early years specialists, family support workers, representatives from a local all-through SEND school, the Strategic Lead for Children's Centres and local parents.

Core strands of work by cross-sector partners:

- Listening deeply to parents and professionals to understand what the key barriers are to accessing support
- Discussing how the FCP can best support the coproduction of a Family Hubs Start for Life offer in the West.
- Collectively providing feedback for the National SEND Review Consultation and the Local Authority's recent SEND inspection, to help inform their 'Written Statement of Action'.

Feltham Youth Activists (FYA)

The challenge: Outcomes across a range of domains are worse for many young people in Feltham in comparison to other parts of the borough. We have also heard how young people feel underrepresented and that they lack opportunities to have their voice heard by key partners across the local system.

Aim of the group: to encourage young people to lead on the work of the FCP

Partners currently involved: local young people from Reach Academy Feltham (the group plans to expand to involve other local schools)

Core strands of work by the young people:

- Leading on a campaign to build an OnSide Youth Zone in Feltham
- Researching the factors that impact young people's mental health in Feltham
- Listening to local young people to understand where the gaps in support lie in Feltham
- Engaging other local young people in the work of the FCP

Mental Health & Wellbeing

The challenge: lack of support for children and young people's mental health and wellbeing

Aim of the group: to create a locally-informed, preventative, mental health and wellbeing offer that supports babies, children, young people and families in Feltham

Partners currently involved: school mental health leads and SENCOs, the clinical lead for Hounslow's Mental Health Support Team, Educational Wellbeing Practitioners working in schools, a specialist CAMHS teacher, a child psychologist, and the Public Health Officer for Hounslow.

Core strands of work by cross-sector partners include developing:

- Young people's peer support networks across Feltham secondary schools
- Peer-to-peer support networks between parents
- Support networks between local schools through mental health clusters
- A collective database on young people's mental health challenges
- Support to reduce stress on schools by creating opportunities for creative therapy students to take up placements in Feltham primary schools
- Young people's engagement with key issues through a Young People's Research Programme
- A mental health & wellbeing support cluster among primary schools in the west of the borough

Post-16 Opportunities

The challenge: limited post-16 outcomes and opportunities for young people in Feltham

Aim of the group: Create a specific, local apprenticeships offer for children and young people in Feltham, including an alumni network.

Partners currently involved: representatives from the Feltham secondary schools, Royal Holloway University, Kingston University, Hounslow Council, Cisco, Career Ready, Feltham Arts, HAWK Training Providers, and local parents and young people.

Core strands of work by cross-sector partners:

- In September 2022 the group is launching a pilot programme with Hawk Apprenticeship providers across three of the secondary schools in Feltham. The programme aims to provide teachers, parents and young people in Feltham with accurate, relevant information about apprenticeships to increase the opportunities available to young people when they leave school.
- The working group will continue developing the employer engagement element of the group's action plan.
- The group will continue listening to young people and parents about what the barriers to post-16 opportunities are.

During the year ahead, each working group is developing data collection plans for each of the activities and the findings will be reported publicly in our 2023 annual report. They will also be closely monitored on an ongoing basis within the working groups and with the partnership's steering group.

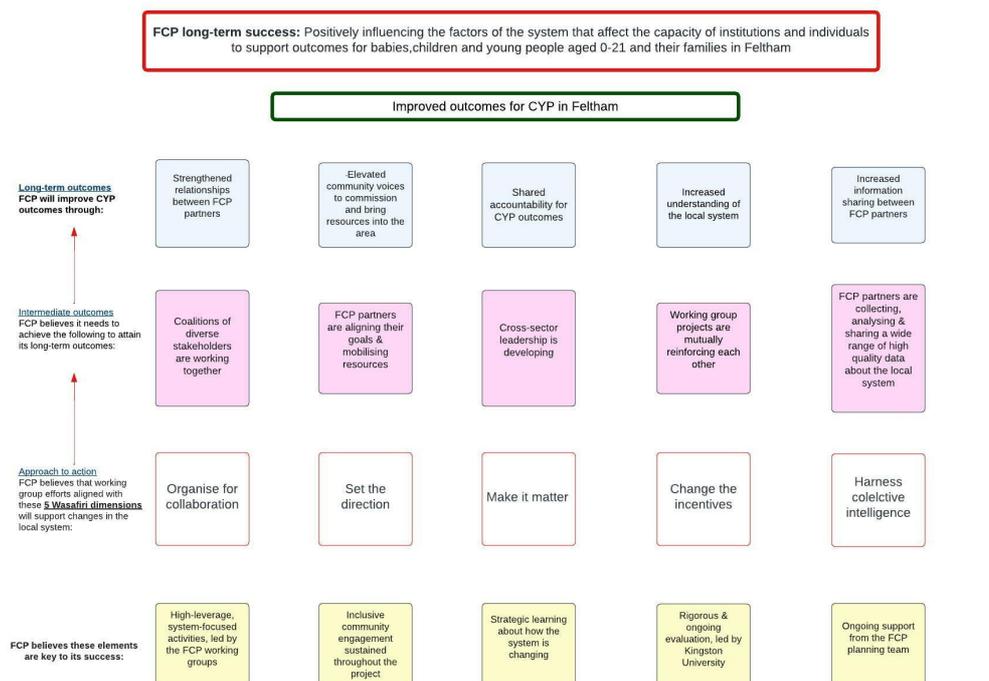
Our approach to evaluation

The Feltham Convening Partnership uses a mixed methods approach to evaluate its work, combining qualitative data collection tools such as interviews, meeting notes and story gathering with quantitative approaches which include surveys and secondary statistical data analysis. This data collection process is underpinned by a theory-based evaluation, at the core of which is the development of our overarching theory of change (ToC) that informs the development of our activities and our progress towards local systems change. One of the core FCP principles is continuous improvement and we are always keen to look for ways to better the partnership. At the moment, we are evaluating our progress towards our five intermediary system change outcomes:

- Coalitions of diverse stakeholders are working together
- FCP partners are aligning their goals and mobilising resources
- Cross sector leadership is developing
- Working group partners are mutually reinforcing each other
- FCP partners are collecting, analysing and sharing a wide range of data about the local system

Increasingly, we are looking to evaluate our work using participatory evaluation practices because we believe that to change mindsets and behaviours, we need to support stakeholders to evaluate their work with the partnership. We therefore consider evaluation as a process through which all participants can be involved and can enhance their relationships, skills and confidence, as well as improving the quality of the Partnership's work.

We expect that by meeting the intermediate outcomes outlined above, first it will lead to us meeting our long-term system change outcomes later, as detailed in our theory of change below.



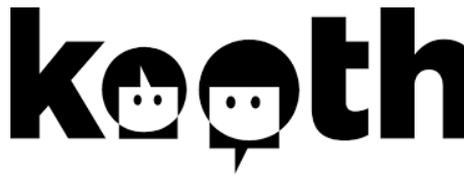
Data collection for this report

The data which has informed this progress report is based on a mixed methods approach, comprising data from interviews and surveys, a focus group, and thematic analysis of meeting notes. This data collection process is underpinned by a theory-based evaluation (see previous section).

To inform this report, interview and survey data was collected from 26 members of the Feltham Convening Partnership (those who have consistently engaged in the partnership over the past year). This comprised members of the working groups and Steering Group. Individuals were initially contacted with a list of predefined questions and an invitation to select an interview slot in May and June 2022. Ten 40-minute interviews took place. The interviews were recorded in note form, including quotations, which were then thematically coded and analysed to extract key information which directly related to the FCP's intermediate outcomes. For those who were not able to attend an interview, a brief survey was designed and emailed out, with a total of 16 respondents.

To supplement this information, a focus group was undertaken with the Feltham Youth Activists. The FCP Data and Evaluation Team also reviewed all working group and Steering Group meeting notes and (post meeting) survey comments to capture the dominant themes and main points.

Who we work with



Rivers Academy
an Aspirations Academy



Sparrow Farm
PRIMARY SCHOOL



Southville Primary School
Learning today for the world of tomorrow



West Thames
College London



And all the community members - residents, parents and young people -
who partner with us.