



Improvement

# Customer led transformation programme

## Case study – Knowsley Council

### Stockbridge Village: all together now

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## The Customer Led Transformation Programme

Knowsley Metropolitan Borough Council's work has been funded under the customer led transformation programme. The fund aims to embed the use of customer insight and social media tools and techniques as strategic management capabilities across the public sector family in order to support place-based working.

The customer led transformation programme is overseen by the Local Government Delivery Council (supported by the Local Government Association).

The fund was established specifically to support collaborative working between local authorities and their partners focused on using customer insight and social media tools and techniques to improve service outcomes. These approaches offer public services bodies the opportunity to engage customers and gather insight into their preferences and needs, and thereby provide the evidence and intelligence needed to redesign services to be more targeted, effective and efficient.



## About Knowsley

Knowsley is one of five metropolitan districts of Merseyside. Located between Liverpool and Manchester, it is connected to these cities by the M57 and M62 motorways, and the A580 East Lancashire trunk road. It covers an area of 33 square miles.

During the last 20 years the population of Knowsley has been falling, but the rate of decline is slowing. The population now stands at around 151,000 in 64,383 households. The age structure of Knowsley's population is broadly similar to that of Merseyside, the North West and the UK average.

The working age population (age 15-64) is a little smaller than the national average, while there are a slightly higher proportion of residents in the 0-14 age groups than regionally or nationally. As is the case in many parts of the UK, the number of older people (over 65 years old) in the borough has steadily increased during the last 20 years. It rose by 25 per cent between 1985 and 2006.

There are a number of other notable characteristics of the borough's resident population. They include:

- a comparatively small black and minority ethnic population, representing under 2 per cent of the population
- a higher than average proportion of lone parent households, which are particularly concentrated in North Huyton, North and South Kirkby
- a lower than average proportion of single person households.

The way the borough earns its living is changing. Although the manufacturing base remains strong, accounting for 10 per cent of businesses and more than 20 per cent of total employment, in the last decade the main growth sectors have been retail, public services, financial intermediation and labour recruitment. Real estate, renting and other business activities (service companies) now account for around 19 per cent of the business base. This pattern suggests that Knowsley's economy is gaining a stronger foothold in the service sector, and is becoming more like the UK economy as a whole.

Around 55,000 people are employed in Knowsley, a figure that has increased significantly in absolute terms in the last decade. However, only around 73 per cent of the borough's working age population of 89,000 are economically active, a figure which is 3 percentage points behind the North West and 5 percentage points behind the UK.

Assisting those residents who have become detached from the labour market is an established priority of the Knowsley Partnership. Rates of economic activity are particularly low in North Huyton, where just 56 per cent of the area's working age population is economically active and a large proportion of these (17 per cent) are unemployed.

Knowsley is one of the most deprived local authority areas in the country. Overall the Index of Multiple Deprivation (IMD) 2007 ranks Knowsley as the fifth most deprived in the Country.

The extent of deprivation in Knowsley is underlined in data on the earnings of the borough's residents. They have the lowest median gross weekly pay (full time only) of all the districts of Merseyside, and the figure is around £70 lower than the UK average.

Income Support claimants stand at 12.4 per cent of the working age population, 3 percentage points above the Merseyside rate and 7 percentage points above the national average.

Knowsley is making progress in raising attainment levels among its young people of school age, but its performance continues to lag behind that of Merseyside, the North West and England. In 2007, just more than half of pupils (50.8 per cent) at secondary schools in the borough achieved 5 or more A\*- C grades at GCSE, a figure which stood at 11.2 percentage points below the national average.

The data suggests that high levels of deprivation in the borough, and issues connected to the lifestyles of some residents, have significant consequences for health. Life expectancy for women in the borough is two years lower than the national figure and for men it is three years lower. In terms of localities, the populations of North Huyton, North Kirkby and South Kirkby face the most significant health related problems.

Overall levels of recorded crime are higher in Knowsley than the national average

## Background

Stockbridge Village is a housing estate within North Huyton – one of the most deprived areas of Knowsley. The area suffers from high levels of unemployment, low levels of economic activity, low income levels, poor educational achievement, and relatively high levels of crime.

Furthermore, after a period of 15 years (1995 to 2010) of sustained investment and growing employment across Knowsley, these indicators of deprivation have shown little improvement within Stockbridge Village.

Although the council had undertaken a degree of ethnographic research for the borough as a whole, this did not provide sufficiently granular information to deliver any insight into the special circumstances pertaining in Stockbridge.

Consequently, this project set out to better understand the problems of the Stockbridge Village by gaining a more detailed insight into the lifestyles, ambitions, needs and desires of the inhabitants of the estate.

The council also decided that the project would engage specifically with the young people, aged 11-19 years of age, living there. This group was selected because it was believed that they particularly suffer from the problems identified, experience low aspirations and more at risk of becoming involved in Anti-Social Behaviour and crime.



## Objective

The project aimed to utilise customer insight techniques to better understand the issues that young people face growing up on the estate and how these effected their education, employment opportunities and other life chances.

This would enable the council and its partners to better understand the needs of local young people and therefore to engage more effectively with them to develop a long term, co-designed approach to redesigning services and support to better meet their needs.

The project set out to provide opportunities for young people to have a greater say and play a greater part in the wider regeneration work planned for the estate.

The objectives for this project were to:

1. Gain a better understanding of young people's aspirations, values and behaviours and use this information to shape and develop their own activities, inform services, motivate people and stimulate behavioural change. This will enable the partners to gain a deeper understanding of the local community.
2. Start the development of a local engagement and support programme for young people that will recognise their achievements, increase aspirations, raise expectations and help them open up opportunities and options for their future.
3. Help young people become more aware of the full range of choices and opportunities available to them and steer them away from getting involved in anti social behaviour and crime, drug misuse, low attainment and towards engagement in positive activities.

4. Further support the youth work team to establish a strong and self sustaining youth forum on the estate.
5. Develop a community mentor training programme to recruit and train local volunteers to support young people and their families, provide advice and support on qualification and employment options and where appropriate signpost to local service provision and family support programmes.

The information gained was used to help redesign services in Stockbridge Village in ways that will help to save money, increase access and improve the life chances of young people living on the estate. Doing this helps ensure that service providers have a true understanding of how individuals and their families access services, rather than expecting them to fit around prescriptive service models.

The aim was that developing customer insight would become an embedded way of working for services and regular feedback loops between services and residents could be developed through community meetings and the focus groups.

## Approach

A number of customer insight tools and techniques were used including:

- commissioning qualitative/ethnographic research with up to 6 families in Stockbridge Village
- creating 'service/customer journey maps' with young people and their families
- direct consultation with young people, through Action Walks, to better understand what factors drive their behaviour and attitudes
- a demographic segmentation approach to better understand the needs of young people living on the estate and bring any existing data together with the new information to identify opportunities for better collaboration amongst service providers and partners.

### **Ethnographic research**

In early 2011, Knowsley Council commissioned Ethnographic Social Research Options (ESRO) to conduct ethnographic research with families living on the Stockbridge Village housing estate in North Huyton.

The remit asked ESRO to produce a report in a case-study format, outlining the lives of a number of families living in the area. The aim was to provide a rich set of data that local council officers could use to develop strategies, policies and services for Stockbridge.

ESRO worked with 7 families, spending at least a full day with each, conducting informal interviews and engaging in immersive participant observation research. The research team also spent 2 full days on the estate speaking to local residents and mapping the community.

## Workshop

Following the ethnographic research, a workshop was held in Stockbridge Village that brought together members of the North Huyton Area Partnership Board, Stockbridge Village Master Planning Group (which has been established to develop a long term vision for the area ), and other key decision-makers and representatives (see photograph, below).

From the local authority this included elected members, senior directors, service managers and policy makers. In addition, members of the community, police, local housing association and regeneration partners also attended.

Following a presentation of key findings from the ethnographic research the participants were invited to start taking forward these insights by considering how to develop existing assets (eg people and buildings). This aimed to generate the 'right kind' of social capital: not just initiatives which are successful in terms of attendance or participation, but which have meaningful social traction, allowing the community properly to develop its skills, wellbeing and potential.

During the workshop participants were divided into groups and invited to list the 'Top 5' existing assets within the Stockbridge Village community. Drawing on these lists the groups were then asked to identify new opportunities, ideas and priorities.



## Action walks

Knowsley Young Advisors are young people aged between 16 - 21, who guide community leaders and decision makers on how to engage young people in community life, regeneration and renewal. They are locally recruited and professionally trained by the Young Advisors Charity and Knowsley Metropolitan Borough Council (KMBC) to provide links between professionals, young people and their communities.

To build on the findings of the ethnographic research, the project funded the commissioning of Young Advisors to undertake 3 Action Walks to engage with young people in parks, youth clubs and “out and about” in Stockbridge Village. The ethos of this approach is “Go to them” – rather than asking young people to come to a meeting. These young advisors walked the estate and spoke to the young people they encountered. They discussed their aspirations, their access to leisure/play facilities and their views on the environment and crime. This gave the project a specific youth focus.

## Journey maps

Children’s services staff had already been using Journey Mapping as a tool to help them investigate and improve their service provision (see example in Findings section) and it used this expertise to run a workshop for their Co-Design Group. Subsequently, they visited places such as libraries and post offices and plotted how families became aware of the service, how they joined, used and became an advocate of the service.

## Findings

### Ethnographic research

The ethnographic research provided Knowsley Council with strong evidence that in order to engage and work with the community in this area they needed to recognise the strengths/assets rather than the weaknesses/issues of the local community. This could be used to enable the community to lead on its own regeneration.

The headline findings from ESRO’s ethnographic research, which have to be taken account of in future, are as follows:

### Strong but isolated culture

- very strong internal social bonds – within estate
- very few external relationships – outside the estate
- strong pride in the area reflected in relatively well kept houses and environment
- people work in jobs highly related to the area
- people do not have a good sense of how to reach beyond the estate
- lack of good transport options
- people have strong sense of outside perceptions – outsiders see them as different – so sense of isolation is driven by both internal senses of identity and external stereotypes.

### Troubled past exists in the present

- identification with the past
- collective and shared memory of troubled times on the estate
- people have developed individual ways of dealing with ‘trauma’ eg ‘knowing silence’, little public judgement of others – taking people at face value



- community itself has likewise found a way to deal with shared trauma
- the past does hold people back – a need for catharsis perhaps?
- this is also reflected within families as well as the community as a whole eg children whose parents or siblings cannot be role-models due to crime or drugs and belief that major change will not happen, also reflected in desire to return to the estate
- lack of fathers and male parenting role, seen as a problem locally.

### The need to tell stories

- people talk about attempts to help, but rarely of positive change
- stories of failure outweigh stories of success (eg Christ the King)
- many people live with trouble (violence, illness, drugs etc.)
- prevalence of debt causes stress and depression
- families have a need for people to listen to them – strong theme of not being heard “Why do they come round here? Why don’t they listen to what I am saying?”
- young people feel ignored and unheard – but believe they have something to say and feel frustration at not being able to achieve what peers achieve.

### Fear

- strong fear of violence or crime being imminent
- parents fear for children getting mixed up with ‘bad kids’
- fear of leaving the estate and the strong social network
- fear of stigma when leaving estate
- fear may be mistaken for ‘lack of aspiration’.

### Lack of skills

- poor qualifications amongst young and old
- poor understanding of mechanisms for moving beyond Stockbridge Village – strongly demonstrated by the two families in which the route through ‘A’ levels, university etc. was recognised – in contrast with others
- lack of access to capital (social, economic etc.)
- poor understanding of higher income economic activity.

### Lack of progress

- perpetual innovation and regeneration – innovation fatigue
- left with relics of failed experiments (eg closed schools and subways)
- strong internal identity makes integrating newcomers difficult – can affect social cohesion and may be reflected in racism?

### Economy

- reliance on state for economic needs: housing, refurbishment, income etc.
- day-to-day financial resources very weak – pressures make it difficult to innovate economically
- piece-meal work common and desired, since alternative is often nothing
- discourses around work tend to mirror popular understandings so usual categories ‘workshy’ ‘lazy’ etc. emerge
- strong sense of embarrassment (especially among men) over unemployment – it is emasculating.

### Lack of aspiration vs lack of opportunity

- young children aspire like any others
- as children get older, aspirations become closer to home eg 8 year old wants to be a runner, 14 year old wants to be a joiner, because that is what his friends dad does... by 17 and 18 aspirations have become very cynical. The idea is still to get a job... but strong belief that won't get one. Vision is pulled back within the borders of the estate by lack of opportunity
- many people have applied for many jobs and not got them
- many feel there is a prejudice against people from Stockbridge Village
- disadvantaged by the distance needed to reach jobs – eg cost of travel, time it takes to get to work etc.
- sense in which opportunities are promised but never delivered eg youth training, apprenticeships, schools etc
- invasion and control by outsiders eg Matrix – may be necessary but is also disempowering.

### Teenagers

- creative energy being channelled into destructive behaviour
- not impressed by the minor successes on the estate – want to see more really successful people, but disappointed by reality
- cause of fear on the estate – seen as the cause of crime and anti-social behaviour
- teenagers are seen as both 'at risk' and 'a risk'. Tension between idea that teenagers should be helped and the idea that they need to be controlled
- are very good at using each other as resources (support, friendship, connections etc.) – the problem is that they have few resources to share.

### Community and 'big society'

- genuine community – in the sense of people talking, sharing, supporting
- strong desire to spread knowledge that is valuable
- many networks exist – especially through kinship
- resources go far – this is potentially valuable in terms of economic development as wealth to one person – will be spread
- assets are there in the form of family eg childcare
- villages Housing has resources and a pretty good reputation.

### Services

- use of certain services has become part of fabric of life – difficult to evaluate... would be a shock if they were removed
- necessary – but not necessarily productive eg Services are needed and used, but not necessarily providing a means to less reliance on them
- some get a lot out of a service or resource – others get little
- not a sense that community services are providing strong leadership in the community – though not any complaints either
- school is very important – plays vital role in providing opportunities and in connecting community.

In addition to these summary findings ESRO built up a number of insightful pen portraits of the families they worked with. These pen portraits have been used within the council to inform service development plans and also intelligence briefings, scrutiny work etc. As such it has contributed to an “intelligence picture” for the area. For example:

Fee lives with her two children, Lisa (16) and Karl (10) in a house on the estate. Until recently the children’s father, Graham, lived with them too but he has moved out to live with another woman living in Knowsley

The family lives with very little money as they had been relying on Graham’s income. Fee thinks that she is probably entitled to receive more benefits but does not know how to go about getting them. She complains that Graham’s new girlfriend has children and that Graham does not give them as much money as he should.

Fee spends most of her days in the house. She is shy and uncommunicative. She says she had her confidence knocked out of her by an ex-boyfriend (not Graham) who had physically abused her.

Lisa also spends much of her time at home. She dropped out of school when she turned 16, with no qualifications. She is acutely aware of her mother’s financial problems and tries to go out and spend as little money as possible. She aspires to joining the army but fears that she will not pass the physical as she is very small.

Karl is lively and has been in trouble at school for being aggressive with other children. Fee and Lisa both offer a calming influence to Karl but find him difficult to manage. On the other hand Fee recognises that Karl is also potentially bright and wants him to do better at school than Lisa or she did.

Fee grew up on Stockbridge Village but her parents and her siblings have long since moved away. She had stayed because of her relationship with her first partner and then Graham. She no longer has much contact with Graham but she does know Graham’s parents who live nearby. They can be a help in terms of childcare but also battle with her over Graham’s access to the children.

## Action walks

The information provided below contains the key findings in relation to access to leisure and play facilities resulting from the Action Walk in Stockbridge.

Whilst conducting the Action Walks the Young Advisors made several observations in relation to access to leisure and play facilities on the estate, and how they were being used.

The first impressions the Young Advisors had was that there are limited opportunities for young people to get involved in leisure activities. This view was shared with a majority of the young people, who felt that there was a lack of activities to get involved in on the estate. Young people also commented that they would like to do activities but currently there are no leisure facilities on the estate.

The research identified that young people want to take part in a variety of activities that are located on Stockbridge Village or are within walking distance. From the information the following have been the most popular activities requested:

- music
- drama
- football
- gym
- swimming pool/water sports (canoeing, water-polo, etc.)
- dance
- health & fitness.

The young people the Young Advisors spoke to said they felt they would use the new youth club that is being built, but felt that they would be put off if they perceived that only certain types of young people attended. They also said that the Youth Club needed to offer something 'different' that would get young people off the streets and into the club.

The young people also seemed to be positive about the leisure centre; with a majority of them saying it would be somewhere they would use 'if it was free' or they didn't have to pay much. Young people also said that the activities normally provided for adults should also be available to them at times that are suitable and accessible for young people – examples of such activities are Zumba, Circuit Training, Boxercise and Spinning.

The majority of the young people felt their only options for organised activities if they were to stay on Stockbridge would be to attend Mab Lane Youth Club (which is ran by Liverpool City Council) or the youth bus and cage soccer provided by the youth service.

The youth bus and cage soccer seemed very well attended by young males, with many of them telling the young advisors they attend as there is nowhere else to play football on the estate that has lighting and goals, essential on a dark evening.

After further research the young advisors did however find activities and facilities available to young people. These included Space for Sports and Arts (part of a National Lottery funded programme for local facilities for primary age school children in deprived areas to participate in arts and sports activities) The Craig's Community Centre (which is owned/managed by Villages Housing and is used as a base for local training courses, breakfast club, community meetings etc), Play Pathfinder Park and open green space.

This included a number of activities including drama, dance and youth music sessions.

The Play Pathfinder Park which is located next to Stockbridge Village Shopping Parade was seen by the Young Advisors as a highlight of the area in terms of play facilities. The Young Advisors felt it was centrally located and was being used by children and young people every time they went past.

The community also has other activities for young people on the estate especially dance and the Famous Grapes football teams which operate a number of different teams for different age groups.

The overall feedback for the area was positive in that facilities that are provided for children and young people are being accessed. However there are still large numbers of young people who do not feel that there is enough provision or variety in activity and therefore do not or vary rarely access leisure or play activities on Stockbridge Village.

The recommendations arising from the Action Walks were:

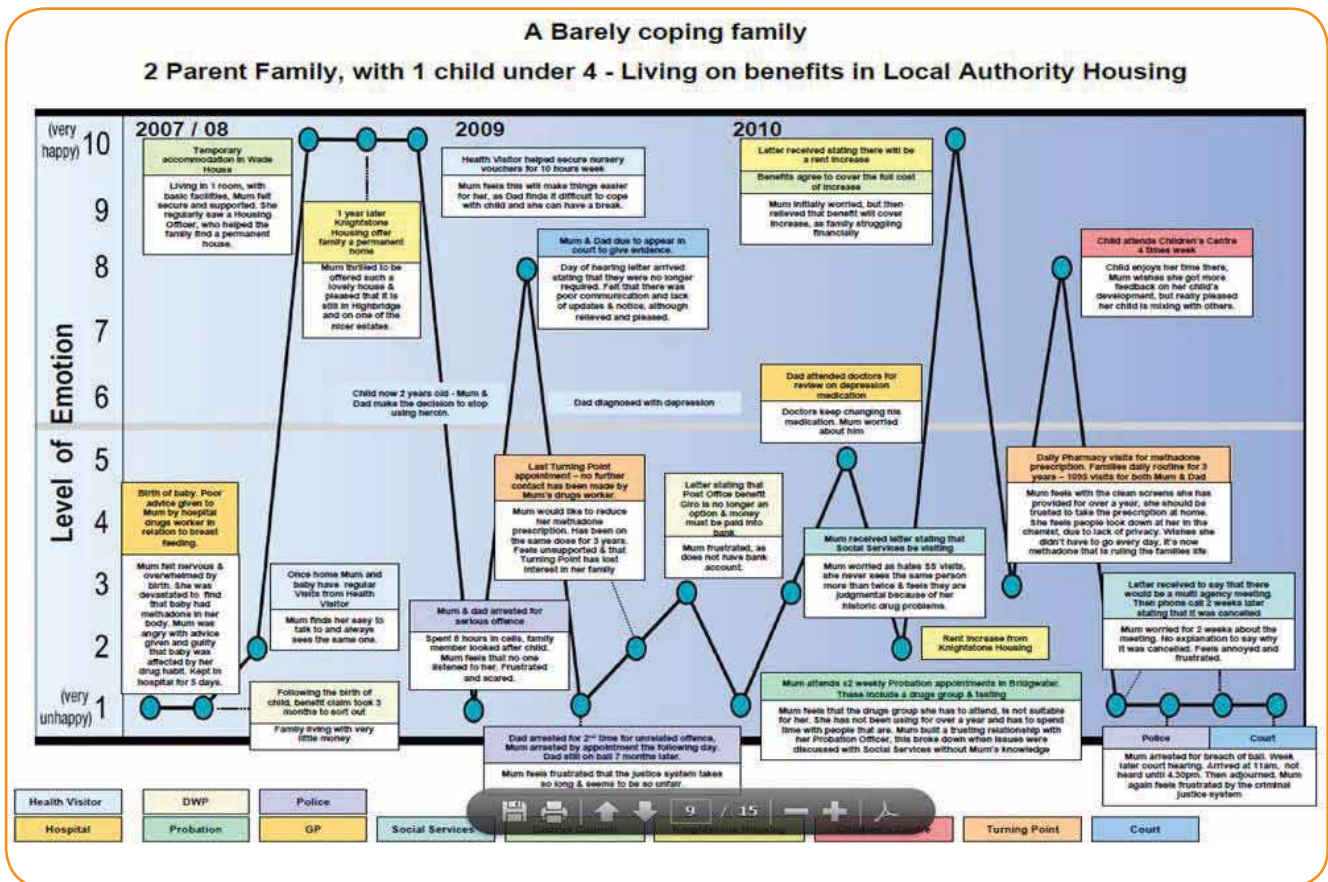
1. promote current activities being run for young people by using platforms they will access (eg Twitter, Facebook)
2. ensure wider cohort of young people are involved in design of new youth club, especially when it comes to planning activities to be delivered in the youth club
3. explore possibility of using open some open green spaces to turn into football pitches, with goals, markings and lights as a sustainable option for cage soccer
4. ensure Play Pathfinder Park is kept clean and safe to encourage children & families to continue to use the space

5. promote Play Pathfinder Park, to attract more children and families to use, especially during summer holidays
6. commission/provide activities that match those identified by young people
7. support community groups/organisations to allow them to continue to provide activities for young people on the estate
8. work alongside leisure services to provide activities in the new leisure centre that are affordable and meet the needs of young people on the estate
9. endorse young advisors to undertake a more detailed study of Stockbridge Village with young people which will include area-based action walks which will focus on specific areas of Stockbridge Village and community mapping drop-in sessions for young people.



## Journey maps

A number of journey maps were also produced during this project, for example:



## Outcomes

A partnership group with key officers from Youth Service, Villages, KMBC was established to utilise these findings and agree to an action plan.

All findings were reported to the North Huyton Area Partnership Board for implementation and there was also a senior officer group for the area focusing on the crime reduction elements.

This group is also working to share information with the aim of maximising the local assets (people and buildings) available to the partners and ensuring that they achieve what they were established to do.

The initiatives that have come out of this project and other work that was going on in the area, include:

**Community champions** – A group of 12 community volunteers have been recruited from the local community to help improve relationships and communication between the local community and the service providers. They have had training to enable them to undertake various tasks including consultation, research etc. The new youth forum will also include some “junior champions” who again will act as a link into the wider community to help us engage more successfully.

### **Neighbourhood learning programme**

– There is a massive need for entry level courses on the estate but previous attempts to sign people up for the courses have generally failed. Traditionally a course would be advertised and a tutor would get one or two people turning up and very few actually completing. KMBC are currently running a pilot where the community champions will speak to people at the shops, school gates etc and get people interested that way. They also get them to record barriers to learning – confidence, childcare etc so that these can be overcome. In April and May 90 local people were recruited onto a variety of courses and attendance and completion rates are already much higher than through other approaches.

**Community led partnership group** – A partnership group has been established to start identifying local assets and how these can be best utilised to meet local needs. The assets include physical assets such as library, schools, community centre, leisure centre etc but also non physical – local people, culture, identity etc. This is a long term piece of work but it focuses on the commitment to do things differently based on an understanding of the people, local strengths and challenges.

**Social growth** – This is Knowsley’s approach to “Big Society” type thinking. There is recognition that the third sector needs to be developed. A partnership has been created with key partners – for more information please go to <http://www.knowsleyfoundation.org.uk/>

The following specific outcomes have also been delivered:

### **Stockbridge Village Neighbourhood Centre**

The most notable change within Stockport Village has been the opening of the new Stockbridge Village Neighbourhood Centre in March 2012.

This development had been planned in outline for a number of years but the findings from this project had a direct input into the final design and planned use of the youth facility within this £25 million scheme, which includes:

- a 20m, four lane swimming pool
- a 30 station gym
- sauna and steam rooms
- sports hall with four badminton courts and suitable for 5 a side football, netball, and basketball
- flexible space for community use
- youth zone
- sensory room.

The findings also influenced how the community would be engaged, what approach would be required to make the investment a success in this area – where many previous regeneration attempts had failed.



**Vernon Jackson, chief executive of Villages Housing said:**

“We are delighted that the regeneration of the central area is almost complete. Residents have waited a long time for these new facilities and I know that they too will be excited to use the new buildings to the full”.

These new state-of-the-art community facilities are a welcome addition to the village centre which has already benefited from the creation of a new primary school, children’s centre, library, supermarket and outdoor play facilities. In addition, the health centre has been extended and improved with the inclusion of public art created with the local community.

### **Activities**

In addition to the new centre a wide range of activities have either been initiated or updated as a result of this project. The initiatives cover music, sport and out door activities and include:

### **Music**

The music project has delivered in excess of 200 workshops for local young people to take part in and has been successful in securing additional funding to employ a co-ordinator to continue the work.

For example: En Chord is a group of young people from Stockbridge Village. The group has set up and is delivering a music project for youngsters in Knowsley ages 13-19.

### **Football**

Kickz is a national initiative run in partnership between local police forces and premier division football teams. The aim is to use football to bring communities together and engage with young people.



Everton and Liverpool Football Clubs have joined forces with Merseyside Police to support Kickz in this region and are now running 4 sessions per week in Stockbridge Village.

The Stockbridge Village Project has been particularly successful with upwards of 40 young people in regular attendance at the Tuesday and Friday night sessions as well as two alternative activity nights with music, dance and arts activities.

In addition to this, the Famous Grapes Football Club has been set up in Stockbridge. It sends Football Association qualified coaches to local schools, runs a Wednesday night session that is open to all and has 7 teams, covering different age groups, taking part in local leagues.





**ASCC - BRECKSIDE PARK**

**DO YOU GET A KICK OUT OF PLAYING AND WATCHING FOOTBALL?  
COME ALONG TO YOUR FREE LOCAL KICKZ SCHEME.**

Kickz will give you the opportunity to:

- Train with professional football coaches
- Learn and develop new skills and abilities
- Get fit and be healthy
- Make friends & have fun

**Kickz Programme**

- 5 Sessions per week
- Throughout the year\*

**Monday** - Football Sessions (age 12-15) 5-7pm  
**Tuesday** - Girls Football (ages 12+) 5-6pm  
**Tuesday** - Street Cheer (ages 12+) 5-6pm  
**Tuesday** - All Valley Football Training (NLA, ages 11+) 5-7pm  
**Wednesday** - Football Sessions (age 16+) 5-7pm

3 a side football competitions (league format)  
 Learn to develop your skills on and off the pitch through matches and creative workshops.

Kickz also provides the opportunity to participate in: Girls only football, cheerleading, basketball and a variety of other activities.

Opportunities to represent KICKZ and compete at a national level at fellow Premier League/Football League Clubs across the UK.

\*Based in partnership with MPA Merseyside Police Academy

Kickz is a football based community project in partnership with Merseyside Police that aims to engage with young people aged 12-18 years using local ball parks and facilities.

- All sessions are fully supervised and are delivered in a safe environment
- All coaches are FA qualified, hold a First Aid Certificate and have been Criminal Records Bureau (CRB) checked

Get your application & consent form here.

<p><b>LFC In The Community</b>          Contact: Forbes Duff          Tel: 0151 432 5677          Email: forbes.duff@liverpoolfc.tv</p>
<p><b>Everton In The Community</b>          Contact: Paul Nagle          Tel: 0151 530 5258          Email: paul.nagle@evertonfc.com</p>
<p><b>Arfield Sports &amp; Community Centre</b>          Breckside Park, Arfield, L15 0AG</p>

\*Based in partnership with MPA Merseyside Police Academy

These have been supported by courses on:

- first aid
- anger management
- navigation.

More than 80 young people achieved ASDAN (this is a charitable social enterprise organisation providing flexible ways to achieve key qualifications, skills for life etc. For more information see [asdan.org.uk](http://asdan.org.uk)), Duke of Edinburgh and other awards through participation in the outdoor activity programme. The partnership group will be looking at the programming of activities in the ACE Youth Centre and the wider Neighbourhood Centre.

In some cases the local police have brought people on Anti Social Behaviour Orders (ASBOs) to attend these courses.

A range of other groups have also been set up recently, including:

- Catalyst – a community group
- Young Girl's Group
- Allotment Scheme
- Special Needs Group.

In addition, some 24 youngsters have achieved coaching badges and 4 NEETS (2 with ASBOs) have become sports apprentices.

For more information, please see <http://www.clubwebsite.co.uk/thefamousgrapesfc/Home>

### Other activities

In addition to football, a range of other outdoor activities have been arranged in response to the findings of this project. For example, both taster sessions and accredited courses have been delivered for:

- canoeing
- sailing
- orienteering.



## Benefits

### Individuals

Hundreds of young people have been involved in and directly benefitted from the various initiatives delivered by this project. Sample figures include:

Issue	Target	Achievement
Young people engaged in Level 1 and 2 coaching qualifications	10	10 (6 level 1 and 4 level 2)
ASDAN awards <sup>1</sup>	20	53
Technical theatre skills	0	8
Junior football organiser courses	0	5
Dance leader awards	0	5
Disability football coaching	0	4
Music leadership training	0	10
Engaged in music workshops	0	205

The following quotes are from four young people who have been engaged through Wednesday night football but gone on to do other activities such as FA badges and apprenticeship placements:

DM age 18 said, “If our Wednesday nights finished up I probably wouldn’t see my old mates or play football. I don’t know what I would be doing to be honest, just hanging about. It gives me a break from my girlfriend and it’s free!! I earned my level 1 coaching badge through the club. Ta.”

EB age 17 said, “There’s nothing like this anywhere else around here. There’s never any murder and we have a scream and if you can keep yourself fit and enjoy it then it’s all good, got me FA coaching badge through the club. Nice one!

MW age 18 said, “Everybody has a laugh but it’s still structured so never gets out of hand. We’ve all joined the club since we’ve been doing these footy sessions and it’s a good little squad. What else would we be doing if we weren’t doing this???”

JO age 18 said, “When I first started coming to these footy sessions I probably only really knew 1 or 2 of the lads but have made some good mates. Since then I’ve made the men’s team and the club even helped get me into my college and I am not the only one. Loads of the team have got apprenticeships as well so they’re earning dollar.”

## Community

This involvement of the community has directly contributed towards a significant drop in crime statistics in the area:

Issue	2009	2011	Progress/outcome
% of 16-18 year olds classed as NEET	17.1% (Sept 09)	12.12% (Sept 11)	29.13% improvement.
Domestic burglary	41	14	66% improvement.
ASB	377	275	27% improvement.
Drug charges	196	88	55% improvement
Acquisitive crime	110	55	55% improvement
Criminal damage/arson	204	139	32% improvement
All crime	646	429	34% improvement

## Financial

Home Office Research Study 217 (HORS 217)<sup>1</sup> published estimated unit costs of a range of crime types in and this was subsequently updated to show unit costs in 2010 prices.

Using these standard costs and the improvements reported above the estimated cost savings from reductions in crime over the duration of the project are as follows:

Issue	Calculation	Total Savings £
Domestic burglary	$(41 - 14) \times 4000$	108,000
ASB/criminal damage	$(377 - 275) \times 1000$	102,000
Acquisitive crime	$(110 - 55) \times 1000$	55,000
Criminal damage/arson	$(204 - 139) \times 1000$	65,000

In addition, the council estimate that the 30 per cent increase in 16-18 year olds in full time education, training or employment (NEET) has generated a saving of £45,000.

This gives an overall saving of **£375,000** during the life of the project.

## Awards

This project formed part of the wider Stockbridge Village: One Vision, One Community, One Spirit programme, which was awarded a Tilley Award, by the Home Office, in 2011.



Tilley Awards are given to successful and innovative crime fighting projects.

For more information please see the Home Office web site:

<http://www.homeoffice.gov.uk/crime/partnerships/tilley-awards/finalists-vote2011/>

## Governance

A Project Management/Steering Group was established that included all delivery partners, community and youth representatives to establish the project and manage the ongoing work. They met on a regular basis to manage the work and monitor progress.

This project was delivered in partnership with

- Merseyside Police (Stockbridge Village Neighbourhood Police Team)
- Villages Housing
- Liverpool City Council
- Children and Family Services
- Connexions
- Knowsley Works
- Wellbeing and Health Services
- Young Advisors
- Fire Support Network
- Community/young people.

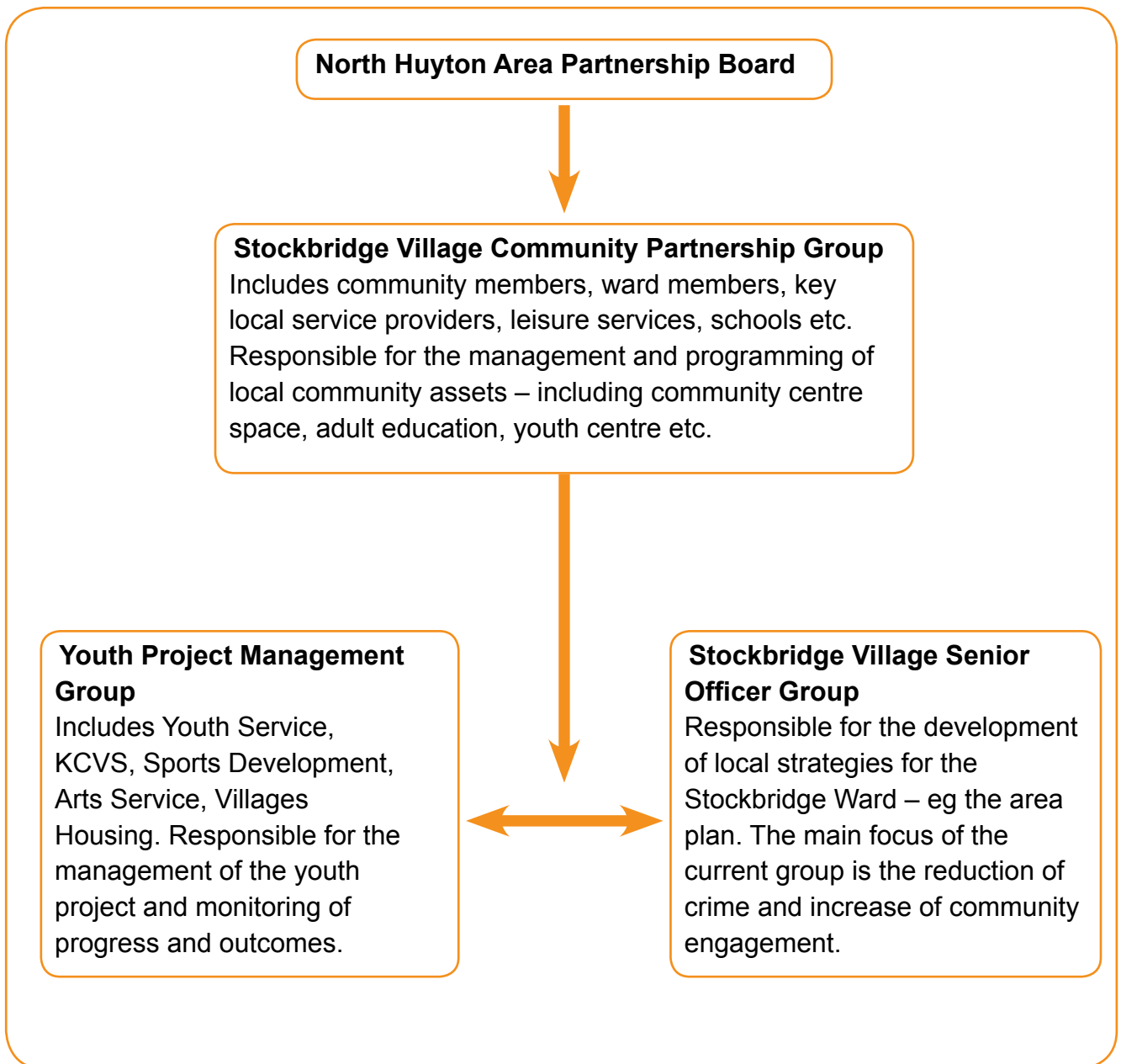
The Project Manager reported to the North Huyton Area Partnership Board which in turn linked with the overarching Knowsley Partnership (LSP).

The North Huyton Area Partnership Board is chaired by Councillor Baum who is also a Stockbridge Ward member. The project manager had a monthly update meeting with the ward members.

The project manager also attended and provided updates to the wider community at the monthly meetings of the Association of Stockbridge Village.

Following on from this project the Stockbridge Village Partnership Group has been formalised with the aim of promoting and protecting community facilities in Stockbridge Village through a co-ordinated partnership approach involving all local stakeholders.

A diagram outlining the interaction of the groups follows:



## Resourcing

The total grant provided for this project was £55,760. This was used as follows:

1. ethnographic/family research (three phases of interviews with 6 families over 3 month period + report) – £15,000
2. youth engagement activities – community coaching development, Level 1 and 2 coaching costs, ASDAN awards – £10,000
3. young advisors commission – young person focus groups (Using 4 young advisors – 30 four hour sessions @£48 an hour) – £5,760
4. venue hire for focus groups and community mentor training (40 half day sessions @ £75 per session) – £3000
5. training materials, refreshments, activities for focus groups and training sessions @ £50 per session – £2000
6. community mentor training and support programme (15 participants for 10 sessions) – £8,000
7. marketing materials, promotion of activities – £2000
8. project management fee – £10,000.

In addition, the project received £30k from the Serious and Organised Crime Agency (SOCA) to focus on crime reduction and £10k from Working Neighbourhoods Fund to focus on youth engagement. This additional funding enabled the extension of the project to a full 18 month programme.

## Challenges and lessons learnt

The major lesson arising from this project is concerned with the council's approach to service provision. There has been a shift away from a more traditional approach, where the council and its partners provide services as defined by 'experts' towards service provision that is based on customer insight and focuses on the real needs and aspirations of individuals and the community.

The approach piloted by this project, based on Customer Insight and a real understanding of the individuals, families and community involved, seems to already be delivering in the short term and indicates that a more customer focused, rather than a service focussed, model is likely to be more successful.

During these difficult financial times, this initiative has not, as yet, changed the overall council approach to service delivery. However, Customer Insight is a topic that the council is looking at in their new approach to social growth and full consideration will be given in the future for implementing some of the key features and recommendations. This includes the evaluation of approaches such as appreciative inquiry, big conversations etc. The Stockbridge Village project has featured in a number of case studies on future methods of working and engagement with the boroughs communities.

## Next steps

A number of specific actions are on going as a result of this project:

**Activities** – following on from the success of the activities delivered through this project, further initiatives are being considered (eg a programme leading to the Duke of Edinburgh Award).

**Youth forum** – with the inauguration of the Youth Space within the new neighbourhood centre a youth forum involving about 20 young people has been proposed to decide how it will be utilised. This will result in a management committee of young people to implement the agreed plans.

**Youth survey** – a wider and more detailed survey of young people in Stockbridge has been carried out as a follow on from this project. The findings of this survey need to be interpreted and discussed and a suitable action plan developed.

**Sustainability** – The project has delivered short term benefits and the next step is to ensure its sustainability by promoting community ownership.

**Customer Insight** – In addition there is a need to take the learning from this project and promote it throughout the council. Ideas such as Customer Insight and Customer Journey Mapping are relatively new to Knowsley Council and, although this project has highlighted the possibilities, their future use, across a wide range of services and projects, needs to be promoted, discussed and agreed.

## Endnotes

- 1 ASDAN is a charitable social enterprise organisation providing flexible ways to achieve key qualifications, skills for life etc. For more information see [asdan.org.uk](http://asdan.org.uk)





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