Customer led transformation programme
Case study – Nottingham City Council
'Measure-Up' – Promoting positive activities to young people in Nottingham

16/58

Improvement

Contents

The Customer Led Transformation Programme

Nottingham City Council's 'Measure-Up' project 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 Nottingham City

Nottingham is a densely populated large urban city in the East Midlands which has been identified as an area of housing growth. The population is estimated to be 292,400 and has a high proportion of working age people in comparison to the national average. The city contains a diverse population, with a relatively high proportion of people from ethnic minority backgrounds and more migrant workers than the national average.

Nottingham is a major generator of wealth in the East Midlands. Nottingham City has tightly drawn boundaries which include the prosperous city centre, inner city and outer estates, where high levels of deprivation are found, but excludes most suburban areas of the Nottingham conurbation.

The 'Measure-Up' project described in this case study focuses on the wards of Aspley and Clifton South, which are among the most deprived wards in England. For example according to Child Well-Being Index 2009, Aspley is the second worst 'crime domain' and the 11th worst education domain in the country (for further information, see the Background section).

Background

The overarching objectives of the 'Measure-Up' Project were:

- to make sure all young people in Clifton and Aspley in Nottingham know the activities that are available to them and can have their say on the activities that are offered

- to find out what works in using social media to promote positive activities and to get feedback on them.

The project had several drivers. Under the Education & Inspections Act 2007, all Local Authorities have a duty to provide "accurate, accessible and comprehensive" information on "positive activities" for young people. This includes information on events and activities delivered by the local authority, as well as activities provided via third and private sector partners.

The duty to provide information places demands on local authorities in terms of collecting and co-ordinating data. Social media offers the opportunity to engage young people and bring their energy, insight and creativity to bear on the task of providing "accurate, accessible and comprehensive" information. These aspects stand to be enhanced by giving the consumers of the information and activities (young people) a role in co-creating the content and channels through which they are promoted.

However, using social media to work with young people also this raises questions regarding the local authority's role, responsibility and conduct in this new realm which the project sought to learn about. This was the context for Nottingham's 'Measure-Up!' project.

Hence, since June 2010, a range of partners including Nottingham City Council and several youth groups in the Clifton and Aspley areas of the city have worked with a team of young people to explore how different online and off-line tools can be used to get information out about what's on, and gather ideas about how this could be improved.

The project has delivered a number of outputs and generated significant learning along the way.

Target market

The demographic context for the project is as follows:

- youth population in Nottingham City: 11-25, 86,500 (13-19, 28,500)[1]

- growing BAME population: 27.3 per cent of total population are BAME (under 16's) office for national statistics 2007; 40 per cent of pupils in city schools are BME; 19 per cent of city school pupils don't speak English as first language[2]

- deprivation: ninth worst local authority in England[3]; 12th worst city in England[4].

The project therefore focused on young people living in two different wards as these matched the target groups.

Aspley Ward

Located in the north west of the city, Aspley ranks 32,328 out of 32,482 super output areas (SOAs) nationally – effectively the 155th worst in the country. According to the Child Well Being Index 2009 (see text box), it is the second worst SOA for crime and

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1 2008 Office for National Statistics mid-year estimate
2 School Census 2009 www.education.gov.uk/rsgateway
3 Child Wellbeing Index 2009 www.communities.gov.uk/documents
4 Indices of Deprivation 2007 www.communities.gov.uk/publications/communities

the 11th worst for education in the country. Other than being within the worst 20 per cent for "material well-being", the Ward remains within the worst 10 per cent nationally for all other areas (Health; Housing; Environment; Children in Need).[5]

Clifton South Ward

Clifton South Ward is located in the south of the city. Although only one the SOAs ranks in the 10 per cent most deprived in the country, a further ten fall in the 20 per cent most deprived for Multiple Deprivation nationally. Income deprivation affecting children is worse than for the general population, but better than the city average.[6]

Child Well-being Index
The Child Well-being Index (CWI) is produced at Lower Super Output Area level (LSOAs) and is made up of seven domains. Summary measures of the CWI are presented at local authority district and county council levels. The seven domains included in the CWI are:

• material well-being

• health

• education

• crime

• housing

• environment

• children in need.
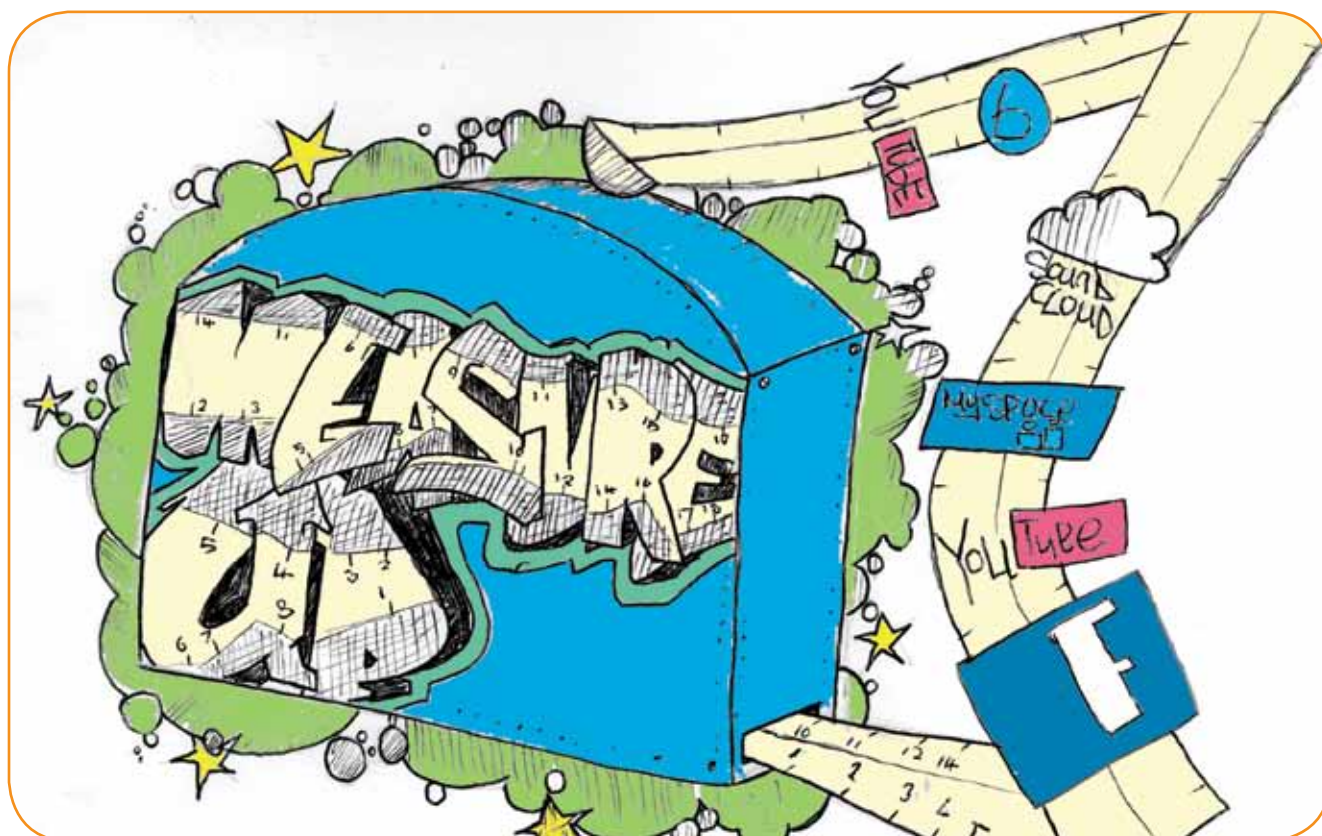
5   Child Wellbeing Index 2009 www.communities.gov.uk/documents
6   The Indices of Deprivation 2007, Compendium of Results for Area 9 Committee, Nottingham City Council, February 2008.

Objective

Nottingham City's Sustainable Community Strategy 2020 comprises three cross-cutting aims and six strategic priorities. The strategy's cross-cutting aims are

- green – being environmentally sustainable

- aspiring raising aspirations

- fair achieving fairness and equality of opportunity.

Nottingham City's 2020 Strategic Priorities are to:

1. develop Nottingham's international standing for science and innovation; sports and culture

2. transform Nottingham's neighbourhoods

3. ensure that all children and young people thrive and achieve

4. tackle poverty and deprivation by getting more local people into good jobs

5. reduce crime; the fear of crime; substance misuse and anti-social behaviour

6. improve health and wellbeing.

Arguably, 'Measure-Up' makes a contribution to all of these aims and priorities. Specifically, the 'Measure-Up' project builds upon existing work in Nottingham City to capture and share information on physical (NI 57) and positive (NI 110) activities.

Given the levels of deprivation in the two areas, young people are perceived to be at risk of social exclusion and the attendant risks of and lower engagement in education, training and employment and the development of anti-social behaviours.

Rather than taking a council-centred 'top-down' approach, the 'Measure-Up' project sought to equip and empower young people to pilot different approaches for 'social media outreach' to raise awareness of physical and positive activities. This was based on the perception (later verified) that the numbers of young people in Nottingham regularly using social media tools were high and the need to 'go where the customer are'. By bringing the message to the customer (rather than expecting the customer to come and find the information) social media offered an opportunity to do things differently ie to engage the target demographic creatively in promoting the activities. Social media also offered a means of generating feedback and insight regarding the type of activities provided and how the offer could be improved.

The project worked with a small team of young people who were tasked with developing a range of positive activity promotion pilots for the summer period (using social media tools). They then to explored ways to gather; collate and make use of feedback, to raise awareness of the ways in which young people can influence service provision.

Overall Aim: To implement social media tools in outreach and community settings, to capture new insights on performance against NI 57 and NI 110 and to use the data to influence service providers and ultimately support young people to lead healthier lifestyles.

Objective 1: To source a network of partnership support including

- youth work support (young people's needs)

- training support (understanding social media)

- research support (measuring project impact and dissemination of learning)

- technical support (online data stores; platforms; feeds; schemas).

Objective 2: To recruit, train and support a group of local young people (four from Aspley Ward and four from Clifton South Ward) to promote and measure activities (NI 57 and NI 110) using social media tools.

Objective 3: To better co-ordinate and target partnership communication in Nottingham City in line with the Physical Activity and Sports Strategy for Children and Young People: "To develop and implement a communication tool for all partners to share information on programmes, resources, funding, advertising opportunities – reducing duplication of effort and increasing signposting of activities to children and young people."

Objective 4: To further develop progress made with 'Plings' , a pilot funded by the Department for Children, Schools and Families which aims to support local authorities meet their duty to provide and publish information about positive activities (for further information, see 'Using Social Media' on page 13).

Approach

Initial research and engagement

The project began by conducting initial research online and through engagement with young people in the target wards to gain a picture of local activity (both offline and online) and to recruit young people to be part of the project (an essential ingredient in the project's approach).

The project began by trawling the web to gather baseline data on the positive activities available to young people in the Aspley and Clifton South areas. Based on this initial research, the project made contact with young people's groups in the Clifton South and Aspley wards and attended various events and activities to gather insight on:

- how young people in Nottingham were using tools like Facebook

- what these groups wanted to do for young people in Nottingham.

Based on the outreach sessions with groups in the area the project learnt that most young people spend time on Facebook. The young people surveyed expressed a preference to receive information on local activities via YouTube videos (67 per cent) and Facebook pages (58 per cent). 44 per cent go online to find information on activities in their area. Facebook was identified as a potentially effective means of promoting positive activities with young people. Through these initial outreach sessions, the project also met a number of young people who were interested in participating in the project.

The project also explored the Facebook advertising system to find out how many young people are on Facebook in Nottingham. For 13-18 year olds the figure was over 70,000.

Establishing a Facebook group for the project

The project then set up a 'Measure-Up' Facebook Group for young people who had expressed an interest in being part of the project team. The project chose to establish this as a 'closed' group, meaning the administrators moderate new members before they can join the group and view the group pages. Brief interviews with some of the young people who have been directly involved in the project can be viewed on the hotseat associated with this case study (link to follow).

The Facebook Group has helped the project to keep in touch with young people who were interested in the project. A number of these young people participated in the trip to Manchester for residential workshops to both learn more about social media, develop their skills and to input ideas and feedback into the development of the project .

To establish a level of trust between council work and young people, each of the council workers created a work profile using a work e-mail address and a photo of themselves holding their official identification badges. The profile also includes a few details about the employer and a note stating that they do not accept friend requests.

Working with local groups

Following on from the outreach sessions, by the end of August 2010 the project had decided to work with a number of groups in the target areas to explore how they could use social media to both promote their activities and engage young people to understand what activities they would be interested in. The project held development workshops with a total of 22 representatives from the following groups:

- the Music Mentors project based at the Polish Street Centre
- the Duke of Edinburgh Awards at Clifton Youth Centre
- the YMCA
- Apsley Youth Club
- the Nottingham Music School
- YAYA – Youth Adults and Youth Artists.

In parallel with this offline engagement, the project also explored how best to use Facebook pages to promote positive activities online. The project decided to use Facebook pages rather than Facebook groups or profiles because pages are designed to be used by organisations and when people become fans of the page their private information is not made visible – making it a safer way to use Facebook in promoting youth projects.

To begin, the project set up specific Facebook pages for

- 'Activities in Clifton' – a page including general information about activities in the Clifton ward, including re-posting a selection of activities from particular project pages
- 'Green Lane Youth Centre' in Clifton – a page dedicated to telling people about events at that particular Centre.

These pages are linked in two ways

- Using the 'Add to my page favourites' link that appears when an owner of a page visits someone else's page on Facebook

- Clicking 'Like' on each others pages and then including status updates which can be seen by the people following one page mentioning the other pages (cross-promoting). By writing '@' and then starting to type the name of another page when adding a status update, the page owners can create a link to them.

The project has promoted the Facebook pages to people who already participate in those activities and also encouraged other people to join those pages with a view to beginning to participate in the activity. By regularly sharing regular status updates the project team has sought to get young people interested in taking part.

"I thought the NMS Facebook page was really cool cos you could chat with people from NMS on there and upload photos and stuff from our concerts".
Faye from Nottingham Music School

Engaging young people

As part of the 'Measure-Up' project, ten young people participated in a three day residential in Manchester during October half-term. The residential comprised workshops and learning, and development of social media skills. The project also invited a young film-maker to be part of the group to make a documentary of the time which can be viewed online.

During the residential, the youth workers and young people worked through a series of tasks including:
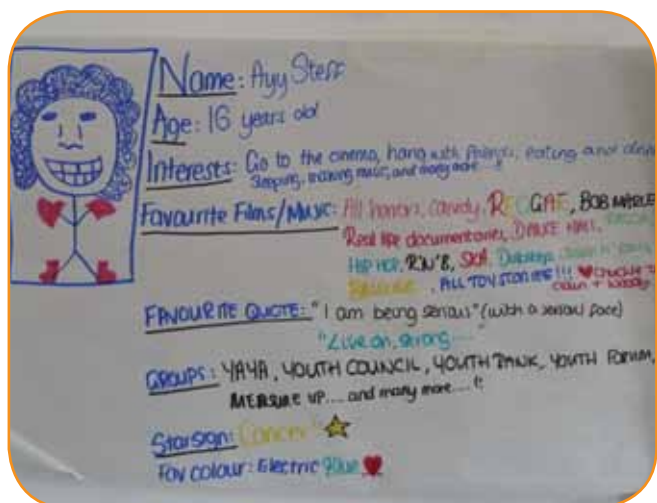
- An icebreaker game – 'Measure-Up Bingo' – which require participants to find a range of other people online
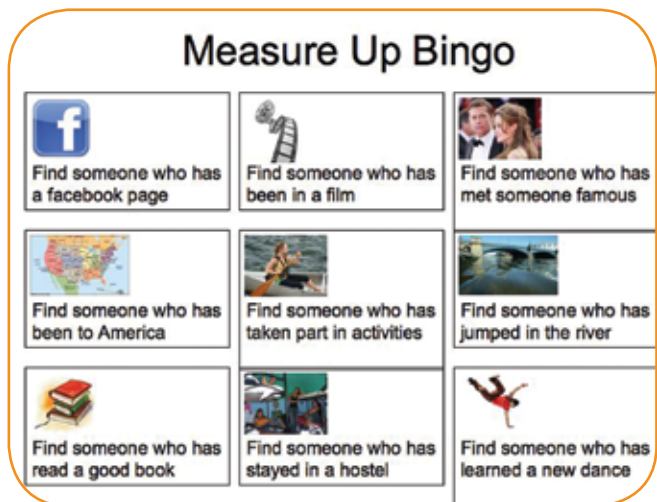
- A warm-up game whereby participants drew a sketch of their Facebook profiles

- Generating ideas for promoting the Facebook pages. One idea was to design and distribute a T-shirt which participants get when they join an activity for the first time
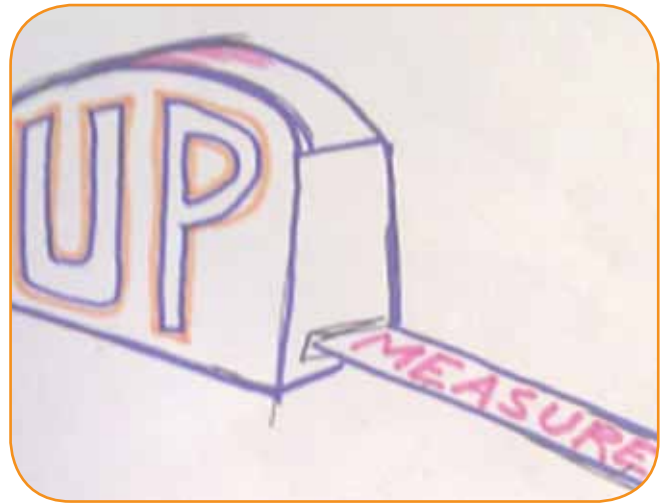
- Developing a logo for the 'Measure-Up' project, including the discussion of the appropriate criteria for a good logo
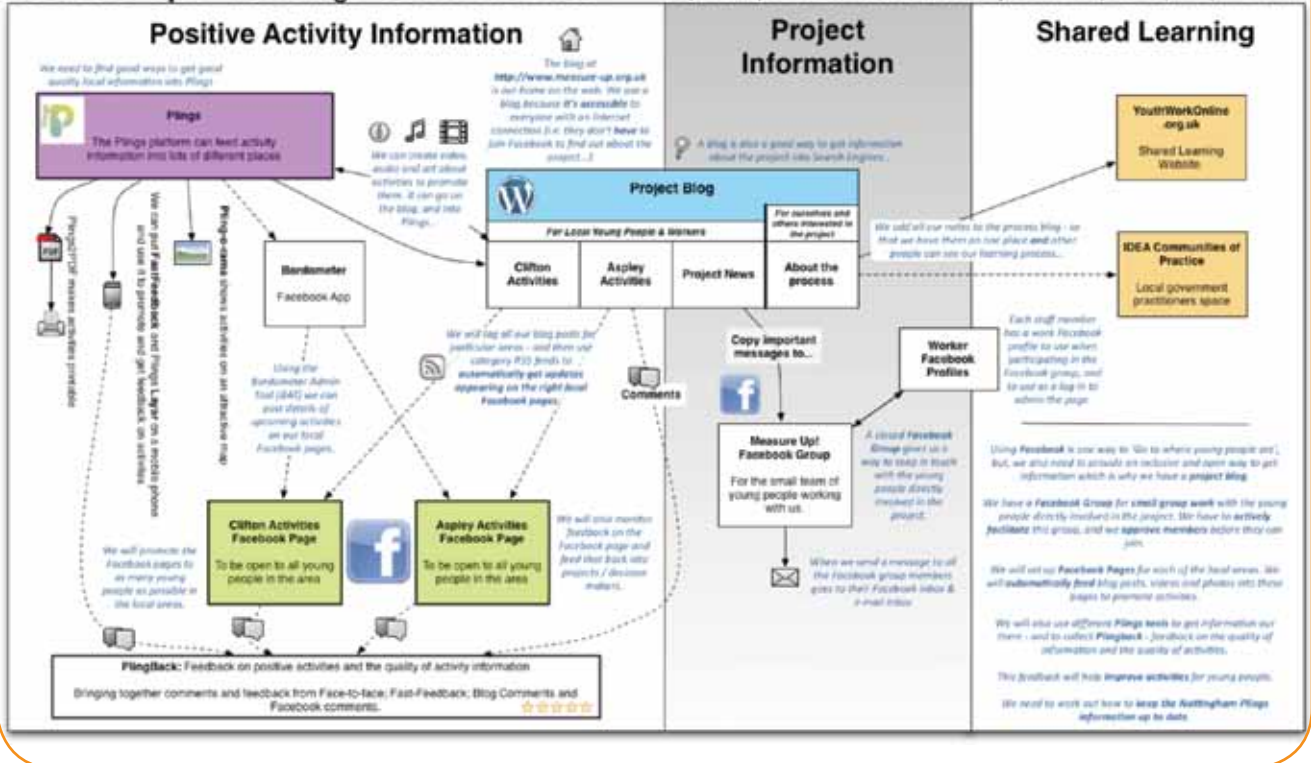

Using social media

The project employed a range of social media, including Facebook, the blog based on WordPress and Plings – a tool developed by DCSF (Department for Children, Schools and Families) for sharing information on positive activities that Nottingham City Council helped pilot. Much of the information input to the blog and Plings feeds the Facebook pages.

Measure Up! Promoting Positive Activities — A quick map of our online tools. 16th July 2010. tim@practicalparticipation.co.uk

The diagram above summarises the range of social media tools the project employed. These include

- Plings – an online application that can take information and feed it into a range of different places and formats. For example, information on events or activities input to Plings will be presented on an online map (pling-o-rama); my calendar (Clued Up Calendar); on mobile and iPhone applications.

- PlingBack – a tool for gathering feedback from participants in the project and the activities it promotes. Plingback collects Facebook comments; Blog comments and feedback from face-to-face interaction (using handheld tablet computers).

- Boredometer – a social networking application. Boredometer uses the Plings database to find positive activities for young people, and presents them as a profile in Facebook.

"I've looked at Plings and apps like the digital calendar are good and you can add events. It's pretty cool and really simple and easy to see what is going on in one month on one screen. People can go on and rate an event with Boredomentor. I thought it was a really cool concept and you could see which young people wanted to do what and what they were interested in."
Tom, young person attending Youth Adults and Youth Artists, Aspley Youth Centre.

Figure 1. The Boredometer
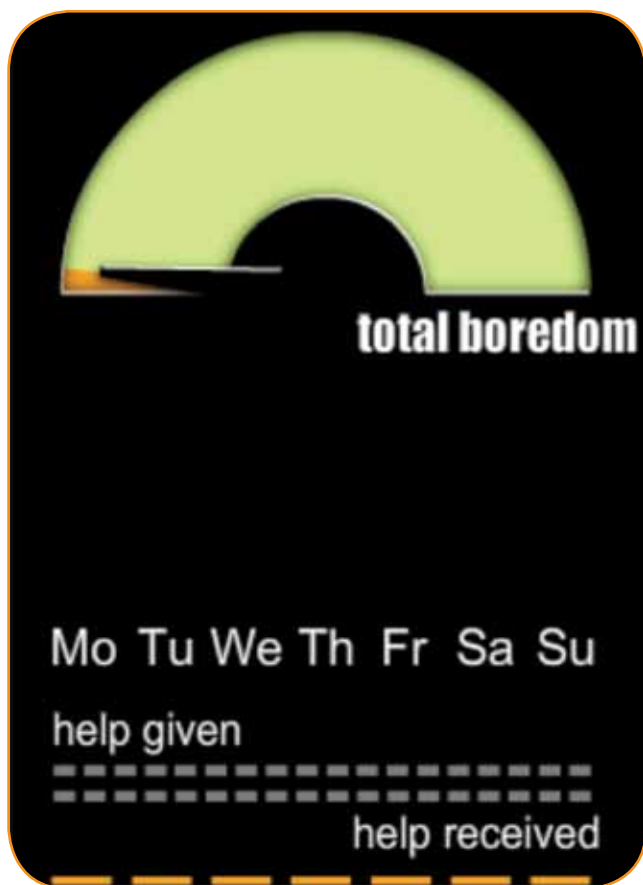
Furthermore, the project developed the 'Boredometer Administration Tool' for getting messages about positive activities into Facebook. The administration tool has been designed for councils, and is installed on Nottingham City Council's Facebook page. The tool allows (appropriately authorised) local youth workers to post details of upcoming activities on their group's local Facebook pages. It also allows young people to enter data on activities which can be moderated by a Youth Worker before it is set live, thus supporting user generated content and saving staff time on entering data.

Blogging

Facebook is a good way to meet young people. However Facebook did not offer an inclusive way to publish and share information. In contrast, a blog is accessible to everybody with an Internet connection as they don't have to join Facebook to find out about the project.

Hence, the project also set up a dedicated blog to publish information about the project's progress, using the free WordPress blogging platform. The audience for the blog were

• for local young people and workers, the blog provided information on local activities and project news

• for people working on the project and others interested in the project.

By using a blog the project could publish content on the open Internet and then feed it into Facebook. Blog post for particular areas are tagged and RSS feeds ensures the content automatically appears in the appropriate local Facebook page. The categories in WordPress make it easy to post information that is just about Clifton, or about Aspley (or both) and then to use an RSS feed to feed that information into Facebook.

Promoting 'Measure-Up'

Based on the input, insight and learning generated with young people at the residential on how social media could help to promote positive activities, the project began to develop and deliver a 'Package Offer' to groups. This included help to:

- create a video clip to help promote their activities
- set up or develop a Facebook page for their project (including safety training)
- support with free online advertising
- set up the 'Measure-Up' Boredometer Facebook application linked into the city-wide Plings.

The 'Measure-Up' team, including council and youth workers and the young volunteers then worked with each group in the two target wards to deliver the package. For example, each of the youth clubs made their own film advertising their youth club which was put on YouTube and the Facebook pages. To see the film made at the Green Lane Youth Centre in Clifton, see the link: http://prezi.com/imdlutofx8dh/measure-up-project-presentation/

Film making

Film making was also identified as a valuable way to promote activities through YouTube and Facebook. Having young people create their own films was also a great way of engaging young people in the project. A number of films were made as part of the project, and these can be viewed on the projects dedicated YouTube channel http://youtube.com/user/Mrmeasureup

The project evaluated a range of digital cameras and decided that a mixture of cheap Busbi video cameras and Flip video cameras

would be useful for generating media to give insights into the project.

The 'Measure-Up' project group experimented with film making and created a viral campaign to encourage young people to get involved in positive activities.

Gathering feedback

The project held a meeting of all the groups in December 2010 to hear an update on how they were getting on with their promotion ideas. The groups also reviewed how the number of fans to Facebook pages had grown (See 'The engagement effect' on page 20).

In order to measure the impact of the work, the project consulted young people at the centres in Clifton South and Aspley using Survey Monkey via handheld tablet computers. The questionnaires were designed and analysed by Substance (a social research co-operative) and young peers, representing the 'Measure-Up' project facilitated the completion of the surveys.

A total of 96 respondents filled in the survey regarding how they found out about activities in their area.

The project also used the tablets to collect feedback using PlingBack. PlingBack is the feedback forum for all the activities listed by Pling and the hand held tablet computers enabled the project to collect feedback on activities instantly – ie by surveying participants immediately following an event or class.

"I definitely saw more new people come to club who I didn't know before ... the Duke of Edinburgh session got really popular as well as lots of young people wanting to go to wheelbase (mechanics workshop)." **Luke from Clifton Youth Centre and one of the Mentors on the project.**

Figure 2. Results of survey: Routes to find out positive activity data

What would encourage you to attend your local youth club?
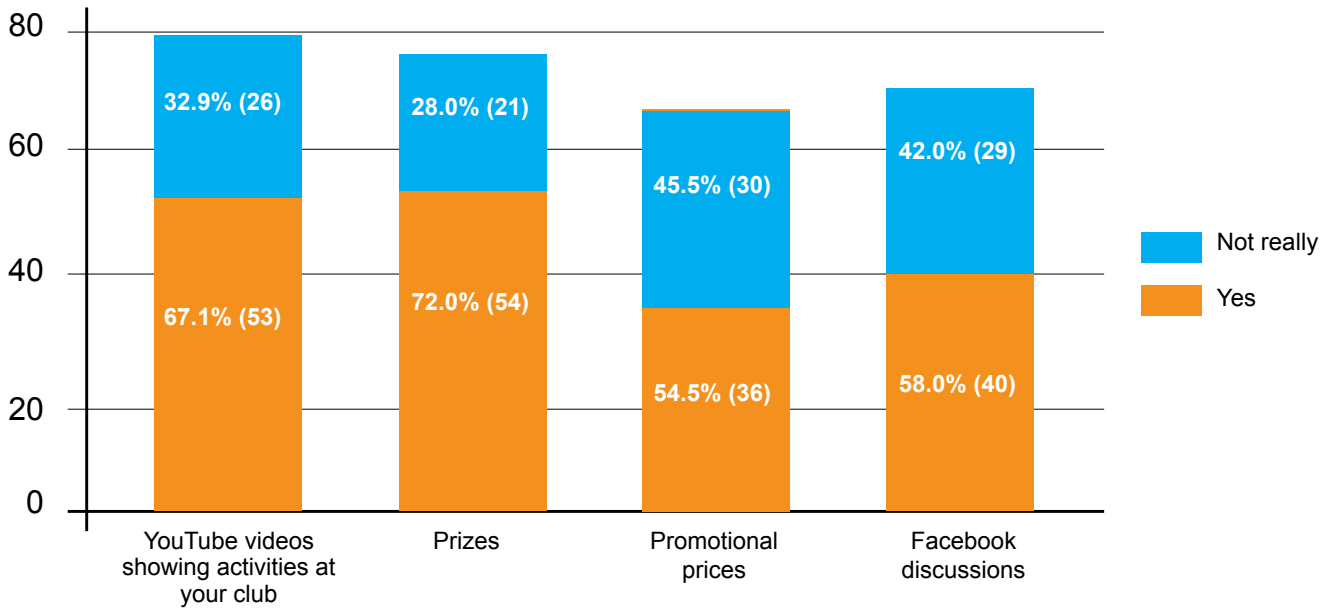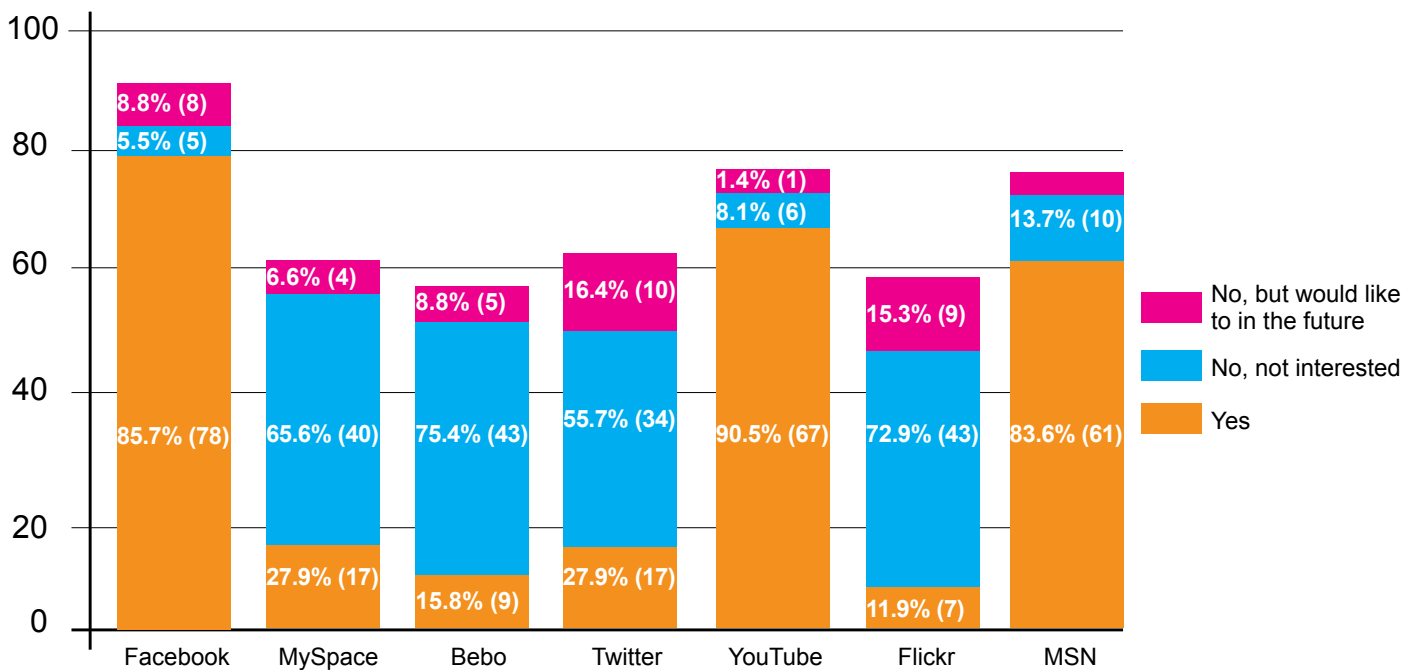

Figure 3. Results of survey: Use of social media tools

Do you use the following social media tools?

Established social media presence

The project has established active Facebook pages for promoting a range of positive activities, and has provided a forum for young people to plan events and communicate. An example of one of the Facebook pages is included below.

Boredometer administration tool

As previously mentioned, the tool allows young people to enter details of upcoming activities on their group's local Facebook pages which can be moderated by a Youth Worker before it is set live, thus saving staff time on entering data.

Toolkit

The 'Measure–Up' project has documented the learning generated by their work in the form of a 'Toolkit' to enable other authorities to undertake similar processes and is available to download from: http://www.measure-up.org.uk/the-measure-up-handbook

The toolkit provides a step-by-step and week-by-week guide to promoting positive activities for young people. It is designed to be used by a youth worker, activity co-ordinator or other members of staff who can work in conjunction with young people.

The toolkit includes session plans and suggests activities for participants. All the experience of this project shows that young people have had the most meaningful experiences when they have been able to shape and take a lead on the project.

The toolkit would help to engage a group of young people in promoting their youth club or youth group and can be used by Youth Mentors or Youth Forums. Based on the steps and stages that 'Measure-Up' took, the toolkit contains exercises and practical advice to guide and inspire young people in:

- making use of free online sources such as Facebook; Blogger; and Plingback
- researching existing online presence
- writing good copy and press releases
- working safely on Facebook
- encouraging interaction on Facebook
- linking blogs to Facebook
- advertising on Facebook
- getting statistics from Facebook
- auditing progress and measuring impact
- making and sharing all films.

Outcomes

The project has enabled the partners to

- upload and circulate information and messages about local facilities and activities faster and easier

- engage the target market more effectively, through the input and participation of volunteers from the target demographic

- collect feedback from participants from a range of different sources, including Facebook, the block as well as surveying participants immediately after activities

- identify and design activities that match the interest expressed by young people in the area

- identify opportunities to use social media and the council's new social media presence to achieve other aims, such as stay safe training.

For figures illustrating the degree of online engagement brought by the project, see 'The engagement effect' below.

> "Yes, in Aspley there were some young kids and they recognised me as I'm familiar and they now come to the club. But you don't know who looks at it and you don't know who clicks on it."
> **Steph, peer mentor, Measure-Up project, Nottingham**

The project has enabled local people to:

- find out about activities in their area through media such as Facebook that they already use

- develop social media skills, particularly those of the volunteers on the project

- provide input and feedback on the activities are currently offered locally, and activities that like to see available.

Nottingham City Council commissioned 'Substance' to evaluate 'Measure-Up' based on the findings from the feedback. They highlight the 'Engagement Effect' and an innovation that illustrates the success of the 'Measure-Up' project.

The engagement effect

The project has found that direct involvement of young people in the promotion of positive activities can lead to higher engagement with the information and services (see Figures 4 and 5 overleaf).

Via the local authority Youth Service network, the project recruited 22 young people to contribute directly to the project stages. Wider engagement in positive activities was pursued in two stages.

1. offline engagement of the young participants ie workshops

2. online engagement of other young people – ie via Facebook.

By supporting and developing the youth participants, a greater 'fan base' was delivered into the online spaces. The following data clarifies the relationship between offline and online engagement.

Figure 4. Degrees of online engagement

Participants

Number of attendees

Endorsements

Number of appreciations

('likes', comments, retweets, shares)

Disseminations

Number of view sand fans

(post views, web views, page fans)

Figure 5. Online engagement in figures

Target Group Young people aged 13-17	**Number** of Facebook page fans	**Endorsements** of Facebook pages	**Disseminations** of content (includes page fans)
2,500	193	300	4,025

There are approximately 2,500 young people in Aspley and Clifton South Wards aged between 13 and 17. Based on these figures, by the end of March 2011 equivalent to approximately one in 12 members of the target customer group were fans of the Facebook pages developed by 'Measure-Up'.

The project collected qualitative evidence on the effect this online activity had on participation in positive activities. However, due to the mix in comparison dates and the fact that some centres were not open in both periods it was not possible to gather robust figures for attendance before and after the project.

Findings

As well as delivering these outcomes, the project also made some significant discoveries and generating new knowledge in this nascent area.

Stereotypes

Young people naturally turn to Facebook as a tool for promoting activities, but do not have clear ideas on how to use if effectively – challenging the idea of 'digital natives' who know how best to use tools.

The idea of the 'geek' young person sitting at home on their computer, counterpoised with the active face-to-face engaging young person persists as a default understanding in many workers minds – even though the evidence is that the vast majority of young people both spend considerable time online, and engage in activities. This stereotype about the person you can reach through Facebook can affect the extent to which online outreach is seen as valuable and the strategies adopted.

> "It's been amazing. I'd like to thank them so much it's really enjoyable. It's a shame it has come to an end. I've made more friends and increased my confidence. I've met young people that I wouldn't have known and it's kept us off the streets."
> **Luke, peer mentor, Measure-Up project, Nottingham**

The long tail of youth provision

The project found that the variety and scope of youth provisions lends itself well to multiple web presences and voices.

To date, local authorities have tended to concentrate efforts on a branded and definitive 'youth offer' that can be accessed only in one place (usually a website and/or a brochure). In contrast, a local authority's efforts to "go where the young people are" require an approach incorporating social media across multiple channels.

'Measure-Up' found that the advent of easy and free to use tools such as Facebook pages means that the barrier to entry for any youth and community project is minimal. Equally, with the data models such as Plings, where information can be cut, spliced and syndicated across numerous spaces, we can see how very niche and/or local information can quickly and easily be parcelled accordingly.

Rather than there being a single' Youth Offer' for the whole of the local authority, the participation of young people in using these decentralised tools meant that data and content were developed from the grassroots upwards, focused on niches and there were multiple points of engagement.

Realistic benchmarking

The project used 'Social Mention' to track and measure what people are saying about youth activities in the area. 'Social Mention' is an online tool which monitors more than eighty social media properties directly including: Twitter; Facebook; FriendFeed; YouTube; Digg and Google etc.

However, the project found that measuring what people are saying online around a fragmented and dispersed set of activities will generally not lead to compelling figures. Given that 'Measure-Up' centred upon a handful of projects in two wards of Nottingham, it is no surprise that the project found little social media 'buzz' about the subject matter at the project outset.

Furthermore, given the wide range of activities provided by the 'Measure-Up' focal projects, and how the decentralised tool allowed activities to be described from the users (customers) perspective, the associated language and discussion online will reflect a customer rather than an authority-centred view and will in turn be specific and fragmented. Users will describe and discuss activities provided by the local authority in their own wordsHence, descriptions in which the phrase 'Clifton Youth Centre Nottingham' may not appear prominently. This makes measuring online success challenging, even as the project succeeds. Existing ways of measuring increased attention or 'buzz' may not yet reflect the complete picture.

Film making

As the project progressed, the team discovered that film making was a valuable way of young people promoting activities. The young people enjoyed using the Flip cameras to create films, loading them up on YouTube and Facebook and watching afterwards. For an example of the work, see http://www.youtube.com/watch?v=7so-5_DjxM8&feature=related

There is an opportunity here to make use of equipment that is currently owned by the council and under used due to lack of skills. There is huge scope to develop safety awareness programmes for youth centres which incorporate safety and cyber-bullying. For example, the 'Measure-Up' project has been promoting a range of the 'stay safe' tools through its pages.

Resourcing and governance

The project reported to the Nottingham City Council Head of Service for Young People and was project managed by Nottingham City Council Arts Education Co-ordinator. The project was also supported by a Youth Music Mentors Programme Co-ordinator from Nottingham Music Service and funded a Youth Worker to facilitate the workshops.

The project called on professional support for specialist services relating to

- web development
- social media development and strategy
- social research with young people.

The total budget for the work was £47,904.

Challenges and lessons learnt

The project reports the following lessons learnt and challenges.

Engagement – There was an initial challenge in engaging young people from the youth centres on the project. In the beginning, the project may have sounded intellectual or complicated to the young people the project spoke to and so the team developed techniques such as the 'icebreaker' to get conversations going.

Access – A significant challenge to getting the project of the ground was that council staff cannot access certain websites. Furthermore, many of the venues where project work was undertaken did not have reliable Internet access. The project got around this limitation by purchasing a prepaid 'MiFi' device which offers mobile Internet access for up to four laptops for £10 per month. This issue and the challenges it caused has been highlighted to the Head of Services for Young People for consideration by Corporate Management.

Technology – The project found that buying low-cost cameras for the project allowed them to be more relaxed when they were being used by young people and resulted in better footage. The team were comfortable with the young person taking the camera away with them and shooting what they wanted to film. Moreover, the simplicity of the equipment also meant the focus of the activity was not on how to operate a sophisticated 'state-of-the-art' technology, but was rather on what was being filmed and the point of view of the volunteers.

Legal processes – Another challenge was obtaining consents required from parents to use photos and videos of the young volunteers. Though time-consuming, the project recognises that this is a necessary process which will not change, so similar projects in the future should plan for this from the outset.

Governance – While the project did benefit from liaison and co-ordination with the central communications and marketing team, support was sometimes limited due to competing corporate priorities delivered by this team.

The project would also have benefited from the insights of the leads for services and IT within the authority. Such involvement would have positioned 'Measure-Up' firmly within the business end of the authority. The project recommends that strategic leads consider the engagement measures and matrix for communication around positive activities, and deliver against these within the framework presented by the 'Measure-Up' toolkit.

For authorities pursuing similar initiatives, the project recommends:

- appointing a strategic lead for social media within their services for youth activities
- setting benchmarks for engagement and performance
- identifying and using 'untapped' resources that can bolster the youth offer, such as the local authority homepage.

Next steps

The project sees real scope to develop young peoples' digital literacy and e-safety skills through positive digital projects. For example the 'Measure-Up' project, has created and promoted the 'Stay Safe' page which directs users to a range of applications and advice relating using Facebook safely. 'Stay Safe gives young people advice about staying safe, about who to know, who they're talking to on Facebook and their privacy settings. The project is working with the Safeguarding Board to the ways to promote use of the application.

The 'Measure-Up' project wanted to create opportunities for hands-on learning with technology and for young people to gain skills for investigating the online world safely. As part of this learning the project are planning free film-making training for youth workers, project workers and young people mentors.

As well as the practical 'Measuring Board' included in the toolkit, the 'Measure-Up' Project has been experimenting with the 'Plingback' application, which provides an instant way for young people attending youth sessions to give feedback. This has been facilitated by two hand-held tablet computers bought by the project. Green Lane Youth Centre in Clifton and Aspley YMCA will be given the computers at the end of the 'Measure-Up' Project as a gift so they may continue to measure the Impact of activities.

"You can do surveys and paper evaluations, but the real meat of it is in the interaction between young people and the providers and the young people themselves."
Alistair Conquer, Head of Young People at Nottingham City Council

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