

**Chief Executives' Group – North Yorkshire and York  
19 June 2014**

**Update report on the South Skipton Project  
on the Greatwood and Horseclose Estates**

**1 Introduction**

- 1.1 The Index of Multiple Deprivation classifies the Greatwood and Horseclose estate within the 20% most deprived areas in England. The estate is particularly affected by issues of education, employment, income and health. Notably, in comparison to other areas in the same category the community safety and physical infrastructure of the estates is very good. The problems are more deep seated and cultural requiring a long term approach and a focus on the younger generations to impact statistical trends. The South Skipton project has been formed to tackle these issues in partnership with key agencies operating in the area.
- 1.2 This report outlines the activity and current aspirations of the South Skipton Project and sets out the;
- Progress to date against the three objectives for the project
  - Outcomes expected
  - Next steps

**2 New Statistics on educational attainment**

- 2.1 One of the early actions for the South Skipton project was to statistically analyse the scale of disadvantage facing young people on the estates. We had verbal feedback from the pupil referral service and the community itself that children were not thriving in the secondary school environment but we didn't have hard evidence. The statistics had never been interrogated from a purely spatial perspective. The results from this work have flagged up some serious and urgent issues that require attention. (See Appendix A for further details)
- 2.2 Against Craven district and North Yorkshire averages there is a considerable disadvantage for children and young people in the education system. Statistically there are early indicators in the primary education that there are issues to address and by secondary school the gap is sadly more than expected. This sort of difference in results highlights institutional and cultural issues aswell as individual challenges that need to be addressed to give each young person a fair opportunity at educational achievement.

**3 Resources we currently have**

- 3.1 A multi-agency task team was formed in July 2012 to investigate issues facing the Greatwood and Horseclose area and how to achieve improvements. The team includes NYCC, representatives of Skipton children's centre, the county council's adult learning and public health services, the police, Craven District Council and housing associations. Representatives have a real willingness to achieve change and try innovative approaches to the problem. There is also a remarkable personal commitment to the objectives of the project.

3.2 From September 2013 there is a part time project co-ordinator working to facilitate the actions from the steering group and help to achieve breakthroughs in the area. The post holder is Jemma Basham who has extensive experience of working in this field, a PhD in community development and has previously worked for the Homes and Communities Agency heading up their best practice team. There is an expectation for excellence in the South Skipton project, that it will draw on best practice and become a best practice project itself for others to learn from. The post is funded by Yorkshire Housing, Craven District Council, NYCC, Sanctuary housing and Jephson homes.

#### **4 Progress so far: Be Positive and Innovate to Make a Breakthrough**

4.1 From the outset there was an agreement that all activity was to begin from a positive stand point, making a clear headline message to the community and to Skipton as a whole that there was a belief in the people of the community and an expectation that things were going to change for the better. This was felt to be vital to overcome further labelling, to encourage community ownership of the project and to start to break down cultural barriers in Skipton as a whole. There was also an acknowledgement that a lot of effort and activity had taken place before hand but the statistics were continuing to decline so all work had to try and produce a breakthrough, trying new things and testing innovative ideas.

#### **5 Objective One: Finding and securing a community voice**

Activity has included a focus on 'finding the community'. It quickly became apparent that only a small percentage of the community uses the community centre so the consultation activity began focusing on discovering where the community was and what communities of interest they were a part of. This will remain a central objective for all consultation activity and will continue for the duration of all S Skipton activity.

5.1 **Let's talk:** A consultation strategy has been drafted and this has included the commissioning of a series of films asking members of the community to speak about different themes and subjects from their experience of living on the estates. The films have been aimed at a cross section of the community and focused on different issues on the estate with a realistic but positive angle. The clips will then be used to promote the community and establish a larger on line presence for the community itself and wider engagement with the project.

5.2 **Nominations:** Building on the need to send positive messages to the community and beyond about the capacity and resilience of the community, the South Skipton project wrote to every member of the community asking them to nominate other people. The focus of the nominations was 'overcoming adversity' and no achievement was too small. 14 members of the community were nominated and contributed to the let's talk film speaking about their experiences of living on the estates. They were presented with a prize and the majority went along to a Craven college 'pamper day' where they had make overs. The nominations were given for battling cancer and fund raising for charity, to moving up in their swimming class, to being the estates 'Grandad'. This initiative is the beginning of further efforts to send a clear message to the community that there is capacity and ability to overcome the adversity they currently face.

**5.3 Consultation events and lessons learned:** A half term 'photo walk' event was run inviting every household from the estate to a walk, treasure hunt and lunch.

**5.4 Young people:** Are a key target group to engage with, consult with and build a community that can contribute to projects in this community. They have been consulted through a focus group run at the pupil referral service and filming at targeted youth services in Skipton. Voluntary groups who have experience of running children and youth groups through the last ten years were also consulted from two local churches.

A community profile has also been undertaken by North Yorkshire Youth in February of this year to assess the youth community on the estates and the potential opportunities in the future. This included two outreach sessions into the community run in partnership with North Yorkshire Youth and community volunteers. A further consultation session was run over half term in the community centre and a pilot youth group was tested from the community centre.

**5.5 Results:** There were some positive results and findings from this work. There is a thriving youth community in communal spaces on the estates. The young people that did engage with the community centre gave some useful feedback on the negative perception of the community centre and demand for other support. There was an early indication that the outreach had started to spread through word of mouth and there is an aspiration to keep this momentum going but it is clear a new approach is required to reach the youth community on the estates. The experience of running the groups and the feedback from voluntary leaders indicates a need for any group to be led by a trained youth worker. At the moment detached, outreach work is felt to be the most appropriate approach to build relationships.

## **6 Objective two: 'If we do what we've always done we'll get what we've always got'**

**6.1** A main part of this objective has focused around three facilitated days with a range of partner agencies to establish a new vision, new ways of working and work on four breakthrough projects for the future. This has been funded by each partner agency sending a representative and already demonstrates commitment and a willingness to find innovative solutions to such an entrenched problem. Expectations are high about what can be achieved from this group which includes representatives from Yorkshire Housing, the residents association, Craven district council, North Yorkshire police, Sanctuary housing, Jephson housing and NYCC representatives from the children's centre, HAS, adult learning and strengthening families.

**6.2** Success in one year from the specific capacity building work is expected to be:

1. A new vision for the future of the Greatwood and horseclose estate that has buy in from the main agencies, decision makers and managers delivering on the estate.
2. A recognition of the resilience of the people living on the estate and a culture of encouragement and openness to change (trying new ways of delivering on the estate)

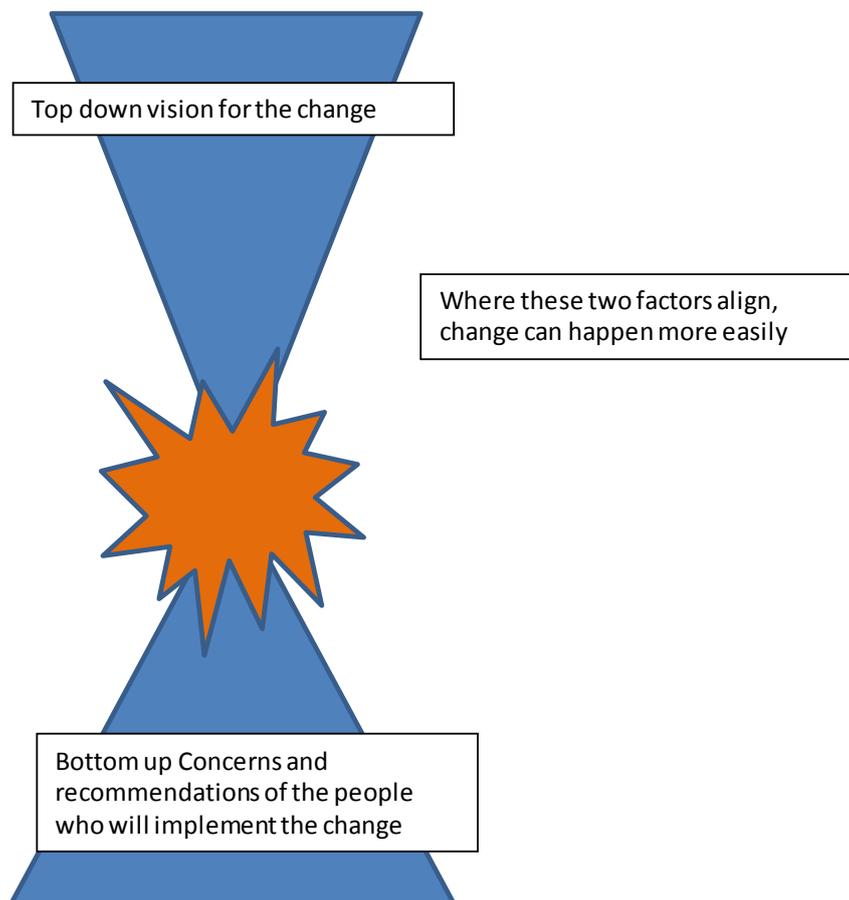
3. A plan that works towards a new vision and a more effective way of working (there is a good amount of partnership working in the area but still a 'status quo' about the estates)
4. A renewed energy and enthusiasm for reaching the 'hard to reach' groups on the estate
5. A clear communication strategy about the estate that has buy in from all agencies and sends some key messages out of the community into Skipton town
6. The identification of a number of breakthrough projects and new ways of working on the estates that achieve greater impact and effectiveness

## 7 Plans for the future

7.1 The three days with the partner agencies were a huge success and had positive feedback from every participant. Using breakthrough techniques the groups looked at the vision for the estates and came up with four breakthrough projects. These included:

1. the communication, consultation and engagement plan for the estate including the promotion campaign for the 'let's talk film',
2. boosting educational achievement on the estates with collaboration with the secondary school
3. enhancing the use, look and brand of the existing community centre
4. developing a 'south skipton' work experience programme' with buy in from the partner agencies

7.2 Some of the feedback from the capacity building days is included in Appendix B and the basic focus for the work is summarised in the diagram below.



## **8 Objective three: Funding and achieving greater impact from existing investment**

8.1 Sources of funding are being explored including children in need and comic relief. However, there is clearly a need to increase effectiveness of existing activities on the estates from partner agencies and a particular focus on current education provision. This includes the need to investigate the impact of the catch up premium and pupil premium investment.

**8.2 Health** – Having met with and presented the project to the Director of Public Health at NYCC and involved two representatives from the Airedale, Wharfedale and Craven CCG in the capacity building workshops, we hope to understand and target health interventions appropriately. There are promising local connections being made and a need to understand better ‘how’ the community would access targeted health interventions as well as understanding what the projects could be. There are current proposals to engage local surgeries in targeted health checks via the health champions and improving the profile of this in the community.

## **9 New Beginnings and an Exit Strategy**

9.1 The work that has been carried out has started to lay the foundations for innovative breakthroughs, new projects, new opportunities to engage with the community and a concerted effort to break down barriers between Greatwood and Horseclose and the wider community. However, the work has only just begun.

9.2 It is hoped that through the capacity building session’s greater efficiency and effectiveness of existing services will be achieved. It is also hoped that new projects will emerge that will be a further catalyst for community involvement and that the establishment of a funding strategy will build in house capacity to attract funding in the future. The main objectives of the post reflect the overall focus on sustainability, encouraging ownership of the South Skipton project from the agencies involved and the community itself.

Jemma Basham  
Greatwood and Horseclose Project Coordinator

June 2014

Appendix A Educational statistics

Appendix B Examples of the feedback from participants on the capacity building sessions

Examples of the feedback from participants on the capacity building sessions

*'Useful and productive focus and I will use the models in lots of ways, this week and in the future'*

*'Positive to meet new faces and all those who want to push the estate forwards, the tools will be used in everyday life as well as work'*

*'The tools will be used in my own team and organisation and will help with practical work on the project'*

*'I will keep this booklet on my desk'*

*'I really enjoyed it and was surprised by the approach but found the tools really helped in the project work'*

*'I will use the tools in my daily life'*

*'A breath of fresh air, I've never known anything like this where we approach a project collectively like this, it was a lovely group and I've watched and learned different styles, Ian's leadership was very calm and focused'*

*'Good tools and an opportunity to get to know each other quickly'*

*'very productive on the project due to the tools we had learned beforehand, great to meet other people'*

*'a revelation for my own personal skills, has helped me to relate to the project'*

*'spot on, a real opportunity to push forward and develop personal skills as well as professional ones'*

*'Enthusiasm and commitment was very evident in the groups'*

*'Real impetus and focus, delighted by the outcomes and the positive impact'*

*'personally more equipped to do the project'*