



THE CENTRAL GREAT YARMOUTH PLACE PROJECT

Discovery Report

June 2022



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01

SUMMARY OF KEY FINDINGS AND LEARNING



Children and young people in Central Great Yarmouth are three times more likely to grow up in poorer households and are more likely to present characteristics that can indicate a risk of offending.

44%

of households with children deemed to be experiencing deprivation relating to income vs **16% nationally**

56.7%

of children are receiving free school meals (2021) - this is 2.7x higher than **national average (20.8%)**

3.5x higher

The rate of looked-after children is **3.5 times higher than the Great Yarmouth average**

Emerging themes



Crime and safety

42% of 16-25 year-olds surveyed felt unsafe in their local area and 65% rated youth crime as a problem.



Early years provision

There is limited access to playgroups or support groups for children aged 0-5.



Education

Data suggests that children and young people need more support in accessing and engaging with education at all phases. Adult literacy has also been identified as a need.



Housing suitability

There are a large number of households that would classify as houses in multiple occupation (HMOs) and 44% of residents did not agree that there was good quality housing in Central Great Yarmouth.



Permanent employment opportunities

Only 45% of adults 25+ surveyed thought access to education or employment was good and only 49% felt positive about their future.



Family support

The Norfolk-wide steering group has identified that there is a lack of family support within Central Great Yarmouth.



Mental health provision

Only 35% of residents were comfortable accessing mental health services and 13% were not aware of mental health services available in their area.



Community division

There is a diverse community within the town, however distinct sub-communities don't necessarily mix with each other or with the white British population.

Local leaders, residents and community organisations are committed to working collectively to address these themes.

Some of the conditions for collective working are already established within Central Great Yarmouth, although there is still some work to do.

A common agenda	<ul style="list-style-type: none"> ✓ Clear need and common understanding of the problem ✓ Clear buy-in from local community partners ✓ Commissioners engaged in project
A shared measurement framework	<ul style="list-style-type: none"> ✓ Monitoring systems in place ✓ Clear measurement framework agreed
Mutually reinforcing activities	<ul style="list-style-type: none"> ✓ Access to partners and support ✓ Alignment of whole area and intervention priorities ✓ Governance of mutually reinforcing activities
Continuous communication	<ul style="list-style-type: none"> ✓ Communication channels agreed ✓ Commitment to transparency ✓ Commitment to a community of practice
Backbone support	<ul style="list-style-type: none"> ✓ Funding in place from commissioners or funders ✓ Understanding of approach to sustainability

Key learning for Co-design phase

- Clear timelines and more time built in to build trust with the local community
- Design an approach to engagement that meets the needs of the community
- Expand approach to engaging young people and capturing youth voice



02

ABOUT THE NEIGHBOURHOOD FUND



Right to Succeed was selected as the community research and co-design partners for the Neighbourhood Fund in Norfolk.

The Youth Endowment Fund's Neighbourhood Fund aims to understand if and how empowering people to make decisions about their local neighbourhoods can prevent children from becoming involved in violence.

“We were first approached by the Youth Endowment Fund in February 2021 to see if we would be willing to work with them on their Neighbourhood Fund Project in Norfolk. The idea of a hyper-local project designed to improve opportunities for young people and prevent them from being drawn into exploitation was one that really appealed.

I am delighted to see just how well this has been received by the community in Nelson Ward and that local stakeholders have been fully engaged in shaping the project. My thanks go to everyone involved as I now look forward to seeing the project come to life.”

Detective Superintendent Andy Collier, Norfolk Constabulary (Chair of the NSCP Vulnerable Adolescent Group).

“It is so exciting to have been part of the design and discovery phase of the journey to date to transform outcomes for young people in Nelson Ward! It's an ambition we have for all vulnerable adolescents across Norfolk, and from the off, there has been a partnership focus and collaborative effort both at a county and local level, to lay the solid foundations that will ensure success of this project. There will be invaluable learning we will get from this approach, including scaling up to other areas and communities so all our young people can flourish. Putting children and their families at the heart of generating and realising sustainable solutions is what this is all about, and I for one can't wait to see how this unfolds and the positive difference it makes.”

Phil Watson, Director of Children's Social Care, Children's Services

03 ABOUT US



Right to Succeed supports communities in areas of high deprivation to work collectively to give children and young people the best start in life.

Right to Succeed

We do this because we believe every child deserves the right to succeed, no matter where they live.

We bring together residents, professionals and decision-makers to co-design a programme that is bespoke to the needs of the local community.

We call this way of working “place-based change”.

Our role in Central Great Yarmouth

We are the backbone support organisation. We keep the programme on track, coordinate the logistics, and make sure everyone has the training, support and resources that they need. In our role, we:

Facilitate collective working

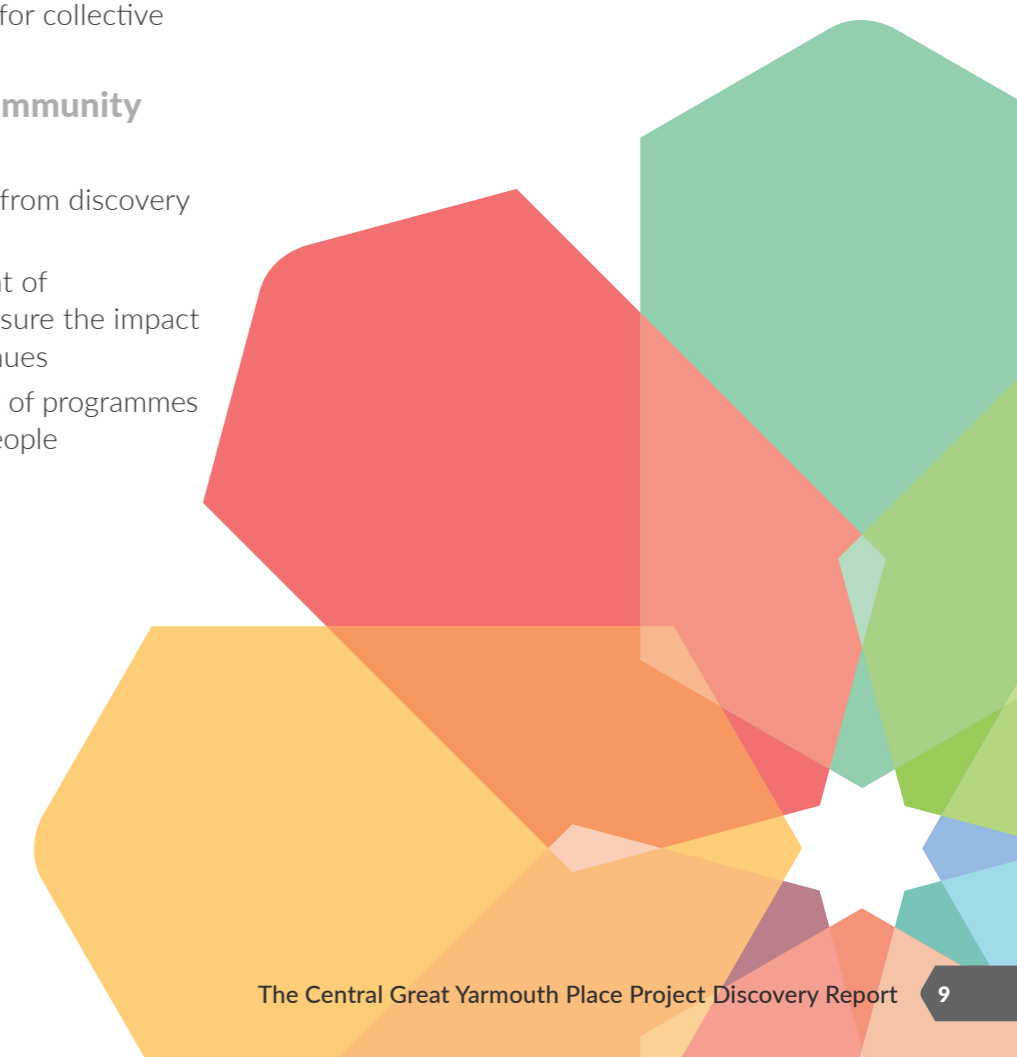
- Provide strategic support and guidance to the leaders within the system
- Engage with donors to fund the programme
- Provide the team to deliver backbone support
- Establish the conditions for collective working

Support delivery of community projects

- Manage the programme from discovery through to delivery
- Support the development of sustainability plans to ensure the impact of the programme continues
- Communicate the impact of programmes on children and young people

Advocate the rights of children and young people

- Influence local and national government on the issues affecting children and young people
- Share learning to inform future policy



04

PRINCIPLES OF OUR WORK IN DISCOVERY



Every child has the right to succeed no matter where they live. But not all communities have the resources they need to provide equal opportunities for children and young people.

You can't impact a place unless you truly understand it. And we believe that the people who live there are the people who understand it best.

During Discovery, we carry out in-depth research and community consultation.



Our goals during Discovery are to:

- Listen to the community of Central Great Yarmouth to understand its strengths and what they want to change.
- Understand the enablers and barriers that children, young people and their families face at home, in school and in the community.
- Be confident of our understanding of the local context.
- Have built up strong local partnerships
- Understand at a high level what funding would be needed to best meet the needs of the area.
- Evaluate to what extent the conditions for place-based change are present amongst key stakeholders currently living and working in the community.
- Demonstrate the local need through a comprehensive report.
- Be able to develop a project with the community based on the identified needs.

The programme will be:

- Informed by a wide range of experiences and perspectives
- Co-designed by children and young people, adult residents, local stakeholders and donors
- Delivered through a collective approach to ensure maximum impact and sustainability beyond its duration.

Why Discovery is important

We could replicate a programme from a different place which would cost less and be quicker... but this violates our principle of co-design.

We could design a programme based on existing available data... but it wouldn't be informed by the perspectives of the whole community.

We could place one organisation in charge of delivering the programme... but this approach doesn't build capacity within the community so isn't sustainable long-term.

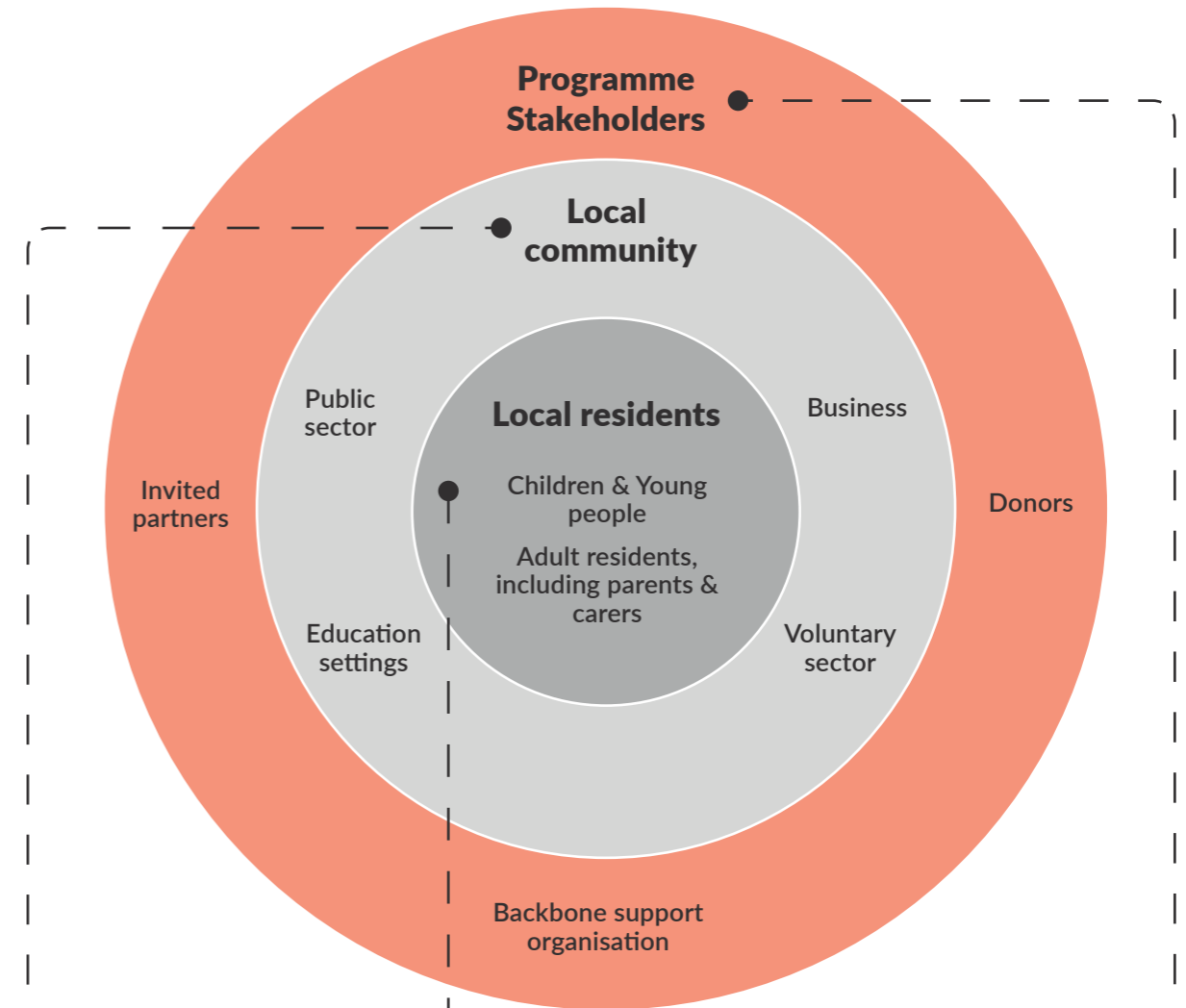
The overarching aim of the Discovery Phase of this project is to build a highly detailed profile of the nature, scale, and drivers of violence in the community – which has drawn on a wide range of perspectives, data sets and intelligence.

05

HOW WE DEFINE COMMUNITY



Our mission is to work collectively to strengthen communities and systems that enable children and young people to succeed. By “community”, we mean all those who live and work in the area where one of our programmes is based.



Local community refers to local residents, plus those who work in Central Great Yarmouth or schools who will remain beyond the duration of the programme.

Local residents refers to all the adults and children living in Central Great Yarmouth and/or attending the education settings.

Programme stakeholders is a collective term for all the key stakeholders involved in, and impacted by, a programme. This includes the local community, plus the donors who support the programme, invited partners, and the backbone support organisation.

The community was selected using the following principles set by the Norfolk-wide steering group:

- In the bottom 10% of the Indices of Multiple Deprivation, with significant rates of young people involved in crime.
- Where young people at risk of criminalisation are living.
- No significant conflicting inputs in place or planned.
- A clear local identity, making it possible to develop a clearly defined common agenda.

This report looks at data and stakeholder perspectives from the Nelson electoral ward, however local residents refer to it as 'Central Great Yarmouth', so this is how we refer to the Nelson ward throughout this report.

06

CENTRAL GREAT YARMOUTH KEY FINDINGS

Children and young people in Central Great Yarmouth are three times more likely to grow up in poorer households and are more likely to present characteristics that can indicate a risk of offending.

Demographic data

We have collated the data specifically about children and young people living in Central Great Yarmouth and the circumstances they might be experiencing.

9,608

Population total (mid-2020 ONS estimates)

2,586

Population of children and young people (mid-2020 ONS estimates)

Levels of deprivation across Central Great Yarmouth are unusually consistent

In the English Indices of Multiple Deprivation (2019), the LSOAs that make up Central Great Yarmouth are in the 10% most deprived across almost all indices (Income, Employment, Education, Skills and Training, and Crime). Deprivation of this consistency across an area is quite unusual.

44%

Of households with children deemed to be experiencing deprivation relating to income, versus 16% nationally

Education and social care data

According to the government's Education, Children's Social Care and Offending report (2022), the following may indicate risk of offending:

Characteristic	Central Great Yarmouth*
Child in Need (average rate per 1,000 between 2015 and 2020)	3.5x higher than Great Yarmouth 42 per 1,000 children vs 12 per 1,000 children for Great Yarmouth
Looked After Child (average rate per 1,000 between 2015 and 2020)	3.5x higher than Great Yarmouth 14 per 1,000 children vs 4 per 1,000 children for Great Yarmouth
Receiving free school meals (2021)	2.7x higher than national average 56.7% vs 20.8% nationally
Permanent Exclusion (2019/20)	3.3x higher than national average 0.2 per 100 vs 0.06 vs 100 nationally
Suspension (2019/20)	1.7x higher than national average 6.3 per 100 vs 3.8 per 100 nationally
Low attainment at KS2 (2019/20)	26 percentage points lower than national average 39% vs 65% nationally
Low attainment at KS4 (2019/20)	9 percentage points lower than national average 56% vs 65% nationally
Education Health and Care Plan (EHCP) (2021)	1.5x higher than national average 5.6% vs 3.7% nationally
Special Education Needs, no EHCP (2021)	1.5x higher than national average 17.8% vs 12.2% nationally

Supplementary youth data:

12%

of households consist of lone parents and dependent children, which is another associated risk factor for youth violence

143 per 1,000

Average rate of child protection investigations in 0-25 year-olds, which was over twice the rate of Great Yarmouth (65 per 1,000 children)

Employment data

Great Yarmouth has a proud maritime history and rich cultural heritage. It has two main sources of income: oil and gas, and tourism, both of which have declined over the last few decades.

Youth employment

Central Great Yarmouth has higher rates of youth unemployment than nationally, and than Great Yarmouth as a whole.

89 per 1,000*

Rate of 16-18 year-olds not in education, employment or training (NEET)

*Average rate 2017-2020

1.4x

Higher than national average (65 per 1,000)

Some of this data has been provided by Norfolk County Council and Norfolk Constabulary. It is not to be shared publicly or outside of the purposes of this discovery process.

Local employment opportunities

According to the Great Yarmouth Borough Council Local Strategy 2021, fewer people aged 16-64 (70%) are in employment than in the East of England as a whole (78%). Much work is seasonal, with an increase in unemployment during the winter months. Central Great Yarmouth sees double the number of adults claiming out-of-work benefits than other areas in the borough.

Full-time employment is lower than in Norfolk than the UK as a whole, but part-time employment is proportionally higher. Great Yarmouth has some of the highest-paid jobs on offer in Norfolk, but local residents earn less than regional and national averages, suggesting that many of the people in the highest-paid jobs live outside the borough.



Local stakeholder perspectives

There is a lack of accessible, inclusive and affordable youth provision

Parents and pupils drew direct links between antisocial behaviour and the lack of youth clubs or local activities for young people in Central Great Yarmouth and highlighted the lack of youth offer as a critical concern. Older young people referred to peer pressure within the community, but highlighted clubs and youth groups that had previously been available to them in the area as mitigating this. Existing provision that is available locally is often not accessible, inclusive or affordable for young people.

Children and young people want better relationships with the police

Children and young people also called for a better relationship to be developed between the community and the police or other safe adults when they are out in the community. Some stakeholders expressed a desire for a more visible presence and closer working with the police.

Negative perceptions exist of children and young people from Central Great Yarmouth

Some local leaders and residents highlighted the stigmatisation of Central Great Yarmouth, which permeates even some professionals' attitudes towards children and young people and negatively impacts aspirations and self-belief. A local culture among children and young people that doesn't celebrate success was identified from our initial interviews with stakeholders.

There are lots of organisations doing similar community support work but lacking resources

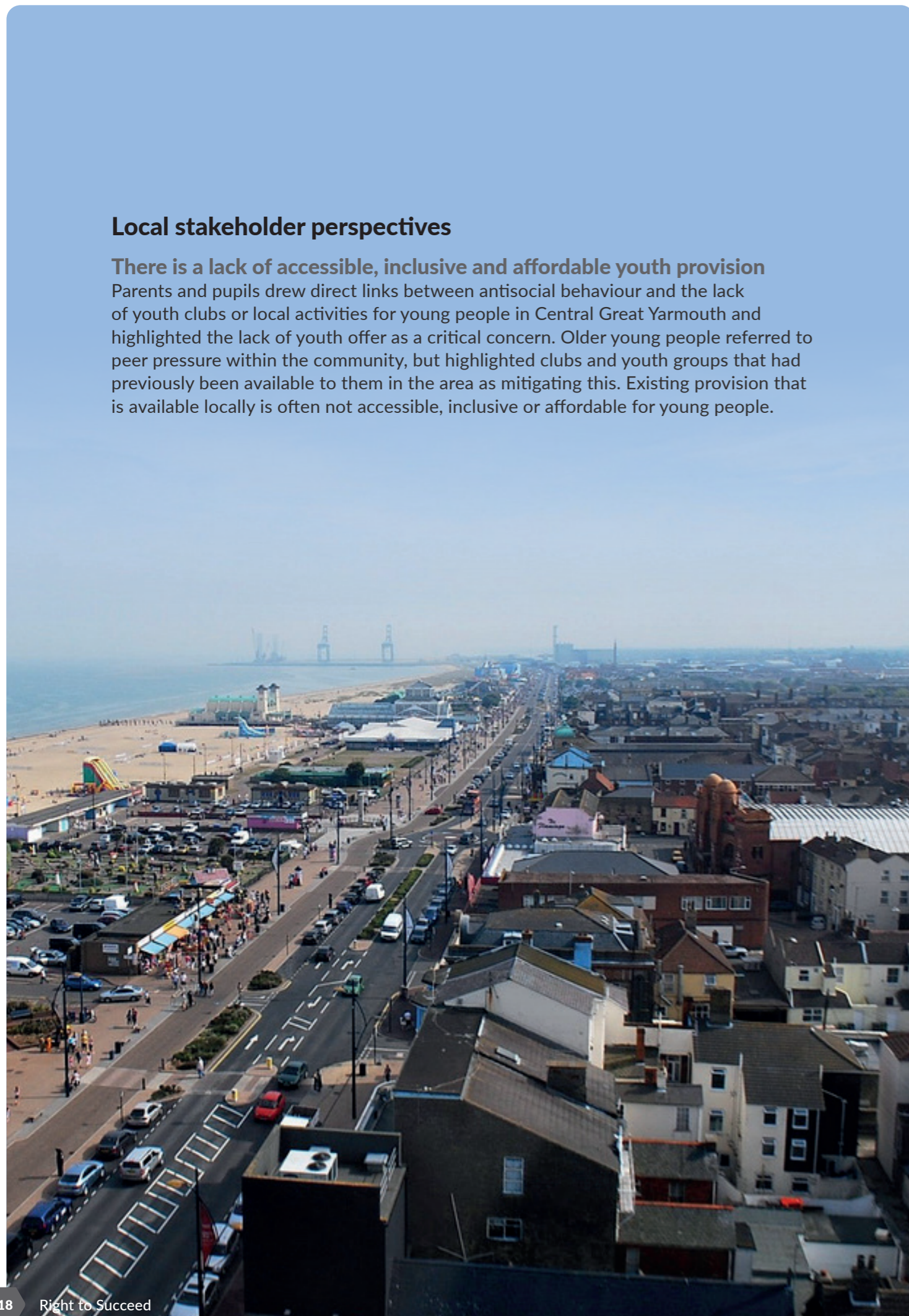
There is a large number of organisations doing similar work for the community but a lack of resources to complete and sustain the work required. There is a large appetite for positive change in the community, but it will require a high level of collaborative working.

Close-knit communities face intergenerational cycles of poverty but are valued by residents

Local stakeholders, while acknowledging that Central Great Yarmouth was a close-knit community, were more likely to focus on the negative impact of this, and of community isolation and defensiveness keeping young people in cycles of poverty. Community residents, children and young people were more likely to focus on the intergenerational connections, neighbourhood friendships and supportive relationships in the area.

Central Great Yarmouth has a densely populated but transient population

Local police and local councillors believe that the decline of Central Great Yarmouth's primary industries (oil and gas, and tourism), has driven an increase in houses of multiple occupation. In the 2011 census, Central Great Yarmouth had four times the rate of overcrowded housing than across Norfolk (16% vs 4%). This has led to a lot of low-income families living in densely populated and often unsuitable accommodation. Localised employment is often seasonal, and many local adults work in the food industry, often leaving the neighbourhood early and returning late at night.



Emerging themes

Through our meetings with stakeholders, residents, children and young people, we have collated a bank of emerging themes to demonstrate the pattern of need within Central Great Yarmouth.

The following gaps were all identified through consultation with key community stakeholders in Central Great Yarmouth. While these are the themes emerging from Right to Succeed's conversations with the community, it is important to note that more research needs to be done to understand the root causes of, and solutions to these emerging themes.

Identified gaps

Lack of early years provision

There are limited-to-no playgroups or support groups for children aged 0-5.

There are only two nurseries in Central Great Yarmouth, which are both joined to primary schools.

Education

We can see from feedback in surveys, consultations and interviews that there needs to be a large emphasis on education within future work. It is evident that the children and young people within Central Great Yarmouth need more support in accessing and engaging with education at all phases.

Data shows that there is a low level of educational attainment within Central Great Yarmouth, along with high levels of deprivation, which are both risk factors for involvement in crime, according to the Education, Children's Social Care and Offending Report (March 2022).

The percentage of pupils in Central Great Yarmouth who reached the expected standard for reading, writing and maths at the end of primary school was 39%,

compared to 65% for all pupils nationally, and 51% for children eligible for free school meals nationally.

For context, 57% of Central Great Yarmouth pupils are eligible for free school meals compared to 33% in Great Yarmouth as a whole, and 21% nationally

The proportion of people in Great Yarmouth who have no qualifications at all is significantly larger than in Norfolk. And specifically for Nelson ward, the 2011 census found that four in ten adults living in the ward had no qualifications. Only 14.8% of 18-year-olds move onto HE, which places Central Great Yarmouth in the lowest quintile for HE participation. The closest university (University of East Anglia) is 1.5 hours away by public transport.

Conversations with our local steering group also suggest that adults living in Central Great Yarmouth have lower literacy levels than national. This information has been shared anecdotally by our local steering group; we do not hold any up-to-date data on this information.

Low reading age was also highlighted in our survey feedback sessions with the steering group, local residents and young people. They identified that we needed to adapt the wording used in the surveys to reach a wider audience of local residents.

Limited employment opportunities

At 89 per 1,000, the rate of young people Not in Education, Employment or Training is 1.4 times the national average.

Opportunities for permanent employment contracts are limited; many are seasonal.

Traditional tourism remains a key element of the local economy, with employment opportunities in hospitality, arts and entertainment. The borough holds a number of festivals and events – such as the Out There Festival, Maritime Festival

and Wheels Festival. However, there is a need to strengthen the cultural and business tourism offer and grow the tourist season to attract more year-round visitors. The Borough Council has raised significant inward investment to be able to drive this change in the tourism offer.

Crime and safety

There is a need for further support relating to crime prevention.

Many children, young people and adult residents stated that they do not feel safe in a lot of areas and would not walk around after dark.

There was a diverse range of opinions from all surveys and consultations around how safe they feel in the area. The higher levels of violent crime illustrated in the police data are not reflected back in the feedback from surveys and consultation, and additional research is required to better understand this discrepancy.

We found in the consultations with 16-25 year-olds that they were much more aware of violent crime than the 25+ age group.

Unsuitable living conditions

There are a large number of households in Central Great Yarmouth that would classify as houses in multiple occupation (HMOs): where there are more occupants than bedrooms, both with and without dependent children.

To improve the living conditions for the residents of Central Great Yarmouth, the Great Yarmouth Borough Council have shared their publication The Plan 2020-2025 EMPOWERING, ENTERPRISING AND ENGAGING - which identifies the importance of improving living conditions for the residents of Central Great Yarmouth.

Within this publication Great Yarmouth Borough Council has become a selective licencing area, whereby their aim will be to

improve housing and social conditions for private sector tenants in this area, while tackling unethical landlords. This will focus on improving standards for living conditions in Central Great Yarmouth.

More than 4 in 10 did not agree that there was good quality housing in Great Yarmouth Central, only 23% agreed.

A need for family support

From discussions with the Norfolk-wide steering group, it was acknowledged that there is a lack of family support within Central Great Yarmouth.

Great Yarmouth Borough Council have identified a building that could be used to build a family support hub, and discussions have started with the local steering group to input on how they could support this function for the area.

Community divide

There is a diverse community within the town, however distinct sub-communities don't necessarily mix with each other or with the white British population.

Lack of mental health provision for children, young people and families

There is a lack of mental health provision nationally, locally and hyper-locally.

This has been raised through consultation work and identified as an area for further development as we move forward.

Only 35% of residents were comfortable accessing mental health services, 26% were neutral, and more than a quarter were uncomfortable. More than one in 10 were not aware of mental health services in their area.

07 COMMUNITY ENGAGEMENT AND CONSULTATION



Following wide-reaching, early stakeholder communication, our approach to community engagement took shape through in-depth semi-structured interviews and surveys conducted with a range of local stakeholders.

Initial Stakeholder Interviews

Starting in March 2022, we interviewed close to 40 local leaders from different services, organisations and public bodies in Norfolk; across the education, public, voluntary, community and social enterprise (VCSE) and arts & culture sectors.

This includes school leadership, representatives from the local authority, public health and health services, employment and community services, arts projects, libraries and museums. From the VCSE sector we also spoke to youth services, community centres and organisations dealing with issues such as immigration and substance misuse.

Conversations focused around their work and impact in the local community, the local challenges they saw as particularly pertinent, as well as their relationships with other organisations, and who else we should speak to. We also used this opportunity to establish their interest in joining our steering group for the programme. Recurring topics were collated into a list of emerging, area specific themes, with this helping to determine the issues addressed later in our consultation process, for example in our surveys.

Consultation Surveys

To better understand the perspectives and feelings of the local community, we produced and shared consultation surveys targeting three key demographic groups.

Key emerging themes addressed included crime, safety and sense of community in the area, as well as broader topics such as opinions of the area, and, where appropriate, what respondents liked to do in their spare time. For crime and safety, we sought expert guidance from Dr Jo Deakin, Senior Lecturer in youth crime and justice who helped us to ensure that questions were framed appropriately, as well as sharing resources on youth crime, such as research on different indicators of change.

Through our surveys we invited young people to get in contact if they wanted to input into the programme. We will incorporate their responses into our co-design phase, helping to facilitate meaningful engagement for young people in decision-making going forward.

Central Great Yarmouth Place Project Steering Group

The Central Great Yarmouth Place Project Steering Group, made up of key community stakeholders, supported our consultation. They helped us to assess any gaps, and determine whether we were asking the right questions and using the appropriate platforms.

Input on the draft surveys was sought from group members and from their young service users, which fed into the final surveys that were shared.

The steering group also played a significant role in distribution, using their local network to disseminate surveys more widely. To increase reach and engagement, around thirty-five local partners from two steering groups actively helped to support survey distribution.

The steering group will be central to the co-design phase, ensuring that the programme is locally designed and led.

Youth & Community Consultation Partners

Following extensive mapping and 1:1 interviews with local community organisations, we were confident partner stakeholders had the skills and expertise to deliver consultation activities with the local community. This was the preferred option, as local stakeholders have the local community insight and relationships.

With input from the steering group, we enlisted four local delivery partners to conduct community consultation across our five target cohorts. The selection criteria focused on partners' experience working in the area, ability to design suitable consultation activities, their proposed delivery plan, as well as their skills and experience collecting their findings.

GYROS, MAP, Ormiston Families and Top Banana were selected as the most suitable consultation partners for the different target demographics.

Through a mixture of focus groups, workshops and conversations, consultation focused on obtaining residents' views on their local community.

Three themes were explored by partners, with questions tailored to their target demographic in order to understand:

- What is working well in school, at home and in the community.
- Key areas they would like to change, and what enablers or barriers are in place to help or hinder such change.
- What positive outcomes from the programme may look like.

By revealing what the local community sees as in most need of change, the findings will be used to support our move into the co-design phase of the programme.

Consultation activities

5 to 11 year-olds (community consultation)

Engagement methodology: Community consultation	Call for expressions of interest from consultation partners Select consultation partners through RtS selection panel Ormiston Families was selected to deliver engagement activities for the 5-11 age group
Points of engagement	6 x 45 minute sessions held across two days
Number of people engaged	151

11-16 year-olds (online survey)

Engagement methodology: Online survey	– Draft survey – Get approval from steering group – Run survey for 3 weeks – Promote to target demographic via local partners
Points of engagement	Surveys were initially distributed on 24th May and were closed on 10th June.
Number of people engaged	2

11 to 18 year-olds (community consultation)

Engagement methodology: Community consultation	– Call for expressions of interest from consultation partners – Select consultation partners through RtS selection panel – MAP was selected to deliver engagement activities for the 11 to 18 year-olds
Points of engagement	Consultation took place between 10th and 26th May
Number of people engaged	207

16 to 25 year-olds (online survey)

Engagement methodology: Community consultation

- Draft survey
- Get approval from steering group
- Run survey for 3 weeks
- Promote to target demographic via local partners

Points of engagement Surveys were initially distributed on the 24th May 2022 and were closed on the 10th of June after a period of 2 and a half weeks.

Number of people engaged **47**

18 to 25 year-olds (community consultation)

Engagement methodology: Community consultation

- Call for expressions of interest from consultation partners
- Select consultation partners through RtS selection panel
- Top Banana was selected to deliver engagement activities for the 18 to 25 age group

Points of engagement Consultation took place across three days

Number of people engaged **50**

Adult residents 25+ (community consultation and online survey)

Engagement methodology: Online survey

- Draft survey
- Get approval from steering group
- Run survey for 3 weeks
- Promote to target demographic via local partners

Community consultation:

- Call for expressions of interest from Consultation partners
- Select consultation partners through RtS selection panel
- GYROS* was selected to deliver outreach activities

Points of engagement Surveys ran from 24th May - 10th June. The consultation took place between 17th and 31st May at a number of different settings in Great Yarmouth.

Number of people engaged **98**

*Great Yarmouth Refugee Outreach Support (GYROS) work to support migrants and culturally and linguistically diverse communities in the East of England. They used their existing networks to hold the consultation, and used H charts to help facilitate discussions. H charts work similarly to Venn diagrams and compare and contrast items, which allows people for whom English is not their first language to identify phrases/sentences that they feel but cannot construct.

Consultation limitations: There was limited engagement with young people filling in the survey for the 11-16 age group. This may be in part due to a clash with the half-term holidays. We did, however, achieve good engagement with this age group through the consultation process, and will work to engage further with them during co-design.

Next steps: Continue to work with consultation partners during co-design to further explore emerging themes and build on the initial consultations.

The Discovery Project in Central Great Yarmouth has brought together desktop research and structured engagement with around 200 key stakeholders.



Documentation Analysis

Over 19 local- and national-level strategies/policies/reports, and 36 academic journals were consulted as part of the documentation analysis.



31
Leadership Interviews



41
Stakeholder Interviews



Community Consultation

Ormiston Families: (5-11 year-olds) **Top Banana:** 50 (18-25 year-olds)
MAP: 210 (11-18 year-olds) **GYROS:** 25+ year-olds



Survey Responses

11-16 year-olds: 2 **25+ year-olds:** 98 **Total:** 147
16-25 year-olds: 47

Engaging with children and young people from marginalised groups



Right to Succeed and the Steering Group have been working closely with GYROS to look at how we capture the voice of children, young people and residents from marginalised backgrounds and parents of 0-5 year olds.

Along with GYROS, we have been engaging with the Norfolk County Council, Great Yarmouth Borough Council and education settings to gather further information for engagement with children who have special educational needs, looked-after children and children receiving free school meals.

All consultation partners were able to engage a range of children and young people from marginalised backgrounds.

Of the 11 parents with children aged 0-5 that were engaged through GYROS' consultation, four identified as White European, and two identified as Roma and Black Asian respectively. The rest identified as either 'Phastu', Black African or Black Mixed (one each), with no one identifying as 'White British'. Three were unemployed, and two identified as having some form of disability.

Of those aged 16-24, 40% identified as Black African and 33% as White European. Only 6% were unemployed, with the rest either employed or students, and none identified as having a disability.

For the community consultation carried out by Top Banana, 28% of the 50 young people engaged (aged 18-25) were unemployed while 24% indicated their status as a carer. Regarding ethnicity, 44% identified as being from another ethnic group than 'White British', with 18% being Black Portuguese. Just 4% identified as having a disability.

In the case of MAP, for the portion of 11-19 year-olds for whom demographic data was recorded, 32% identified as having a disability and 16% as from an ethnic group than 'British' (for example, African, Asian or European). All 210 were reported to attend either school or college.

Ormiston Families' in-school consultation engaged a total of 151 children across years 3, 4 and 5 (ages 7-10). Of those that took part, 37% were identified as 'EAL' students (English as an Additional Language), and 32% as students with special educational needs (SEN).

Through our consultation work and steering group meetings, we have been developing trusted relationships with local stakeholders that are the building blocks of a collective impact approach.

Residents' perspectives

16-25 year-olds

42%

of surveyed felt unsafe in their local area

65%

rated youth crime as a problem

"There are so many places shut down where they could be made into activity centres or something that will be enjoyable to do for us"

"The drug problems, the violence etc in my alley ways I see druggies and young men carrying knives/machetes"

"The amount of insecurity and lack of safety when walking around, especially in not well lit areas and even worse as a female"

"The community, traffic, racism, discrimination, disrespect, fighting, drug dealers, drunk people at night, crimes and littering, the litter that's everywhere"

Adults 25+

45%

of surveyed thought access to education or employment was good

49%

felt positive about their future

"I believe that if communities came together, positive changes are more likely to happen."

"There's nothing here. It's a run down town stuck in the past. With no real job opportunities apart from seasonal work due to tourist trade and care work."

"Personally I feel that the community could be improved by the local people sticking together and bringing ideas together to improve the town, more access to youth centres and youth funding, especially for those with disabled parents or disabled family members as there isn't easy accessible help available."

"There are not a lot of things for adults to access and the same for children. There is nothing to do in the area, which causes a lot of problems with anti-social behaviour and drug issues"

"I only feel unsafe at night, I don't leave my flat after dark... ever."

Comparisons between age groups

Crime

Issues with ASB and drug/alcohol abuse in the area were common across all age groups.

The top 5 most significant issues for 25+s were rubbish/litter, ASB, drug and alcohol misuse, drug related offences (e.g. drug dealing), and Youth ASB. These were somewhat different for 19-24s who highlighted public order issues, harassment and bullying, drug and alcohol issues, and youth ASB. The 11-18 year-olds also highlighted people taking drugs and drinking on the streets as being an issue, as well as the streets not being clean.

There was a feeling that the Police were not doing enough.

Only 38% of 25+s felt the Police were doing enough to respond to crime, similarly only 41% of 19-24s felt the police would be helpful if they had a problem or felt unsafe. The 11-18s would like to see more police or adult role models patrolling areas that felt unsafe, and more security cameras.

Over half of young adults knew someone who had been affected by crime.

47% of 25+s knew someone in their local area who had been involved in or impacted by crime, this rose to over half (55%) of 19-24s.

Perception of safety

There were significant feelings of a lack of safety in the area, which rose among older adults.

Over 4 in 10 (42%) of 19-24 year-olds felt unsafe in their area, this rose to half (50%) among 25+s. Reasons for feeling unsafe had some similarities – both adult age groups mentioned visible drug and alcohol abuse, but also some differences. 25+s were more likely to mention youth ASB as an issue, whereas 19-24s were more likely to mention violence.

Respondents felt Great Yarmouth Central had got less safe over the past 5 years.

Nearly 3 in 10 (29%) of 25+s thought Great Yarmouth Central had got less safe over the past 5 years, this rose to over 4 in 10 (42%) of 19-24s.

Pubs, clubs and discos felt unsafe.

The majority of both 25+s (52%) and 19-24s (66%) felt unsafe in and around pubs, nightclubs and discos.

Public open spaces felt unsafe.

The majority (52% 25+s, 55% 19-24s) also felt unsafe in parks, commons, and other open public spaces.

Respondents felt safest on weekday daytimes, and least safe on weekend evenings.

Over three quarters (76%) of 25+ respondents felt safe during a weekday daytime, but this dropped to two thirds (66%) of 19-24s. 45% of 19-24s felt least safe on weekend evenings, which rose to 59% among 25+s.

Opportunities

There was a significant drop in the belief that there were enough opportunities in the area between younger and older adults.

Only 41% of 19-24 year-olds thought there were enough opportunities for employment and training in the area, this dropped to only a fifth (20%) of 25+s feeling there were enough job opportunities for them in the area.

11-18s also highlighted that there needed to be more jobs in the area.

Less than half of adults (49% of 25+, 48% of 19-24s) felt positive about their future.

Influence and consultation

Few felt they had personal influence over decisions in Great Yarmouth, with younger adults feeling particularly disenfranchised.

28% of 25+s agreed that they could personally influence issues that affected Great Yarmouth Central; this dropped to only 10% of 19-24s feeling like their voice was heard in decisions affecting the area.

Very few had been consulted about their area in the past year.

Only 9% of 25+s, and 7% of 19-24s had participated in an event, activity, or group that made decisions in the past year.

Opinions of Central Great Yarmouth

The majority of adults disliked living in Central Great Yarmouth, but the young people were more positive.

Less than half (47%) of adults aged 25+ liked the area where they live; this dropped to less than 2 in 5 (38%) 19-24 year-olds. The 11-18s were mostly happy with living in Great Yarmouth central, with only two saying they wanted to leave the area when they got older.

Only half of adults (52% of 19-24s, 51% of 25+) felt they belonged to the area.

Younger adults had a better opinion of the look of Central Great Yarmouth than older adults, but still over half disliked it.

Young people also disliked the look of the area. 41% of 19-24s thought Great Yarmouth was nice to look at, but only 21% of 25+s agreed. 11-18s felt the streets looked untidy and there were too many empty buildings. They suggested that more bins, better street lighting, litter picks or similar activities, and refurbished buildings would improve the area.

For all ages, the beach front and town centre were popular places to spend time (as well as staying close to home).

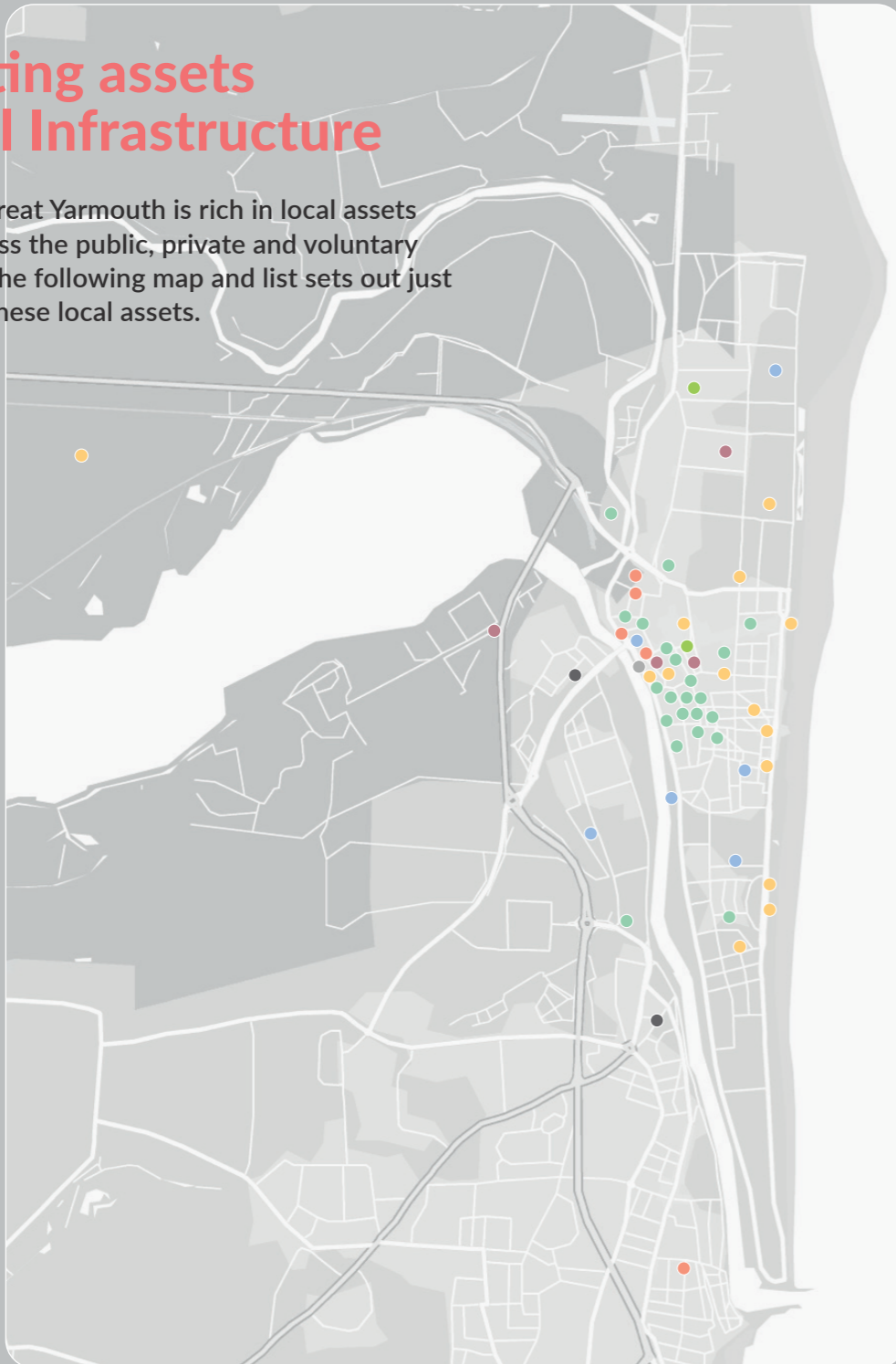
The beach front was a popular place to spend time for both 19-24s (55%) and 25+s (57%), as was the area around their home (57% 19-24s, 51% 25+s), and the town centre (55% 19-24s, 51% 25+s). For the 11-18 age group the beach front was a good, free place to meet with friends (although better during the summer months), they also liked living near the town centre. They would like to see more free, fun and safe activities in their area.

08

MAP OF EXISTING ASSETS

Existing assets Local Infrastructure

Central Great Yarmouth is rich in local assets from across the public, private and voluntary sectors. The following map and list sets out just some of these local assets.



● Education settings

- East Coast College
- Great Yarmouth Charter Academy
- Great Yarmouth Primary Academy
- St George's Primary and Nursery School
- Century Training Academy
- Horizon Community Training
- Inspiration Trust*

● Healthcare

- Central Great Yarmouth Medical Centre
- Just One Norfolk
- Clinical Commissioning Group*

● Public Transport

- First Bus
- Greater Anglia
- First Eastern
- Konect Bus

● Business

- Great Yarmouth Pleasure Beach
- Sara's Tearooms
- Joyland
- Sealife Centre
- Visit Great Yarmouth
- Great Yarmouth Town Centre Partnership
- Notting Hill / Genesis Housing Association
- Herring House Trust
- Hanover Housing Association
- Flagship Housing Association
- Clarion Housing Group*
- Saffron Housing Association
- Broadland Housing Association
- Civic Society of Great Yarmouth and the Great Yarmouth Arts Festival
- Norfolk Community Law Service*
- Jays UK (Hipprodrome Circus / The Empire)
- Lacons Brewery

● Public services

- Norfolk and Suffolk Constabulary
- Norfolk County Council
 - Targetted Youth Support Service
 - Children's Social Care
 - Social care & education
- Youth Offending Team -
- Great Yarmouth Borough Council
 - Rough Sleeper Pathway
 - Early Help Hub
 - Community Champions
- Department for Work and Pensions (Jobcentre)
- East of England Local Government Association*
- National Health Service

● Children and family services

- Ormiston Families - NR30 2QF
- Fresh Start New Beginnings*
- Prospects (Shaw Trust)*
- Central Great Yarmouth's Journey*

● Youth provision

- MAP
- Matthew Project
- Top Banana
- Wellbeing Matters Service YMCA Norfolk
- Young People in Mind*
- Embracing People Project - N/A registered address is personal address

● Community organisations

- Active Norfolk*
- Freshly Created*
- St George's Theatre
- ENJOY Great Yarmouth
- Great Yarmouth Library
- Out There Arts
- Rerezent
- Tide & Time Museum
- Feathers Futures
- Great Yarmouth Multicultural & Faith Network
- Kingsgate Community Church (The King's Centre)
- Salvation Army (GY Corp)
- DIAL
- GYROS
- Momentum Norfolk*
- St Giles Trust*
- Access Community Trust*
- Sue Lambert
- Afro-Portugeuse Community Integration - Afroluso
- Great Yarmouth Community Shed
- GY Unemployed Workers
- Harbour Centre
- Almeida Services
- Thriving Places*
- Pegotty Road Community Centre
- St Mary's Catholic Church
- Great Yarmouth Minster
- Come Unity Hub
- The Voice Cloud*
- Great Yarmouth & Waveney Pride Committee
- Mandalay Wellbeing CIC
- Leeway Support*
- Voluntary Norfolk*
- Better Together
- CHANCES
- Strive to Thrive*

* Organisations operating in Central Great Yarmouth but without a physical base in the ward



Funding opportunities

Current funding

We currently have in place the secured funding from the Youth Endowment Fund of £1 million for the next 3-5 years. We are seeking further funding opportunities locally to continue to support the project.

Right to Succeed has a small, dedicated fundraising team that generates income to support both the core costs of the charity and programme delivery.

Current significant grants include:

- Porticus
- Montpelier Foundation
- Linbury Trust
- Steve Morgan Foundation
- SHINE
- Esmée Fairbairn Foundation
- Garfield Weston
- Peter Cundill Foundation

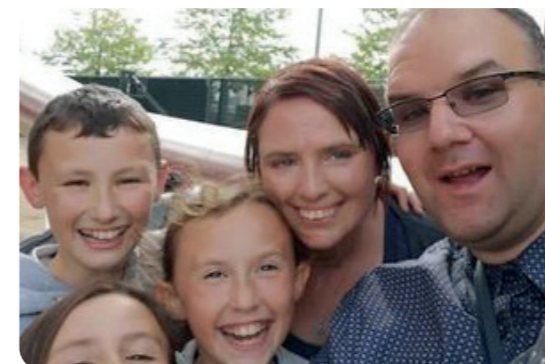
Future funding

Right to Succeed uses a blend of public sector commissioning and philanthropic donations to fund its activities.

Philanthropic funding includes trusts and foundations, corporate support and high net worth individuals.

For this programme, we have developed a pipeline of prospective funders. As of June 2022, we have engaged with The National Lottery Community Fund, and have made initial approaches to two further funders with local connections.

We aim to secure funding for the Central Great Yarmouth Place Project during July to October 2022.



Local strategies

Great Yarmouth Borough Council - Locality strategy

This strategy sets out the council's aims to ensure their collective services support residents by preventing avoidable issues, and by making available early intervention advice and support at the right time. This focuses on a preventative approach that reduces stress on public services, and also brings about positive economic benefits and enhanced social wellbeing. This will also include the creation of two community hubs, aligned with the two primary care networks and neighbourhood policing teams. There are four thematic priorities within this:

1. Health and Wellbeing

– The desired outcomes are:

- . Better outcomes for residents thanks to good health in mind and body;
- . People to be motivated to lead healthier lifestyles;
- . An increase in the level of physical activity and healthy eating;
- . Quality homes and outdoor spaces.

2. Low Educational Attainment, Skills and Aspirations

– The desired outcomes are:

- . The right conditions for social mobility;
- . A wider understanding of pathways from education into training, skills & access to good jobs;
- . New start-up VCSEs supported to grow;
- . Inclusive multi-agency support that addresses the needs of NEET and SEND through boosting the number of apprenticeships, and putting in place a schools' outreach programme to raise aspirations, support life skills.

3. Vulnerability and Exploitation

– The desired outcomes are:

- . A multi-agency led system of community-facing services that prevent crime, and provide support when and where needed;
- . Increased awareness of issues and risks through seeing, listening, hearing & working with communities;
- . Identification of vulnerable people, victims and potential victims;
- . Pro-active work with young people at risk of exploitation to provide support, signposting of help and provision of diversionary measures;
- . Widening the multi-agency partnership approach to proactively work in schools, colleges, youth services, and advice services.



4. Loneliness, Isolation and Social Exclusion

– The desired outcomes are:

- . Confident well-connected residents able to live their lives well & without ongoing support;
- . Safe, clean and friendly communities and neighbourhoods;
- . Enablement of people to be confident and able to interact digitally;
- . ensuring every household has access to an appropriate device for their needs;
- . Increased representation of marginalised communities;
- . Support for events & festivals that bring people together and celebrate communities;
- . Designing new housing with neighbourliness in mind;
- . Supporting volunteering and civic pride, and promoting creativity.

Norfolk County Council - Together for Norfolk strategy

This strategy sets out the aims for economic and social wellbeing growth through getting businesses and organisations to work together with the community in mind. The main aim is inclusive growth and better social mobility through sharing resources and investment, which is an approach that can also be found in the GYBC locality strategy.

Norfolk County Council - SEND sufficiency strategy

The SEND sufficiency strategy for Norfolk runs through three central themes to ensure sustainability in educational quality and provision for people with SEND, as the current measures are deemed as not financially sustainable in the long run. The objectives of the three themes are:

- To improve capacity in mainstream schools;
- To redesign the specialist system for SEMH;
- To reduce pressure on independent sector places and reduce transport costs.

Crime strategy

Great Yarmouth Borough Council - Anti social behaviour policy

This policy sets out a number of principles for Council, Police, and Community action to tackle anti-social behaviour in Great Yarmouth. There are different responses depending on the level of anti-social behaviour. These levels are assessed by the council, involving the police where necessary. Responses can include: informal action, statutory notices, community protection warnings, public spaces protection orders, and closure power.

There are lots of policies working to address the challenges that affect children and young people in Central Great Yarmouth.

This place project aims to increase joined-up working in order to accelerate the pace of change.



09 CAPACITY FOR CHANGE



We have assessed the current capacity for collective working with Central Great Yarmouth by looking at levels of trust between stakeholders and the barriers and enablers to change.

Relationships and trust within the community

Right to Succeed and local stakeholders

Through our consultation work and steering group meetings, we have been developing trusted relationships with local stakeholders that are the building blocks of a collective impact approach.

Through the work within the wider Norfolk network, we have established strong relationships with leaders from Norfolk County Council, Great Yarmouth Borough Council and the Norfolk Police. This has been fundamental to our work in Central Great Yarmouth as it has ensured we have the profile and support for the work we are embarking on.

Through this we have regular meetings with the Vulnerable Adolescent Group and the Norfolk Safeguarding Group, where we are able to give feedback on our work and raise any challenges we may be facing.

Residents and services

Although we have been working to build trusting relationships with community members, from discussions with our stakeholders and consultations there still appears to be a lack of trust with the residents and services. We have approached this within our Steering Group and have also gathered further information from our surveys which were sent out to all ages. During Co-design we will continue to develop a more in-depth understanding of the levels of trust and reasons for this, through further consultation.

How is crime affecting the community

Even though crime is evident within Central Great Yarmouth, it is not clear where that crime comes from. Additional work is required through Co-design to better understand the nuances of the impact of crime on the community in Central Great Yarmouth.

The characteristics of children and young people and gaps we have identified during discovery contribute to the overall challenging circumstances for children and young people to achieve the best outcomes in life. Looking at the relation between these gaps and their link to crime will be a key feature of the Co-design phase.

Conditions for working collectively

Common agenda

All the people involved in the project agree on what they want to achieve.

- ✓ Clear need and common understanding of the problem
- ✓ Clear buy-in from local community partners
- ✓ Commissioners engaged in project

We are working towards an agreed common agenda for Central Great Yarmouth with the steering group members.

We have established 'Terms of Reference' which are the foundations of working collaboratively together.

From the work we have carried out so far we can see that, collectively, the residents and professionals have a desire to work together to improve Central Great Yarmouth. Through the initial interviews we have identified common themes such as certain places feeling unsafe and areas that are not as well policed as they could be.

These themes have given us a foundation for areas to look at in co-design and delivery, and how we can look to improve the youth crime rates within Central Great Yarmouth.

Shared measurement framework

Everyone agrees on what success will look like, and how progress is measured.

- ✓ Monitoring systems in place
- ✓ Clear measurement framework agreed

There is not yet a shared measurement framework in Central Great Yarmouth that tracks outcomes for children and young people effectively across sectors or across a continuum of provision. This has started to be discussed with the Central Great Yarmouth Steering Group and conversations will be continued through the co-design phase.

One of the first steps in developing the shared measurement framework is to understand what measures are already being used across organisations and services so that we can build upon what's already existing.



Mutually reinforcing activities

Services and activities support and build on one another, making things run more efficiently

- ✓ Access to partners and support
- ✓ Alignment of whole area and intervention priorities
- ✓ Governance of mutually reinforcing activities

Along side our consultation work we held a session with our steering group, where we asked members to highlight any gaps or challenges within the local area that could be worked on and improved.

The emerging key challenges were mental health support and the difficulty in receiving timely access to services around this, along with specific diversity needs. These needs come in the form of language barriers, cultural differences, overt discrimination, and social isolation. Furthermore, it was noted that consistent attendance in school is a large challenge in Central Great Yarmouth, this can be due to a wide range of causes, however, the steering group said it can often be that young people want to go out, find work, and support their families.

Finally, the common shift-work pattern of employees in the ward presents itself as its own challenge as it means those parents may not be able to access support and resources available, their children may be left unsupervised, or supervised inadequately for large portions of time, and family relationships may begin to break down.

Along with these emerging themes from the steering group, we also acknowledge that there are a large number of organisations working with similar groups within the area. This has presented challenges over time, as there are multiple organisations completing similar work.

By working towards a collective model, we will start to see organisations in Central Great Yarmouth become more mutually reinforcing as they work towards a common agenda and begin to share the resources available to them more effectively, and better meet the needs of the communities they serve.

Continuous communication

Strong relationships are maintained through regular meetings and communications between programme stakeholders.

- ✓ Communication channels agreed
- ✓ Commitment to transparency
- ✓ Commitment to a community of practice

We are engaging with local community groups and professionals to amplify the voice of vulnerable children, young people and families to inform the co-design of this programme. This includes developing a website and improving dissemination of information through existing local channels.

We have established the Central Great Yarmouth Steering Group as a key decision making function and to develop a community of practice between residents, professionals and experts.

Any stakeholders who are not on the steering group, we have continued to engage proactively with and have used the relationships built to establish ourselves more deeply into the community.

We are actively engaged with existing Central Great Yarmouth, Great Yarmouth and Norfolk-wide forums and networks to feed in project learning, build wider collective impact working and explore opportunities to strategically link support and offers.

Backbone support infrastructure

One organisation keeps the project on track, coordinates the logistics, and makes sure everyone has the training, support and resources that they need.

- ✓ Funding in place from commissioners or funders
- ✓ Understanding of approach to sustainability

Right to Succeed have formalised a steering group made up of local leaders, commissioners, academics and policymakers to govern programme activities in line with the common agenda, ensure stakeholder engagement and lead on best practice. We will work with the steering group, alongside local and national partners to develop innovative and locally-led approaches through Co-Design.

The programme will then pilot, evaluate, scale and disseminate learning for promising approaches that have shown signs of early impact.

We are currently working with the local authority, residents and key organisations to develop a localised, collective model for children and young people in Central Great Yarmouth, including the strategic redevelopment of public resources for the local community, and capacity-building with residents to own the design, commissioning and delivery of some services.

We will continue to develop a sustainable governance structure whereby residents, including children and young people, education professionals, local leaders and experts are able to collectively discuss, shape and direct the design of programmes.

We will work alongside the local partners to ensure that this approach is built on long-term sustainable change.



Enablers and barriers to creating change

Enablers

Enabler	Rationale
Great Yarmouth Borough Council (GYBC)	GYBC have been extremely supportive of this project, raising our profile in the local area, encouraging engagement and supporting introductions to organisations within Central Great Yarmouth. As one of our commissioners, they will continue to play a vital role in co-design by helping us to reach out to groups and organisations that we so far have been unable to talk to, and by providing us with data and information to further improve our understanding of the community context.
Our consultation partners - GYROS, Ormiston Families, MAP and Top Banana	Our consultation partners have ensured we hear the voice of the community, including marginalised community members, through all of our discovery work.
Central Great Yarmouth Steering Group	The Steering Group have been instrumental in gathering information during the Discovery phase. They continue to work collaboratively to develop this programme, creating spaces for open conversations about the needs of Central Great Yarmouth. The Steering Group's input and outreach will be fundamental to programme success.
Norfolk Constabulary	Norfolk Constabulary have been able to provide us with a huge quantity of data as well as ensuring that we have been included in wider discussions in Norfolk. Moving into co-design, they maintain their contributions to the project in terms of insight around crime and violence in the community of Central Great Yarmouth.
Online platforms	We have been able to work effectively and collaboratively virtually and deal with the knock-on effect of Covid-19. We will continue to use these platforms to make participation more accessible.
Development discussions regarding family hub in Central Great Yarmouth	We are continuing discussions with the local council around how this programme can support the development of the family hub in Central Great Yarmouth, which has been welcomed by steering group members.

Open dialogue with YEF	YEF have been open to dialogue around the barriers and complexities of this type of work, for example understanding the complexities of recruiting a lead partner for the project going forward. We will continue to work closely with the YEF to co-design a programme that will make sustainable change for Central Great Yarmouth.
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Barriers

Barrier	Rationale
Lack of engagement from early years providers - due to the lack of provision in the area for the 0-5 age group	<p>There is clear evidence that there is a lack of provision in place in Central Great Yarmouth for the 0-5 age group.</p> <p>Going forward into the next stage of the project we will be working closely with the GYBC, NCC and local early years providers to look at how we better support this group. This will also be supported through the set up of the family hub.</p>
The large number of providers covering such a small area of Norfolk	<p>During Discovery, we have seen that there is a large number of providers carrying out similar work within the Central Great Yarmouth community, which has created a level of confusion for the local residents and professionals.</p> <p>As we develop relationships within the community and build on our collective working process, this will ensure that we can work more closely with these smaller organisations to look at how they work collectively going forward.</p>
Lack of health data	<p>There has been a lack of health data for Central Great Yarmouth, which has made it hard to analyse the current state of the health offer.</p> <p>We are working closely with the healthcare providers in Central Great Yarmouth and will continue to develop relationships with the health system as it migrates over to ways of working under the new Integrated Care System. This will help develop working strategies for how data is collected and will help inform our co-design phase.</p>

10

KEY LEARNING FROM DISCOVERY PROCESS



We have evaluated the Discovery process to understand what worked well, any challenges we faced and what areas could be improved on as we move into co-design.

What worked well

Robust data process

Our approach to using data in the feasibility phase was impactful, and helped to build trust.

We followed a robust data process, moving between open data and direct data accessed through the Norfolk-wide steering group. We looked at specific indicators in the area such as risk of crime, as well as the broader demographic context.

This effort, alongside our community mapping and early stakeholder conversations, allowed the Steering Group to select the hyper-local area and provided an excellent foundation for the discovery phase, and continue on into the co-design phase.

Experience and engagement of local partners

A large number of organisations had already built strong relationships with local residents, children and young people. This meant they were able to speak up for marginalised groups living in the Central Great Yarmouth Ward, and have helped us to incorporate their voice through the discovery process.

A strong consultation process

Partners submitted very strong expression of interest and, overall, engagement was really positive. We set out a clear process for partners to deliver their work and feed back to both ourselves and the steering group.

Engagement in the consultation matched our confidence that partner stakeholders had the skill and expertise to successfully deliver such activities in the community. This was particularly impressive in terms of reach and scope. As detailed above, our consultation partners managed to engage over 500 residents, including a broad range of individuals from marginalised groups and with under-represented characteristics.



The Central Great Yarmouth and Norfolk-wide Steering Groups

By setting up the local Central Great Yarmouth steering group early in the process, the group were able to play a key role in supporting design of the consultation.

Their input into the process for example through feeding back on and distributing consultation surveys, as well engaging children, young people and smaller organisations, has meant that we have seen high levels of engagement across most of our target groups.

This is also the case for the Norfolk-wide steering group, where high-quality, ongoing support from those involved, such as the police, Great Yarmouth Borough Council and Norfolk County Council, has again been extremely useful in consultation.

Ensuring that both steering groups continue to feed into the design of activities, as well as the process itself, will be vital to the programme going forward.

The local community's willingness to engage

More broadly, engagement with local stakeholders and the community was a clear strength. The willingness to engage from a broad range of stakeholders in our initial interviews demonstrates this, and we also found there to be strong support for information sharing and collaboration.

This willingness to engage helped us to achieve a large reach in Great Yarmouth Central for our consultation surveys, with close to forty local partners helping to distribute to their wider networks.

As with the steering group, working with other local stakeholders has meant that we've seen high levels of engagement from most groups in the community, and especially with the survey aimed at residents aged sixteen to twenty five. Again, we will continue to build upon this as we move into the co-design phase.

What should be improved

Prioritisation of stakeholders

We did not prioritise the correct stakeholders at first. The volume of 1:1 interviews was a significant challenge for staff capacity, and, in hindsight, it would have been more productive to prioritise specific target stakeholders, for example those pivotal in supporting the programme to move forward. This could have been done by initially capping the number of stakeholders we wanted to engage, and prioritising engagement by seniority and relevance to the programme.

By doing this, we would have also had more capacity to focus on critical stakeholders who have been slow to respond. With the confidence that we had gathered the key expert information from the outset, we could have then turned our focus to broader representation from local charity and business organisations to provide a further richness to the overall stakeholder consultation.

We have now created a plan for how to review our stakeholders every 6 months to keep them engaged and on track.

Approach to youth voice

Our approach to youth voice could have been more successful in consultation. We feel that the voice of children and young people could have been included more widely in the programme from the very beginning of discovery. Similarly, the level of engagement from young people aged eleven to sixteen in our consultation surveys could have been improved, with there being only two total survey respondents for this demographic.

How we engage children and young people under sixteen, especially in schools, is definitely something for us to further consider going forward. We are continuing to develop a strategy around how we have youth voice presence in all the work we are completing during co-design.

We will continue to improve and make our youth voice more prominent through co-design.



Design our approach to respond to the needs of the community

A more robust plan is needed when engaging with diverse communities and marginalised groups, as it can often take more time to build trust. Consultation surveys should be adapted to different language needs. To support this, we enlisted our community partner, GYROS, to run sessions where surveys are translated through a skilled interpreter.

The role of local organisations and partners in providing feedback that helps us to consider area-specific sensitivities will continue to be crucial. The steering group's role in highlighting the need to frame survey questions in a way that matches the reported low average reading ages of the local community in the area highlights this.

Key learning for co-design and delivery

Clear timelines and more time for building trust with the community

More time should be built in for planning, establishing trust and building relationships with local stakeholders and the community.

Timeframes need to be realistic when carrying out future discovery work. With regards to consultation this will involve, for example, strategically considering breaks such as school holidays, having contingency plans in place and allowing schools plenty of time to complete any consultation work such as surveys.

Improve approach to youth voice and engagement

Despite successful engagement from young people in our partners' community consultation, we can improve how we engage young people, particularly those under 16 and in schools.

Based on our positive experience with them so far, we will look to build on our relationships with local partner, MAP, and the Youth Advisory Board for Great Yarmouth, when considering how we best engage and capture information from young people.





Thank you to everyone who has contributed to this report

The co-commissioners of the project are Norfolk County Council, Norfolk Constabulary, Great Yarmouth Borough Council, Renaisi, and the Youth Endowment Fund.

Norfolk County Council, along with Norfolk Constabulary were initially engaged in April of 2021, and gave us their approval to move forward with the project work. These two commissioners were able to share data sets with Right to Succeed that allowed Central Great Yarmouth to be highlighted as the chosen local area in October 2021.

After Central Great Yarmouth had been selected, and agreed by the Norfolk-wide steering group, colleagues met with Great Yarmouth Borough Council who gave their final sign-off and go ahead for the project in February 2022. After this point, Right to Succeed were able to reach out and develop relationships with local organisations to establish a steering group of key stakeholders in the local community.

Steering Group Members



St George's Theatre is a local theatre company in the centre of Great Yarmouth that can be considered a community hub. They offer "pay what you can" theatre experiences, work with the local primary schools, and use their theatre café to host community group meetings for men's mental health awareness, youth groups, and much more.



The Inspiration Trust (including Great Yarmouth Primary Academy and Great Yarmouth Charter Academy) is a multi academy trust of both primary and secondary schools running in Great Yarmouth, wider areas of Norfolk, and north Suffolk. The trust collaborates and shares their knowledge and expertise locally and nationally, and they are committed to improving the standards of education in the East of England.



YMCA Norfolk runs a number of services in the area, they have a young person's housing unit for 16 - 25 year-olds, offer support and advice such as counselling, family group conferences, etc, and also provide youth clubs.



The Matthew Project runs a number of support services across Norfolk. In Great Yarmouth, these services include substance misuse and mental health support for young people aged under 18 and their families, and a programme aiming to re-engage young people with education and employment through positive activities.



The Youth Offending Team is a multi agency partnership whose aim is to prevent children and young people becoming involved in crime, offending, and helping them restore the damage caused to their victims. They offer support and supervision to 10 - 18 year-olds who have already committed offences, but also offer prevention work for 8 - 17 year-olds who are at risk of offending.



Ormiston Families is an organisation which supports families in the East of England to build resilience and make choices to improve the life chances of their children, they do this through a number of projects involving the parents, children and wider families.



Freshly Greated works with local people to create fun, exciting, and creative experiences in and around Great Yarmouth. They are funded by the arts council and work in partnership with a number of other organisations in the town such as out there arts and Jays UK, amongst others.



Nelson Medical Practice (NHS) is the local branch of the East Norfolk Medical Practice. It is close to the ward however, not within it. The practice is a GP branch where residents can seek medical advice, support, and referrals.



East Coast College is a further education college based in Great Yarmouth which offers a wide breadth of educational and vocational training courses for students and young people.



MAP is a Norfolk-based organisation working to ensure young people have the access to quality information, advice, counselling and support they need for their holistic development. In Great Yarmouth they run an advice centre, a range of community engagement projects and activities and offer therapeutic services to children and young people.



DIAL is an organisation that provides information and advice to disabled and vulnerable residents across the borough of Great Yarmouth. This includes specialist advice and support on all aspects of the benefits system including help to complete complex benefit claim forms.



St George's Primary School is one of two primary schools in the ward, they offer a nursery facility and have good links with the local theatre and library. They describe themselves as a "multicultural, co-educational community school for 3 - 11 year-olds".



GYROS supports newcomers, migrants, and culturally & linguistically diverse communities in the borough of Great Yarmouth and other parts of Norfolk and Suffolk. They help people to settle and integrate into their local community, offer translation and interpretation services, and further information, guidance and support.



Active Norfolk is the Active Partnership for Norfolk they work to increase physical activity levels and improve the health and wellbeing of our communities and residents. They work in partnership with a wide range of local, regional, and national partners to achieve their objectives.



Norfolk County Council is the top-tier local government authority for Norfolk. Throughout the process of this project, NCC have been involved in many ways and many departments and departmental sub-groups of the authority have engaged in consultations, such as children's services, adult social services and community and environmental services.



Norfolk Constabulary is the territorial police force responsible for the county of Norfolk, they have been engaged since the very beginning of the project providing us with data and advice. They have fed in a local Great Yarmouth police officer to represent them at our ward-level steering group.



Great Yarmouth Borough Council is the second-tier local government authority for Great Yarmouth. They have been involved in the project since February and have offered great amounts of support for the project. A great number of departments of the council have taken the time to talk with us about their work and the challenges within the local area.

Other engaged partners

There is also a great number of engaged partners who have taken an active role in community and stakeholder consultation interviews and survey distribution.

Top Banana are a Great Yarmouth based community group that offer activities and training to promote health, wellbeing and community cohesion within the borough. Examples of some of the activities on offer are bike courses, yoga, social picnics and much more.

Century Training Academy is a leading training firm in the Great Yarmouth area. Students can get hands-on experience through progressive training in construction trades such as bricklaying, plastering, tiling, and more.

Department for Work and Pensions is responsible for welfare, pensions and child maintenance policy.

ENJOY Great Yarmouth is a cultural education partnership with a mission to provide opportunities for children & young people to take part in great arts & cultural activities. They run a number of projects that children and young people can get involved in, both in schools and in their free time.

Feathers Futures is a women's community group in Great Yarmouth. They provide a safe, non-judgemental environment where women can have a voice, express feelings, be heard and understood. Their aim is to be a place for women to come and make friends, socialise, learn new skills and receive support.

Fresh Start New Beginnings is an organisation that offers therapeutic services to child victims of sexual abuse that is tailored to their unique individual needs taking account of their race, heritage, religion, gender, age, ability, beliefs, sexual orientation, and their wishes. They support families by offering guidance and information.

Great Yarmouth Library is the library in Great Yarmouth, they offer normal library services, but also host a variety of projects and youth activities.

Great Yarmouth Multicultural and Faith Network is an inter-faith and belief network. They host meetings and offer an advice & information service with the aim to make better known and understood the teachings, traditions and practices of the different faith communities and build good relationships with people of different faiths in the UK.

Horizons Community Training is a training centre who specialise in social and emotional education and provide learning. They focus on the education of young people dis-engaged from mainstream education and help their learners gain qualifications that not only reveal their competencies and abilities but also develop their confidence and enrich their lives.

Just One Norfolk is an NHS multimedia online educational tool, empowering Norfolk parents to achieve the optimum health and wellbeing of their children.

Kingsgate Community Church is a church and community centre in Great Yarmouth that offers a variety of worship and family services. They run coffee and chat drop-ins, hot community lunches, inclusive craft groups and more.

Out There Arts is an independent arts development charity that is based in Great Yarmouth, but collaborates with artists worldwide. They are dedicated to delivering opportunities for artists and communities through supporting, hosting, and delivering circus and street art projects and events.

Reprezent is an arts organisation in Great Yarmouth. They focus on founding unique and accessible creative learning environments that can enhance the lives of young people. The activities and services provided are designed specifically for young people who may be at risk of social and economic disadvantages, seeking to increase social entrepreneurial-ism by improving equality of choice and opportunity through artistic expression and creative endeavours

The Salvation Army are based in the centre of Central Great Yarmouth and provide a variety of services to the community. The most notable of their support services is "Sally's shop", located in the Pegotty Road community centre, this is a space where residents can learn about budgeting and purchased amenities for far less than market value, so far this has been a great success.

Sara's Tearooms is a café on the seafront of Great Yarmouth, they are only open during the summer season, however, they hire and rain up many young people from the local community and see many locals walking through their doors.

The Tide & Time Museum is a museum in Central Great Yarmouth they work in partnership with other organisations in the area to allow children to engage with the exhibitions on offer, however most locals can't afford the entry fee to attend in their own time.

Visit Great Yarmouth is the Destination Management Organisation (DMO) for the borough of Great Yarmouth. They offer people a space to find a wide variety of services and activities to engage with in the area.

The Benjamin Foundation is a Norfolk and Suffolk based charity that offers support services and sheltered accommodation for people aged 16 - 25 that are or are at risk of becoming homeless. They offer emotional wellbeing support and employment coaching services, their goal is to prepare young people for independent living.

Embracing People Project aims to deliver a series of 121 mentoring advice and guidance sessions for 16-20 vulnerable people within the community. The project aims to increase self-esteem motivation and improve overall mental health.

Nelson's Journey supports children and young people in Norfolk who've experienced the death of a significant person. They provide a wide range of resources and services.

Civic Society of Great Yarmouth was formed to spread a sense of civic pride in the town. Its aims are not only to encourage pride in its buildings and architecture but in its environment, its cleanliness, and its new developments.

Great Yarmouth Town Centre Partnership is a not for profit membership organisation created to promote vitality and viability of Great Yarmouth's town centre. The Partnership manages a raft of projects funded by a Business Improvement District including a team of Street Wardens and the organisation of town centre events including entertainment, festivals, promotions and other activities being held in the public spaces around the town centre.

Pegotty Road Community Centre is a community centre in the heart of the ward, Sally's shop operates from there.

Momentum is a part of the Voluntary Norfolk partnership of organisations. They support voluntary and community organisations working with children and young people in Norfolk to build a vibrant and diverse voluntary and community sector that inspires, involves and empowers young people. This is done through funding opportunities, safeguarding, representation, and their training hub

Voluntary Norfolk is a network of voluntary organisations across Norfolk, they work to support those organisations to offer high quality services to young people. They do this by allowing organisations to connect with each other to access and share ideas.





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