

# EVALUATION OF CROXTETH GOOD HELP HUB

## SUMMARY REPORT





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# 1. BACKGROUND AND CONTEXT

## Partnerships for People and Place

Partnerships for People and Place (PfPP) has been a £5m central government programme funding 13 pilot projects across England, to test the hypothesis that better coordination within and between central government and local places can lead to improved efficiency and outcomes.

At the end of 2021, Liverpool City Council secured PfPP funding to run a pilot in Liverpool, Croxteth Good Help Hub and, in early 2022, it selected Cobalt to be the lead partner.

## Croxteth

The PfPP project was focused on Croxteth ward in North Liverpool. According to the 2021 census, this area is home to 14,435 people in 5,989 households. Its residents are predominantly White British (86% compared with 77% across Liverpool) and a majority of households are deprived in one or more dimensions (69% compared with 58% across Liverpool). Ward boundaries in Liverpool have recently changed and the former Croxteth ward area is now covered by two smaller wards called Croxteth and Croxteth Country Park.

Disparities within the area are highlighted by data provided by Liverpool City Council in ward profiles for the new wards. For example, average life expectancy, which is 77.2 years across Liverpool, is 73.7 years in Croxteth and 82.2 years in Croxteth Country Park. Croxteth has the highest proportion of Adult Social Care users in Liverpool, at 11.3% of the adult population, while the equivalent figure for Croxteth Country Park is 4.4%.



Community litter pick

## Our Croxteth

A participatory budgeting pilot was launched in early 2022 with a £50,000 funding pot from NHS Mersey Care Foundation Trust, Cobalt Housing and Merseyside Police (using funds from assets recovered under the Proceeds of Crime Act). Called Our Croxteth, it supported 20 community projects to tackle key themes highlighted by local people.

## Good Help

Good Help is a multi-agency workforce development programme commissioned by Liverpool City Council and developed over three years in recognition that, regardless of the service provider, how they are funded or who their client group is, everyone deserves 'good help'. The programme is delivered over three, non-consecutive days that focus on engagement, collaboration and communication, and it is rooted in an asset-based way of working.

The PfPP pilot offered an opportunity to put the programme's principles into practice in the design and delivery of a frontline service.

## Neighbourhood working

Liverpool City Council, Mersey Care, Cobalt Housing and Merseyside Police were already moving towards more integrated ways of working at neighbourhood scale, both in Croxteth, such as through the Our Croxteth collaboration, and more widely across the city, for example through the development of Neighbourhood Plans to complement the City Plan, and Integrated Care Teams bringing together a wide membership including housing.

A primary objective of the PfPP pilot, for each of these partners, was to further test and develop approaches to neighbourhood working.



## 2. EVALUATION APPROACH

An evaluation of the Croxteth Good Help Hub PfPP pilot project has been carried out by the Heseltine Institute for Public Policy, Practice and Place at the University of Liverpool.

### Utilisation-focused approach

The evaluators identified and worked closely with the primary intended users of the evaluation, to keep the focus on the intended uses throughout and to remain responsive to any context changes. The primary intended users were individuals with strategic and operational roles in developing, delivering and learning from the pilot project locally, and included members of the Strategic and Operational Boards as well as the frontline Hub team. Users have been involved in all stages of the evaluation from identifying the questions through collecting and analysing data to communicating findings.

### Evaluation type and purpose

A summative outcome and process evaluation has been carried out with the purpose of reporting, at the end of the project, what it has achieved and how.

### Evaluation methods

Thematic analysis of qualitative data sources including semi-structured interviews and project documentation has been supplemented by quantitative analysis of survey data. A Theory of Change model has been used to assess the contribution of the project to the outcomes observed.



Croxteth Speaks. Credit: Michael Kirkham



# 3. THE PILOT PROJECT

## Croxteth Good Help Hub

The project was led by Cobalt Housing, an anchor organisation within Croxteth. It is the largest registered provider of social housing in the area, with its main offices there, and is committed to being a catalyst for positive change in the communities it serves.

Following funding approval, Liverpool City Council and Cobalt Housing appointed a project coordinator and worked with local partners to develop a model for a community hub, building on the work of the Our Croxteth partnership and the Good Help training programme. The model recognised that, while many services were already available and operating in the area, for various reasons people were not always able to get the help they needed. The Good Help Hub set out to bridge a gap between universal services (GPs, schools etc.) and specialist or statutory responses such as social care; see diagram on p.7.

The core partners – Cobalt, the Council, the Police and the NHS – agreed to commit staff resources, and in October 2022 the newly formed team embarked on a 12-week study-and-learn programme with the purposes of developing the team, understanding local assets, understanding local needs, and finally designing the service that the Hub would provide. Within some basic parameters, and with guidance from the coordinator and project steering groups (a Strategic Board and an Operational Board), the team was encouraged to design and deliver whatever they felt was needed.

The Good Help Hub opened on 16 January 2023 for a 12-week pilot period, located within the reception area on the ground floor of Cobalt's offices. It offered a weekly timetable of services available within the Hub, arranged around themed days. It was open to everyone. Any person could call in and talk to a team member, who would work with them to understand what a Good Life meant to them and signpost them to services that could help, providing a personal introduction wherever possible.

Following the pilot period, the operation of the Good Help Hub was extended to 30 June 2023. This evaluation is based on the pilot period, which finished on 14 April 2023.

## Croxteth Speaks

Project partners agreed PfPP funding would also be allocated to the Croxteth Speaks initiative. Commissioned by Culture Liverpool (part of Liverpool City Council) it was coordinated by arts organisation All Things Considered.

Over a 6-month period, local artists worked with young people on arts activities including film-making, photography, model-making, DJ-ing and dancing, exploring how they feel about their neighbourhood and how it affects their sense of identity. The films and other artworks were presented at an event in July 2023, with a challenge to the Council and other public sector organisations to think about how they might respond to the concerns and wishes the young people expressed.

## Story of Change

Based on the data collected and analysed, it has been possible to construct a Story of Change for the PfPP pilot project (see p.6). Although similar to the Theory of Change that was produced when developing the model for the Hub, it reflects how the project worked in practice, identifying the key inputs, activities and change principles, the outputs and short-term outcomes these led to, and the expected long-term outcomes and impacts.

## Hub timetable

### Monday: Employment and skills

Jobcentre Plus, We Are With You, Beautiful New Beginnings, Myerscough College, Adult Learning, Liverpool in Work

### Tuesday: Housing and cost of living

Cobalt Housing, Norris Green Debt Advice, Energy Plus Project, Partners Credit Union, volunteer

### Wednesday: Health and wellbeing

Mary Seacole House, Liverpool City Council Community Connectors, Jobcentre Plus, NHS Social Prescriber, Citizens Advice, Rooting for You (commissioned parental resilience course), volunteer providing free-of-charge holistic therapies

### Thursday: Keeping safe

Merseyside Police, volunteer Domestic Abuse Advocate

### Friday: Community and environment

Liverpool City Council Community Services and Community Connectors, Transform Lives Company, Our Croxteth Working Group, Jobcentre Plus, ICT Coordinator and volunteer qualified counsellor/coach

...and **Bacon Butty Friday**

## INPUTS

Governance  
Lead organisation  
Coordinator  
Staff  
Budget  
Venue

## ACTIVITIES

Developing the model  
Study-and-learn programme  
Hub operation  
Croxtheth Speaks  
Monitoring and evaluation

## OUTPUTS

Asset map  
Hub visitors  
Services engaged  
Young people participating in arts activities  
Organisations engaged in arts activities  
Local people employed  
Arts sessions  
Films, portraits, visual art

## OUTCOMES SHORT-TERM

**For individuals:**  
Improved access to services  
Improved networks and connections  
Improved health and wellbeing

**For the locality:**  
Improved knowledge of the locality  
Improvements to existing services

**For the city:**  
Improved ways of working  
Model for locality-based services

## OUTCOMES LONG-TERM

**For individuals and the locality:**  
Enhanced social capital  
Higher educational outcomes  
Enhanced employment opportunities  
Further improved health and wellbeing  
Improved environment  
Lower crime rates

**For the city:**  
Earlier identification of at-risk cohorts  
Reduction in people in crisis  
Strengthened voluntary and community sector  
More efficient use of funding  
System change

## IMPACTS

**For individuals:**  
Individuals are able to live a Good Life

**For the locality:**  
Intergenerational transmission of disadvantage is broken  
Area is a destination of choice

**For the city:**  
Services are efficient, effective and accessible

## CHANGE PRINCIPLES

Joined-up services, delivered locally, co-produced, focused on a Good Life

## CONTEXTUAL FACTORS



## STORY OF CHANGE



## Integrated model

The model developed for the Good Help Hub is integrated within local service provision, expanding the levels of intervention available to individuals and families, which step up according to their needs (diagram adapted from Rachel Flood Associates).

### Prevention

Aim: preventing a problem from happening in the first place

Cohort: individuals and families who only need support from universal services

- Universal services (schools, GPs, children's centres, health visitors etc.) are often the first port of call for people who need help
- Deliver a key role as local leaders in a place
- Hold vital information and intelligence
- Underpin the other levels of the model
- The Good Help Hub provides the scaffolding around universal services, an additional resource in a joint problem-solving approach to people who need help

**UNIVERSAL**

### Early intervention

Aim: intervening early when a problem starts to emerge, to resolve it

Cohort: individuals and families who need support but are not yet accessing services

- Frontline staff working with universal services from an anchor organisation, focusing on both people and place
- Proactively identifying need by working with universal services to recognise those at risk and coordinate effective early intervention
- Support tailored to issues that may be low level but get in the way of a Good Life; e.g. debt, benefits, anti-social behaviour, environmental blight, community safety, crime, drugs, housing, green spaces, isolation
- Trained in safeguarding and early help assessment; referring clients to ICT or social care where more intensive support is needed

**GOOD HELP HUB**

### Multiple needs

Aim: coordinating support through a lead worker/multi-disciplinary team meeting (MDT)

Cohort: individuals and families likely to be known to services but who do not meet the threshold for specialist/statutory services, despite presenting with multiple issues and risks

- Existing integrated teams who work with people with more complex needs, e.g. the Integrated Care Team (ICT)
- Coordinate the work of a number of professionals, sharing information on the client to develop a multi-agency plan of action
- Consent is needed from the client to be referred to the ICT
- Support is across all wider determinants of health; e.g. MDT meetings might include housing or Citizens Advice as well as health professionals
- The Good Help Hub identifies people who would benefit from this coordinated response to complex needs, and provides an ongoing resource post-ICT involvement

**AT RISK**

### Specialist/statutory

Aim: reducing the harmful consequences of a problem and managing it as best as possible

Cohort: individuals and families likely to be known to services and who meet the threshold for specialist/statutory services

- These are people who are both 'complex and costly' to many partner organisations
- They have likely received numerous interventions over the years, none of which have managed to stem the flow of demand for specialist/statutory services
- Once specialist/statutory services step away, there is a need to ensure the individuals or families are not left isolated but are 'stepped down' into more local services providing continuity of support and preventing issues from re-escalating
- The Good Help Hub provides a local response through a trusted anchor organisation
- Good Help Hub staff work take an asset-based approach, having conversations to understand the person in front of them in the context of their life and community

**COMPLEX AND COSTLY**

## 4. OUTCOME EVALUATION

The outcome evaluation assesses outputs and short-term outcomes of the pilot project (coloured pink on the Story of Change diagram on p.6), based on the available evidence from the range of data sources reviewed. The main outputs and outcomes were as discussed below and summarised on the following pages. Outcomes have been categorised for individuals, for the locality, and for the city, although there are links between them as seen in the summary on p.12.

### Outputs

Over the 12-week pilot period, there were 90 visitors to the Hub who between them made 434 visits. Weekly numbers remained relatively steady.

The Hub team kept records of visits including postcode, primary reason for visit and notes on the outcome, i.e. support provided and any planned follow-up.

It can be seen that the Hub served a wider area than Croxteth, likely due to its location and venue. Cobalt's offices are close to the border between Croxteth and Norris Green, and Cobalt has significant housing stock in both areas as well as in Fazakerley. Indeed, the majority of initial visits were for housing reasons. However, there were many repeat visitors to the Hub, with Bacon Butty Friday and the 'warm hub' provision being major draws.

The charts on p.11 show the top five recorded primary reasons for visits. However, these are not the full story; it is clear from the notes made by the team and from other data that many

visitors came in for one reason and disclosed other needs or interests while talking to team members.

### Outcomes for individuals

For Hub clients – the people who visited the Hub and engaged with the team – benefits including improved networks and connections, and improved health and wellbeing, flowed from improved access to services.

Improved access to services was illustrated by the level of demand, suggesting a need that may have otherwise been unmet, and by clients accessing services additional to those they came in for. This outcome was achieved by clients being supported to access services. Two aspects to this support were identified: removal or reduction of barriers to access, and a holistic approach.

The study-and-learn phase found that there was a strong sense of community in Croxteth. However, once the Hub opened, it became clear that some residents had become disconnected, and the prevalence of loneliness and isolation amongst clients was unexpectedly high. The Hub facilitated improved networks and connections for many of its clients, as evidenced by improved access to services, including support groups, and by people using the Hub as a drop-in and attending its events.

Alongside, and often related to, the loneliness and isolation, the Hub team saw a high degree of poor health, both physical and mental. Although it is not possible to quantify health improvements as a result of the Hub, the qualitative data indicates improvements resulting from improved access to services and improved networks and connections.

The Good Help approach taken by the team, involving taking time to get to know clients as individuals, helped people to talk about difficulties they were having, and was particularly important in relation to mental health issues.

*You have really supported me with my mental health and got me out of the house.*

*Love the group very much. Made friends and felt welcome.*

*A great sense of community.*

*I needed help and was very upset. I was made comfortable and I felt safe.*

*It's needed in the community because people don't know what's on in the area.*

*Just to be able to sit there, speaking to people, and have a coffee has helped a lot.*

*I think part of my mental health suffers because I'm actually quite isolated with nothing to do. That's where [the Hub] is helping me get a volunteer job.*



*That physical presence there has helped with understanding partners, and then understanding community needs.*

*There is a genuine desire to partner with the community, to improve the lives of people that live in Croxteth.*

*Because we're quite a new organisation, it was a good way...to get our name out there, and to link in with other groups.*

*I think it's hugely benefited the community and hugely benefited staff...because those of us that have been involved will take the learning with us.*

*It's a different way for us to problem-solve.*

### Outcomes for the locality

Each stage of the project involved gathering and sharing information about Croxteth and the surrounding area, resulting in overall improved knowledge of the locality among the partner organisations.

The study-and-learn phase in particular focused on building a picture of Croxteth to inform the development and delivery of the Hub service. The team took an asset-based approach to their research and produced a physical asset map of the area. They identified possible gaps in provision relating to antisocial behaviour and environmental issues.

Once the Hub opened and as conversations with clients developed, a fuller picture emerged, with high levels of food and fuel poverty and mental health need being particularly prominent.

This improved knowledge, together with the removal or reduction of barriers to access, and other improvements to ways of working, led to improvements in existing services. For example, a repeated theme for the strategic partners was how working 'un-badged,' and in a different way, was helping them build trust within the local community. Meanwhile, individuals on the operational team identified changes to their own working methods and approaches benefiting their ongoing work in the locality.

### Outcomes for the city

Partnership working was already taking place, with Our Croxteth being a good example locally. At city level it was fragmented; however, there was experience of partnership working within the partner organisations going back many years, and the Hub provided an environment to pass on those skills and develop them further. Organisational changes took place in partner organisations that operate not only in Croxteth but also across a wider area or the whole city.



Bacon Butty Friday





Good Help Hub reception

### Croxteth Good Help Hub:

**434** visits  
**90** clients  
**25+** services engaged



Knit and Natter



Croxteth Speaks. Credit: Michael Kirkham

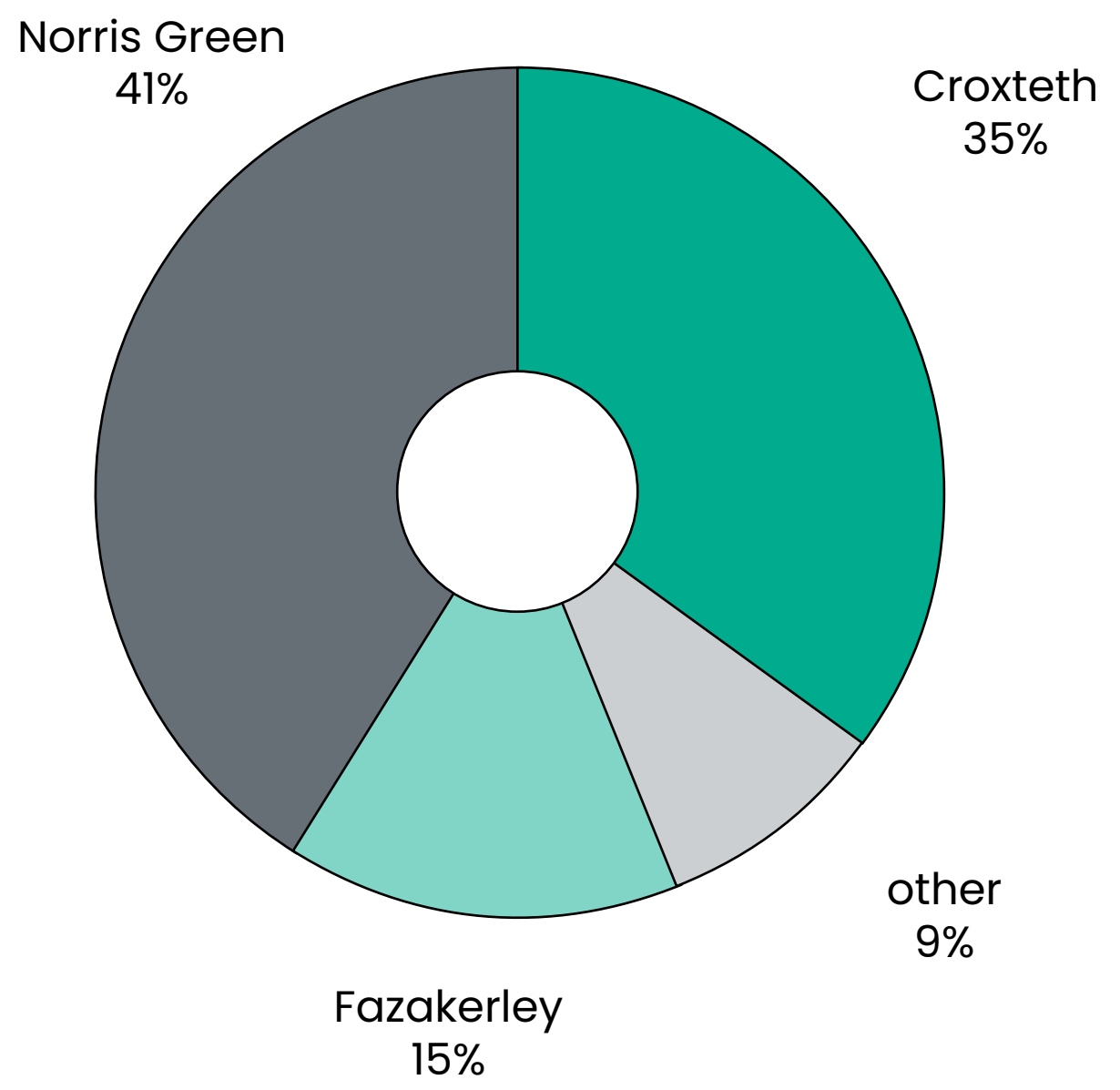
### Croxteth Speaks:

**398** participants  
**9** organisations engaged  
**3** local people employed  
**69** arts sessions  
**25** films and artworks

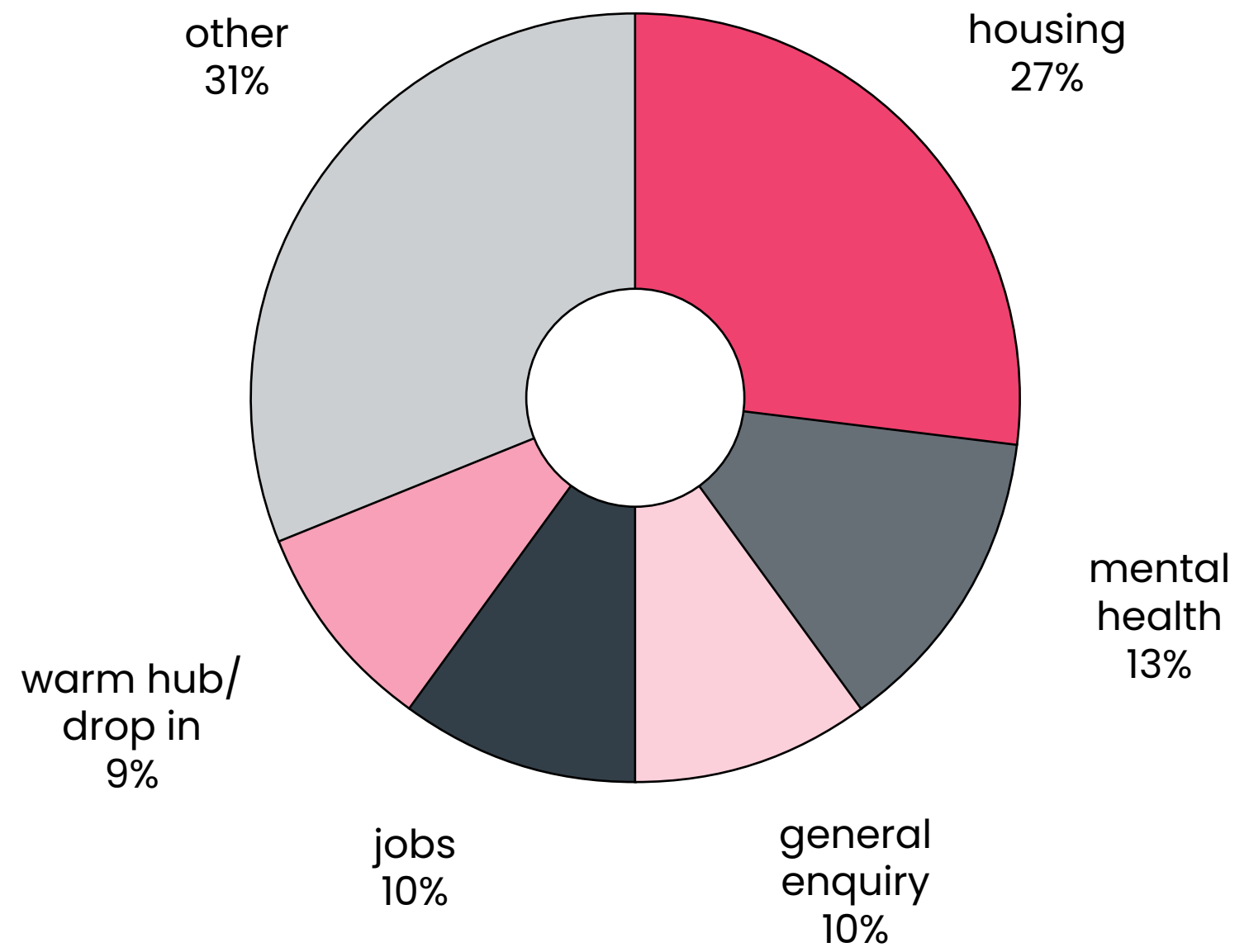
# OUTPUTS



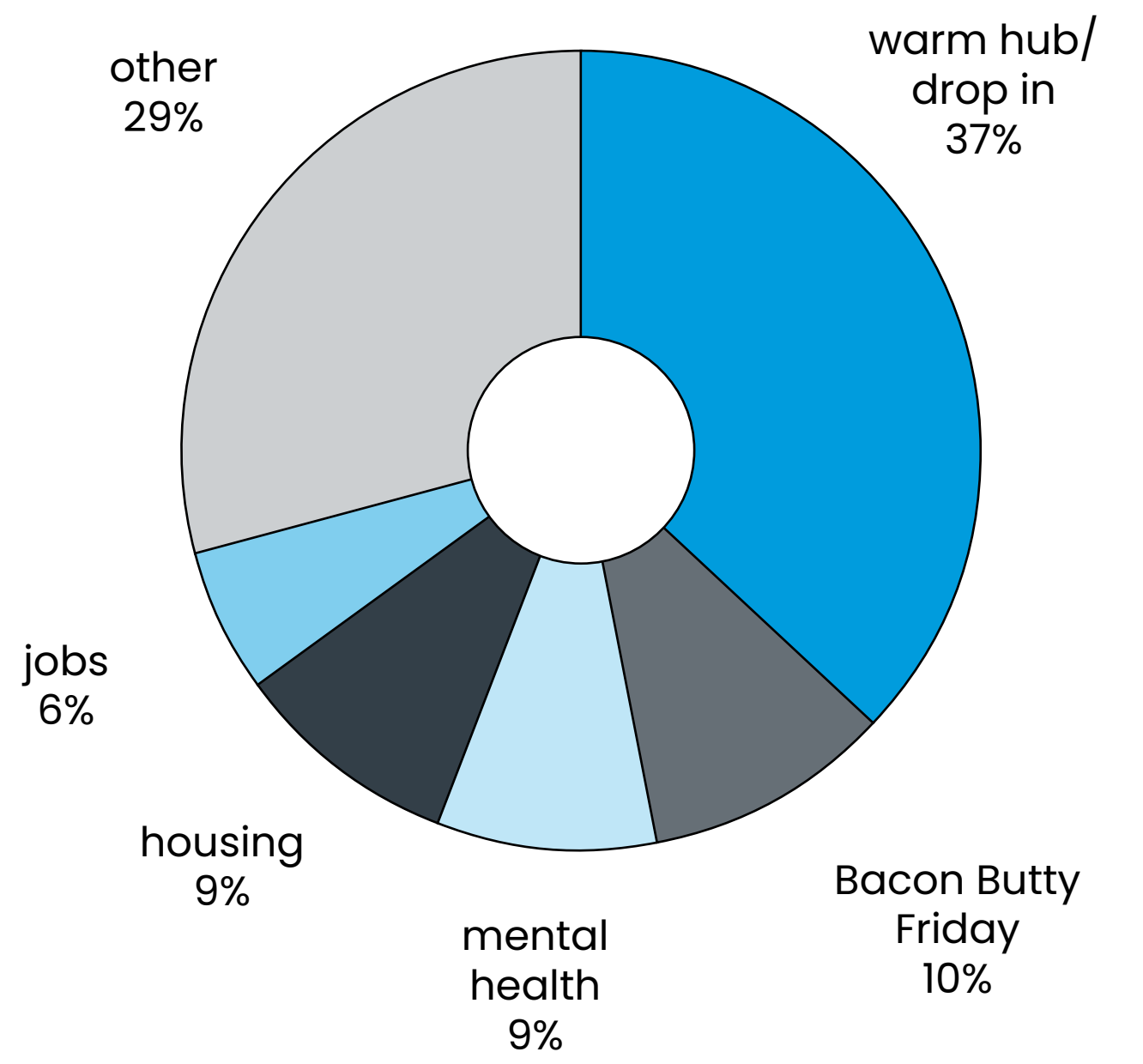
**Resident ward, all clients**



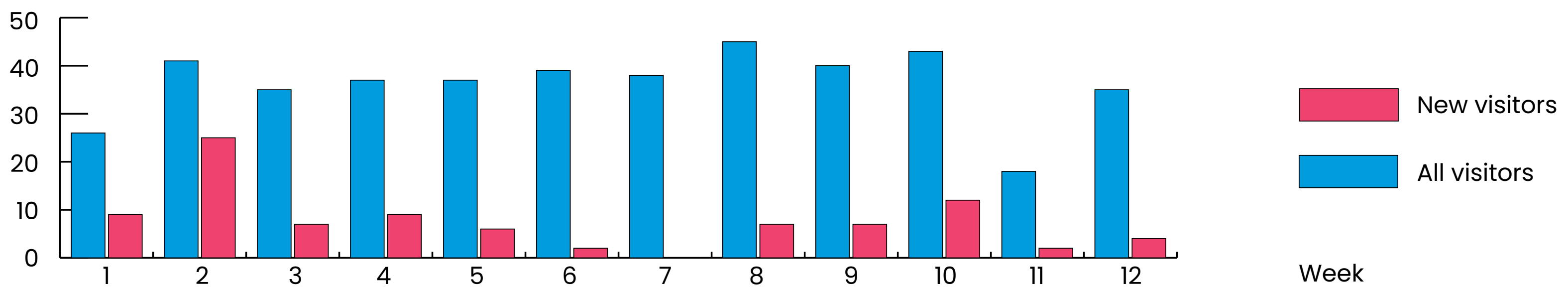
**Main reason for visit, new clients**



**Main reason for visit, all clients**



These charts provide more detail on the Good Help Hub outputs. The pie charts above show, from left to right: the top three areas where clients lived (using the ward boundaries prior to May 2023), the top five primary reasons for initial visits, and the top five primary reasons for all visits. The bar chart on the right shows the weekly visitors for each of the 12 weeks of the pilot period.



**OUTPUTS**



## FOR INDIVIDUALS

### Improved access to services

- through removal or reduction of barriers to access
  - informational, e.g. signposting, social media
  - procedural, e.g. without thresholds
  - financial, e.g. discretionary budget available
  - physical, e.g. journey less than 20 minutes
  - practical, e.g. online access, form filling
  - social, e.g. warm introductions
- through holistic approach

### Improved networks and connections

- through improved access to services
- through warm hub, drop-in and community events

### Improved health and wellbeing

- through improved access to services
- through improved networks and connections

## FOR THE LOCALITY

### Improved knowledge of the locality

- through developing the model
- through study-and-learn programme
- through Hub operation

### Improvements to existing services

- through improved access to services
- through improved knowledge of the locality
- through improved ways of working

## FOR THE CITY

### Improved ways of working

- enhanced partnership working
- increased understanding of partners' roles
- increased understanding of the limits to integration

### Model for locality-based services

- already influencing partner organisations
- framework Theory of Change
- locally tailored with some key requirements

# OUTCOMES



# 5. PROCESS EVALUATION

The process evaluation identified the inputs, activities and change principles (coloured green on the Story of Change diagram on p.6) that were the key components of the Good Help Hub contributing to the achievement of the outputs and outcomes.

## Change process

The diagram on p.14 zooms in on the process part of the Story of Change, illustrating how the inputs delivered the activities, how the activities supported the change principles, and how the change principles led to the short-term outcomes of the pilot project.

Some connections will be stronger than others, but each arrow represents a link that is evidenced by the evaluation data. (The different colours are simply to make them more visually distinct.)

The diagram shows the core inputs to the project, which were:

- **Governance** – the Strategic Board and Operational Board
- **Lead organisation** – Cobalt Housing
- **Coordinator** – commissioned by Cobalt
- **Staff** – the Hub team
- **Budget** – provided by the PfPP funding
- **Venue** – within the reception area of Cobalt's offices

Activities have been grouped as follows:

- **Developing the model** – from early 2022 until the study-and-learn phase began, working with partners to understand where the Hub might fit within the local context
- **Study-and-learn programme** – a 12-week phase from October 2022 to January 2023, working on developing the team, understanding local assets, understanding local needs, and designing the service
- **Hub operation** – a 12-week pilot phase from January 2023 to April 2023 when the Hub was open to the public (subsequently extended for a further period until June 2023)
- **Croxteth Speaks** – a 6-month sister project to the Hub, supported by PfPP, working with local artists and young people to explore neighbourhood and identity, with a final showcase event in July 2023
- **Monitoring and evaluation** – data collection and analysis for the purposes of continuous improvement of the Hub, and learning what works for the benefit of other future projects

The change principles are central to the whole process, describing what it is about the way the activities are delivered that brought about change. The principles were:

- **Joined-up services** – service providers working together in a coordinated way to be more effective
- **Delivered locally** – services accessible to individuals face-to-face, within their own neighbourhood
- **Co-produced** – service provision designed and delivered collaboratively between strategic and operational staff, and the local community
- **Focused on a Good Life** – service provision that seeks to understand and prioritise the assets and needs of individuals and communities

## Contextual factors

Factors external to the project but having an important influence on how it worked included:

- **Programme constraints** – the PfPP application process did not allow sufficient time for the in-depth partner discussions needed to develop and refine the proposal, leaving significant work to do after funding was secured; however, this was acknowledged by central government and some flexibility was granted in when the funding was spent
- **Organisational change** – the project had to adapt to evolving partner priorities and staff changes, which took time and skill
- **Other initiatives** – understanding existing and emerging service provision locally took time but ultimately led to a clearer vision for the Hub that benefited from other initiatives, in particular Our Croxteth





# INPUTS

- Governance
- Lead organisation
- Coordinator
- Staff
- Budget
- Venue

# ACTIVITIES

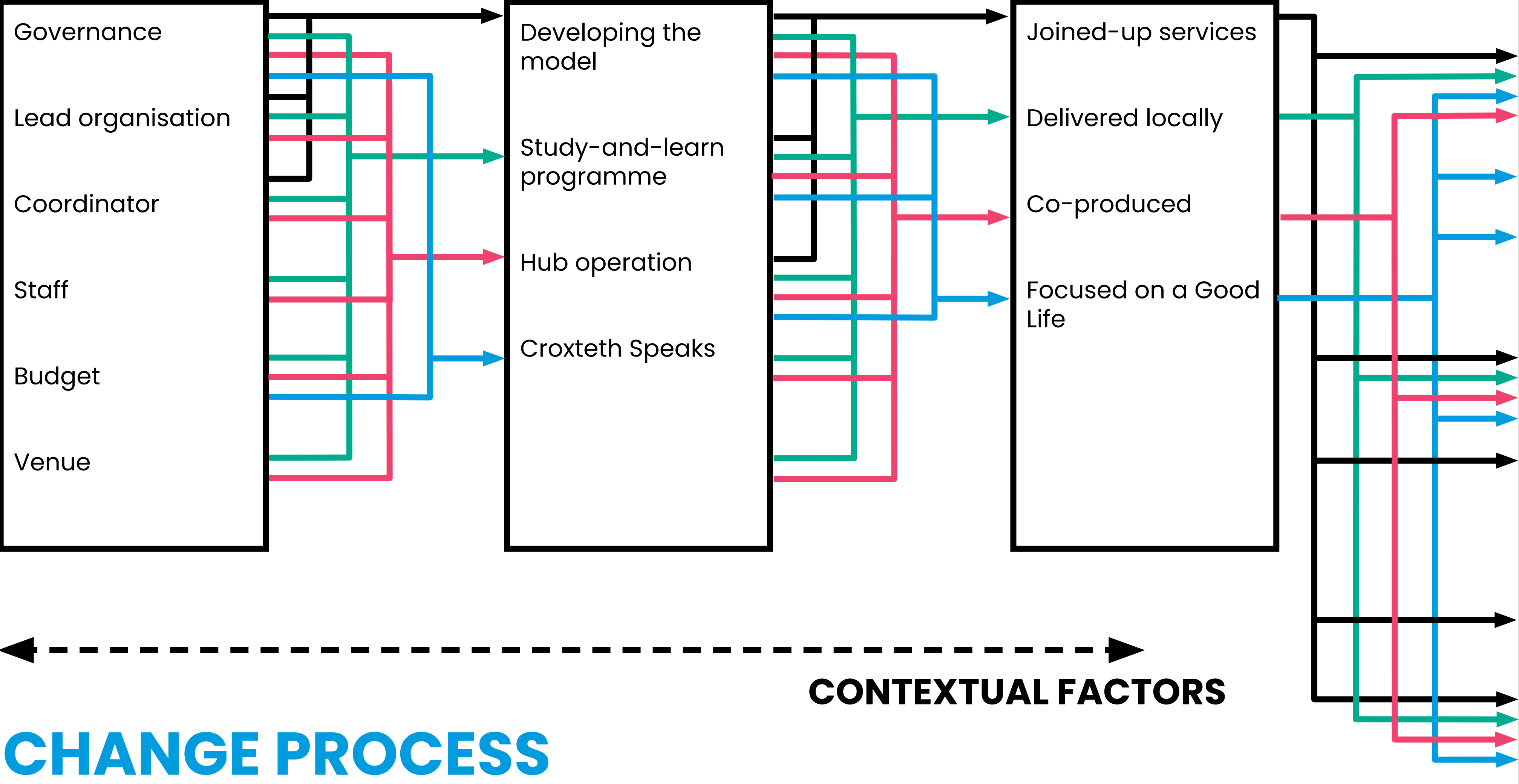
- Developing the model
- Study-and-learn programme
- Hub operation
- Croxteth Speaks

# CHANGE PRINCIPLES

- Joined-up services
- Delivered locally
- Co-produced
- Focused on a Good Life

# OUTCOMES SHORT-TERM

- For individuals:**
  - Improved access to services
  - Improved networks and connections
  - Improved health and wellbeing
- For the locality:**
  - Improved knowledge of the locality
  - Improvements to existing services
- For the city:**
  - Improved ways of working
  - Model for locality-based services



# CONTEXTUAL FACTORS

# CHANGE PROCESS



## 6. REFLECTIONS

The Good Help Hub has been a pilot project, by its nature a time-limited opportunity to test a different way of working, in a way which can inform future initiatives.

It has provided a model for locality-based services with the potential for proliferation; this is the term used by partners because it allows for each local version to grow in a way that responds to its specific local context, rather than being an exact replication as might be implied by the term scaling up.

All of the core partner organisations - Cobalt, the Council, the Police and Mersey Care - are moving towards a more neighbourhood-centred way of working and are already incorporating their own lessons from the Good Help Hub experience.

This evaluation offers a framework Theory of Change (p.16) that can guide the planning of future neighbourhood hubs. Derived from the Story of Change of the Good Help Hub, it summarises the components and process leading to positive outcomes for individuals, the locality and city, and the predicted longer-term impacts if this way of working is sustained.

While the details of implementation will be different depending on the local context, there are some provisos based on the experience of the Good Help Hub. Reflections on these are on p.17.

Some final reflections on repeated and linked themes in the evaluation are on p.18. They aim to draw out lessons from the project, elucidating both 'what works' and the remaining barriers to joined-up working.



Community litter pick



## INPUTS

- Governance
- Lead organisation
- Coordinator
- Staff
- Budget
- Venue

## ACTIVITIES

- Developing the model
- Study-and-learn programme
- Hub operation
- Monitoring and evaluation

## OUTPUTS

- Asset map
- Hub visitors
- Services engaged

## OUTCOMES SHORT-TERM

- For individuals:**
  - Improved access to services
  - Improved networks and connections
  - Improved health and wellbeing
- For the locality:**
  - Improved knowledge of the locality
  - Improvements to existing services
- For the city:**
  - Improved ways of working
  - Refined model for locality-based services

## OUTCOMES LONG-TERM

- For individuals and the locality:**
  - Enhanced social capital
  - Higher educational outcomes
  - Enhanced employment opportunities
  - Further improved health and wellbeing
  - Improved environment
  - Lower crime rates
- For the city:**
  - Earlier identification of at-risk cohorts
  - Reduction in people in crisis
  - Strengthened voluntary and community sector
  - More efficient use of funding
  - System change

## IMPACTS

- For individuals:**
  - Individuals are able to live a Good Life
- For the locality:**
  - Intergenerational transmission of disadvantage is broken
  - Area is a destination of choice
- For the city:**
  - Services are efficient, effective and accessible

## CHANGE PRINCIPLES

Joined-up services, delivered locally, co-produced, focused on a Good Life

## CONTEXTUAL FACTORS



# FRAMEWORK THEORY OF CHANGE



Good Help Hub team members



## Staff

- The frontline team and coordinator are the heart of a hub's success
- Working within a hub is rewarding because it's making a difference; it's also challenging at times
- Team selection, team building, ongoing training and wellbeing support are important; these considerations also apply to volunteers

## Venue

- The venue should provide an 'open door' and a 'warm welcome'
- It may become a regular drop-in and meeting place for some clients and this needs to be managed
- The venue should have a reception area and private rooms for individual conversations plus, ideally, additional meeting space including somewhere for clients to sit and chat with each other

## Budget

- The model is about using existing funding in a different way
- While the size and use of the budget is flexible, there is a basic principle that the public sector partners commit staff without requiring funding to backfill the posts

## Hub operation

- The coordinator is an essential role, providing leadership
- Administration and communication form a necessary backbone that requires adequate dedicated resource
- This is to facilitate timetabling and promotion of services and activities, ongoing outreach, data protection, monitoring and evaluation

# REFLECTIONS



## Neighbourhood working

- There is a wealth of experience of neighbourhood working among partners and consensus around moving towards new models, with the Hub being a test bed
- While previous models have aimed to provide joined-up services, delivered locally, the Hub has demonstrated the additional importance of co-production and focus on a Good Life

## Health

- The Hub pilot revealed both breadth and depth of loneliness, isolation and poor mental health locally
- Neighbourhoods may vary but it is likely that the pandemic will have increased the unmet need
- Poor health is a barrier to accessing and benefiting from other services, so health and wellbeing should be central to neighbourhood approaches

## Partnership

- Existing relationships are foundational to an asset-based approach
- Team building may need to bridge differences in organisational culture
- Working un-badged and un-uniformed under a neutral banner can help rebuild trust locally
- Partnership with the community means ongoing two-way communication, which might include discussion of expectations

## Joining up

- Funding cuts and instability can cause organisations to retreat from joined-up working
- Signposting including social prescribing improves access but service provision must be adequately resourced
- Overlapping initiatives lead to inefficiency; both local and central government could do more to improve coordination
- Each initiative needs clarity of vision

## Improvement

- Having flexibility to work in a different way within the Hub led to innovation within partner organisations
- The service is shaped by data; the fullest picture results from quantitative and qualitative data collected over time
- Shared outcome indicators would facilitate learning within and between neighbourhoods but central government requirements make this difficult

## Data sharing

- Sharing case data is part of a holistic approach that can improve outcomes
- Shared demand data could be a useful tool in planning, monitoring and evaluating neighbourhood services
- Partners have different approaches to data sharing; protocols are needed to balance these and ensure adequate protection for individuals



## 7. NEXT STEPS

The Croxteth Good Help Hub project officially concluded at the end of June 2023, following the extended operational period, and work is now ongoing to share and implement some of the key messages from the pilot. For example:

- Cobalt will continue to run a neighbourhood hub in Croxteth and is investing in remodelling the ground floor of its office headquarters to improve and expand the space available for partners and clients
- Experiences and lessons from the Hub were presented at a national event marking the end of the Partnerships for People and Place programme
- The Croxteth Speaks films and other artworks were presented at an event at Croxteth Hall in July 2023, with a challenge to the Council and other public sector organisations to think about how they might respond to the concerns and wishes of the young people who participated
- Anonymised data from the project will contribute to further research by the University of Liverpool into public service innovation
- Liverpool City Council has approved the implementation of a new Neighbourhood Model, which it describes as the biggest shake-up in how Council services are provided and commissioned in more than a decade, saying “we’ve seen in the Croxteth Hub that greater collaboration with other partners at a community level works”.

The intention is for a further evaluation around 9 months from the end of the pilot, to review its longer-term outcomes and impacts.





The Heseltine Institute for Public Policy, Practice and Place is an interdisciplinary public policy research institute which brings together academic expertise from across the University of Liverpool with policy-makers and practitioners to support the development of sustainable and inclusive cities and city regions.

This report was prepared by Joanna Hayes.

For more information on the work carried out by the Heseltine Institute with partners in Liverpool City Region, please visit: [www.liverpool.ac.uk/heseltine-institute](http://www.liverpool.ac.uk/heseltine-institute)



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