Lessons from a community led social marketing approach to address Worklessness in deprived communities in North East Lincolnshire, United Kingdom

Adrian Smith
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Defining Worklessness

People of working age who are:

- unemployed
- economically inactive
- working in the informal economy
What works

“......initiatives should properly be clustered in ways that affect both individuals and their close and influential community (peer group, friends, family, partners, neighbours, etc)”


How we set out to do it

• £46,000 (US $76,000) budget

• Pilot to run October 2009 to September 2010

• Build on existing successful community Collaborative models in area
Community-led Social Marketing

Community Development ↔ Social Marketing

Quality Improvement Science


A Collaborative Framework

- Designed to give continuous support over the year
- Mixture of seeing what works, planning, trying out and measuring impact
- Each part can be adapted to respond to local needs

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Pre work
• Engage key stakeholders
• Linking into existing activity and services
• Identifying what works nationally & locally

Recruitment/Scoping:
• Build two teams
• Continue to make the links
• Create ownership and build excitement

Some tips when engaging people
• Recognise implicit and explicit reward mechanisms
• Involve people in all aspects of process – from insight to evaluation
• Value tacit and local knowledge and experience
• Consider human and social capital
• Show success
• Do things
• Power – give it up!
• Be prepared for mistakes (learning)
Aim and objectives

- To reduce **child poverty**, 
- **improve worklessness**, **increase economic wellbeing** and **profitability**
- by **increasing benefit uptake** where appropriate,
- **increasing economic activity** and
- **pre-work readiness**
Behavioural Goals

Increase

• Numbers of people making contact with the worklessness programme
• The availability of new jobs
• Numbers of referral to key workers programme
• Use of local services (on the framework)
• ‘Volunteering’ - community activism
Segments

Target Audiences
• Focus on carers (parents, grandparents and others) and lone parents
• Segmentation by readiness and motivation to change and point on the pathway to work

Secondary Professional Audiences
• Those delivering worklessness interventions
• Local service providers with indirect influence
Children of parents in the primary audience

Exchange
• Perceived time and effort job searching
• Social standing – both positive and negative
• Time away from children
• Monetary – especially Benefits and support

Competition
• Child dependence
• The wider economic downturn

Other Barriers
• Perceptions of existing services
• Influence of peers
What people would value

• Using the talents and resources of local people, including peer-to-peer approaches
• Flexible points of access
• Distance from official bureaucracy and social security services,
• Receiving prompt and clear feedback
• Support in exploring what is on offer and signposting

The creative reach of local people

• Key worker roles (community champions) within teams
• Resource pack and Roadshow - bingo halls, shops and community venues
• Gathering insight from two coaches of families out of work
• Coffee mornings at Children’s Centres
• Information from burger van outside Job Centre
• ‘How2 campaign’
How2 campaign:

Plan for your child’s future now by getting ready for work

- CHILDREN – big motivation
- Raise the broader benefits of employment
- Need to intervene soon - can’t be left
- Trusted mediums = community & peer based
- Encourage awareness of local services

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Measuring impact and outcomes

- Attendance lists for events and activities
- Numbers of questionnaires and survey forms
- Registers of team meetings
- Agency records
- Signposting forms
- Media evidence
- Case Studies and testimonials
- Pre/post questionnaires

Results

<table>
<thead>
<tr>
<th>Description</th>
<th>Target</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increasing interaction with the programme</td>
<td>1100</td>
<td>2098</td>
</tr>
<tr>
<td>Increasing the availability of new jobs</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Demonstrating partnership working with other agencies to develop new employment opportunities</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td>Increasing referral to key workers programme</td>
<td>4</td>
<td>20</td>
</tr>
<tr>
<td>Increasing use of other framework programmes</td>
<td>15</td>
<td>469</td>
</tr>
<tr>
<td>Increasing the number in volunteering roles</td>
<td>5</td>
<td>24</td>
</tr>
<tr>
<td>Increasing media opportunities</td>
<td>12</td>
<td>30</td>
</tr>
</tbody>
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Lessons Learned

- **Community mobilisation** can be successful
- Strong **project management** skills are essential.
- Community led social marketing comes with **complexity**
- **Competition** – plethora of stakeholders and stakeholder planning is critical
- Involvement of key organisations **not local enough**
- **Pre-conceptions** of an organisation can run deep in communities
- Despite success – still at the mercy of wider economic and political dimensions

In more detail

**Social Marketing Casebook**
Editors: French J; Merritt R; Reynolds L
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and

National Social Marketing Centre Casestudy
[www.thensmc.com](http://www.thensmc.com)
Adrian Smith
adrian@uni.gb.com
07894 264 062