

Achieve Together

Community Anchor Collectives (Strand 2) Funding Invitation to Bid Guidance



People | Places | Power

Building Stronger Communities in North Yorkshire



- Building on the success of the Covid-19 model of community support, North Yorkshire Council has provided foundational investment to 25 Community Anchor Organisations based primarily in the principal towns.
- Following research in the larger urban areas of Harrogate and Scarborough to help us identify the typologies of a Community Anchor model that will best serve those larger urban areas (town centres and their distinctive neighbourhoods) the Council is now inviting applications for two '**Community Anchor Collectives**' – one each for Harrogate and Scarborough.
- Grants of **£20,000** a year for up to 3 years are available for each place.
- We are looking for **applications from single coordinating organisations** on behalf of a 'collective' of locally empowered organisations who are proactive and who have a track record of anticipating and responding to the needs of their communities.

Core Aims for this Investment

This investment will help us to deliver against the core aims of the wider North Yorkshire Council Stronger Communities Programme

Prevention and reducing health inequalities

- Supporting people to live longer, healthier and independent lives within their community

Community resilience

- Supporting communities to become more resilient and able to respond to and be prepared for local challenges

Social Regeneration

- Ensuring that the places where people live, now and in the future, create new opportunities, promote wellbeing and reduce inequalities so that people have better lives, in stronger communities and achieve their potential
- Supporting community development, social action and the creation of community wealth

History & Background

- The intention to try and establish a Community Anchor model across North Yorkshire started in 2019 as part of our emerging People, Places & Power strategy
- Work was put on hold during the pandemic however our experience of working with local place-based community support organisations during that time has really helped to inform the model
- We have worked with a range of partners from the public and voluntary sector to co-design this programme of funding over the past 3 years.
- There are currently 25 local Community Anchor Organisations across North Yorkshire who are recognised as valued 'system partners' aligned to our core aims and who are committed to contributing to system-wide challenges and initiatives

Strand 2 Research



It was recognised at the time of this investment that the two larger urban settlements of Harrogate and Scarborough may need a different approach due to the multiple distinctive neighbourhoods that make up these urban centres.



The Council commissioned research, undertaken by VCSE organisations working in Harrogate and Scarborough, to help us better understand the typologies of models that may be more suited to a larger urban area.

Features identified in the urban areas

Town centres

- Shopping centres / high streets
- Businesses/Employers
- Colleges
- Council offices
- Closely built residential (old and new)
- Transport links/hubs
- Hospital & Health clinics
- Larger VCSE organisations (social enterprises, not for profit)
- Services Headquarters/Offices
- Leisure & Social activities
- Library
- Theatre/Music/Cinema
- Faith organisations
- Parks and Gardens; public realm
- Facilities and services to meet tourist as well as resident needs

Neighbourhoods

- Defined by heritage/road networks/ landscape
- Small local shopping areas
- Large new housing estates / social housing
- Care homes/supported housing
- GP Practices/Dental surgeries/Chemists & community pharmacies
- Faith organisations
- Schools
- Community libraries
- Community centres/buildings/food support
- Social activities
- Community based sport & leisure activities
- Public open spaces/play areas
- Community groups/associations/neighbour & resident associations (predominantly volunteer led)

Types of assets that could look different in towns compared to neighbourhoods



Human and social assets



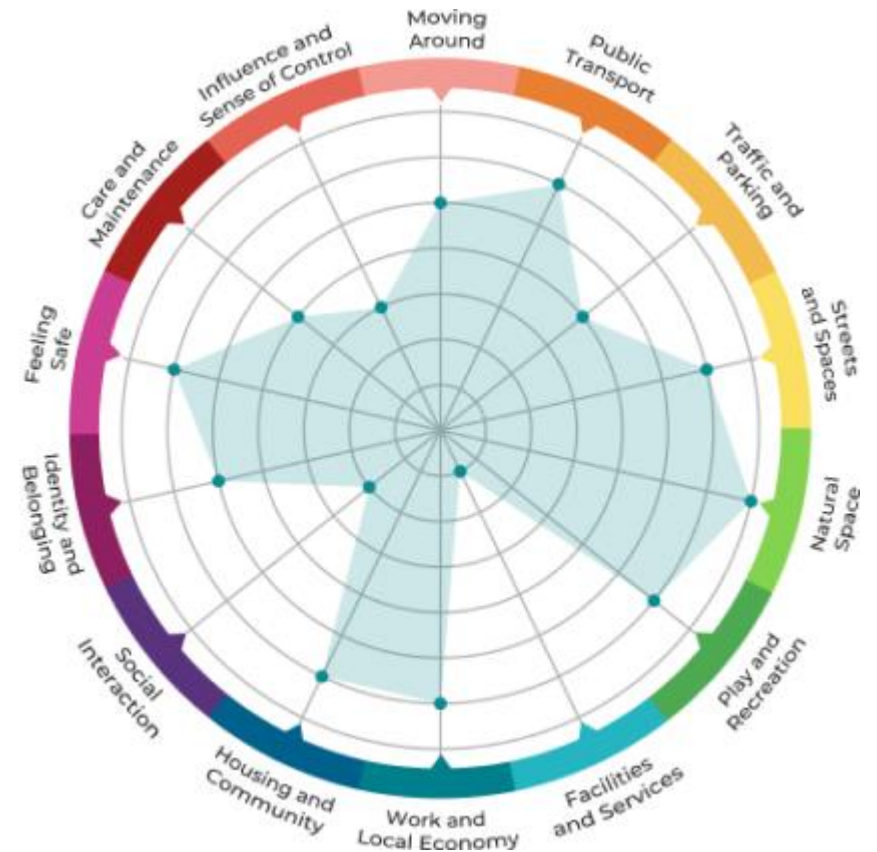
Skills, knowledge and commitment assets



Built assets

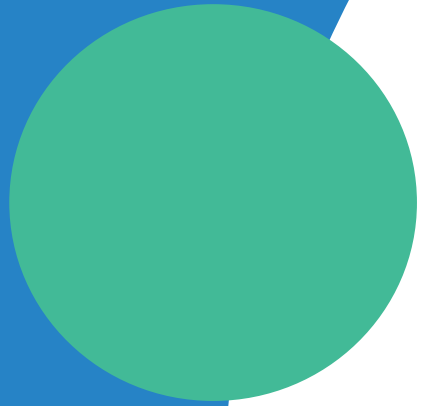


Public and Commercial Service assets



Strand 2 Research Headline findings

- A single anchor is less likely to work in the larger urban areas than in smaller towns due to accessibility and demographic factors, and their likely limited ability to reach a broad population on their own.
- There are multiple distinctive neighbourhoods, many of which – but not all – already have established community centres or hubs plus a range of other community assets that are valued, used, trusted and operated by local people
- The size and make-up of neighbourhoods are diverse and the community assets available to each are different in size, scale and scope; as is the extent of inequalities experienced in each place.
- There is no single typology for a ‘urban anchor’ model but a model that recognises and includes networks of existing trusted community partners – large and small - is optimum to help foster collaboration and partnership working between and across a range of partners. The model would galvanise a network of relationships that together achieve broad, inclusive population reach in good times and bad.
- A single coordination point, with localised working across the larger urban area, helps to identify, understand, anticipate and organise local needs, activities and services consistently and align with the priorities and ambitions of the wider system funding partners.
- Further development may be necessary in some neighbourhoods to identify – or establish – community partners.
- A community anchor ‘collective’ approach, with a single coordinating organisation combines the advantages of providing de-centralised local services, embedded in the places where people need them with fostering strong partnership working across the wider urban area, added resilience and providing system partners with a primary point of contact.



Strand 2 approach

Community Anchor Collectives

Rationale for a collective approach

The research has confirmed that unlike smaller market or principal towns, the larger urban areas of Harrogate and Scarborough have a defined largely **commercial town centre** with a number of **identifiable largely residential neighbourhoods**.

Community action and support is present in both the town centre (often served by larger voluntary sector organisations) and in neighbourhoods where smaller grass roots community centres and groups, delivering a variety of services, are active. People living in those places access and participate in both locally available neighbourhood activities and will also access those services and activities available in the town centre.

This has led us to seeking to establish **Community Anchor Collectives** for Harrogate and Scarborough.

Bids are invited from single 'coordinating organisations' for funding that will help to strengthen their foundations and support their capacity to establish and develop this collaborative model for their town.

Grants of £20,000 per annum for up to three years are available for the coordinating Community Anchor Organisation.

Additional funding to support those organisations who form part of the collective may be available and will be awarded on a case-by-case basis.



THE HUB & SPOKE MODEL

One of the most common network forms, it is defined as having a single central node, with many others connecting to it.

DECENTRALIZED MODEL

The opposite of the hub-and-spoke, this network structure lacks any central nodes, with connections widely dispersed.



RING/CHAIN NETWORKS

In this type of network, each node is connected to 1-2 other nodes, forming a chain of connections without much density.

NETWORK OF NETWORKS

In this more strategic structure, sub-groups are formed & connect to the network core and other sub-groups via bridging nodes.



OPEN NETWORKS

An open network isn't dense, connecting to numerous sub-groups and having many opportunities for new connections.

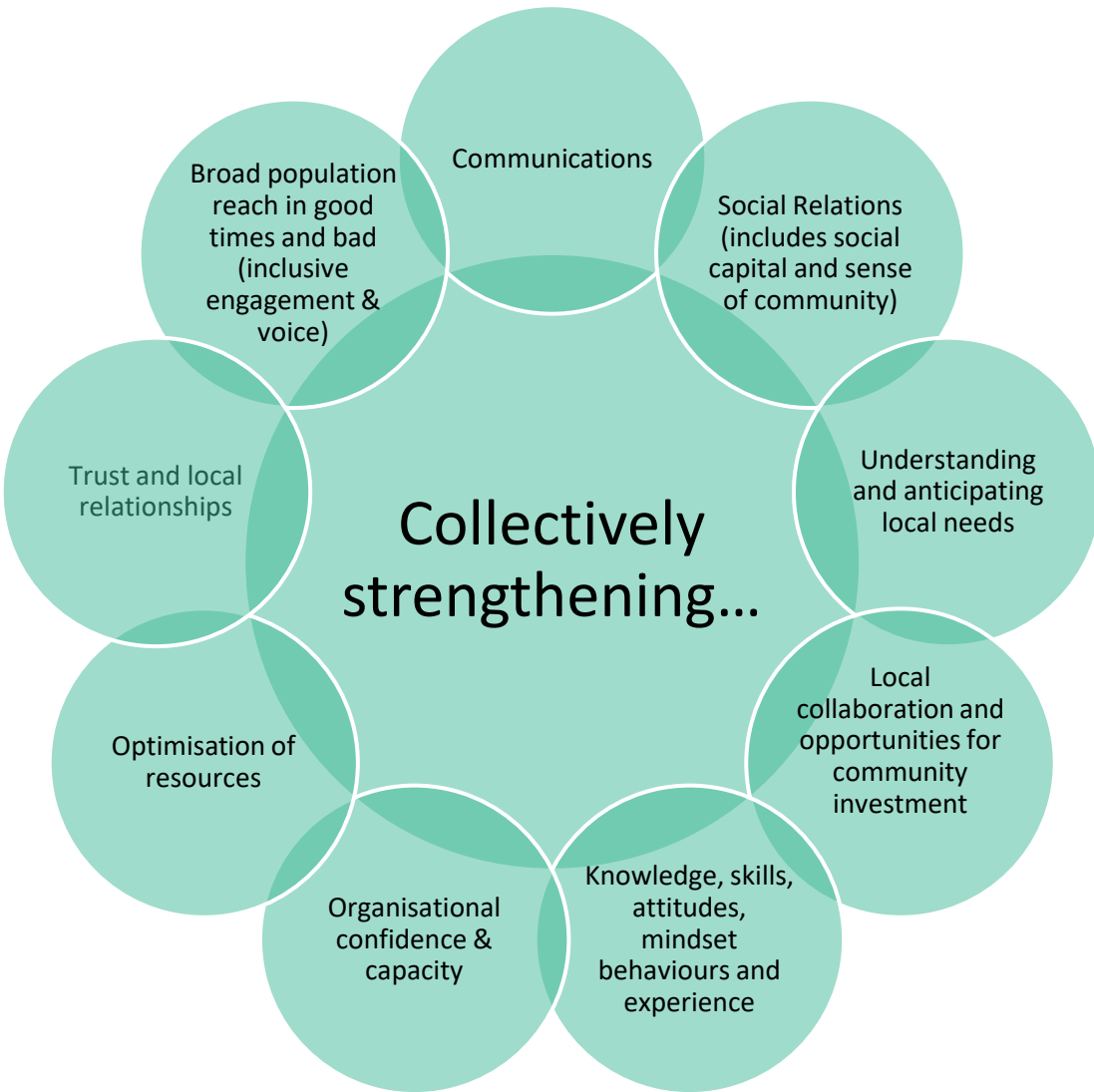
CLOSED NETWORKS

A closed network is very dense, with nearly all possible connections present between nodes, but few sub-groups.



Why Collectives?

- Local networks can be messy and fluid with a range of local assets and organisations that change over time. New groups emerge and some established groups may fold, relationships will ebb and flow with partners joining and leaving. No two neighbourhoods will look the same, reflecting their distinctive differences, populations, local assets, disparities and needs.
- This diagram (produced by the Visible Networks Lab) illustrates that there is a range of formal and informal examples of partnership or networking models - beyond the limitations of a traditional hub and spoke model.
- Some are decentralised with no central core and multiple connections possible; some are closed, operating with a defined membership; others are open and will change shape and size.
- We do not have a particular preferred model for the provision of a Community Anchor model for our two larger urban areas of Harrogate and Scarborough; however, we would like to see proposals that enable multiple connections to be made across and between a group of local organisations and services who by working as a 'Collective' fulfil the characteristics of a Community Anchor and who share common issues or interests and who can work together to achieve common goals.
- In turn this Collective achieves broad, inclusive population reach over the 3 years and incrementally and purposefully builds the social relations 'asset' in the town ([Social relations and wellbeing \(whatworkswellbeing.org\)](https://www.whatworkswellbeing.org))
- We also recognise the advantage of having a single coordinating organisation and lead primary point of contact for the Council – and other system partners - to connect with and work alongside.
- The coordinating organisation's role is to support, develop and enable the wider Collective to work collaboratively by providing; facilitation, communication and opportunities to connect.
- The coordinating organisation will also provide a central contact point for North Yorkshire Council.



Key features of urban Community Anchor Collectives

- The collective offers the opportunity for all organisations/community groups to be connected to each other across the Harrogate and Scarborough urban areas.
- The collective will provide a trusting, open, welcoming and friendly approach to connecting groups together to create opportunities to support each other and respond to need at appropriate levels without compromising the individual purpose of each organisation.
- The ‘Collective’ by its nature will be more complex than potential other network models that connect organisations and groups together - such as hub and spoke.
- The benefit of this approach allows for more organic growth.



Characteristics of Community Anchor Collectives



We have identified a number of characteristics and activities which we would hope to see in a Community Anchor Collective in the urban areas of Harrogate and Scarborough.



We have developed these by gathering insight from other local authorities and community development programmes and from feedback from many of our voluntary and community sector organisations, including those involved in the community response to covid-19 as “Community Support Organisations”.



The co-design work carried out to inform the urban model identifies additional key characteristics recognising a plural rather than singular organisational model.



However, because we see this as a development process, we do not expect to see any organisation demonstrating all of the characteristics or delivering all the activities at the point of application.

Characteristics of Community Anchors

Below are common characteristics of **single** place-based Community Anchor Organisations.

It is envisaged that the group of organisations making up the **Community Anchor Collectives** will, by working together, demonstrate the following characteristics.

- Crucial to the place and community where it is based
- A voice for local people
- Collaborative, open and encouraging of other contributions
- Proactive with a 'can-do' mindset
- Already delivering services
- Independent and community led
- Financially resilient

Community Anchors Typical Activities

Community Anchors will already be delivering services that contribute to two or more of the areas listed below. It is likely that they will be doing this through a mixed economy of funding which may include grants and charitable donations, service level agreements, contracts and earned income.

- **Building local partnerships and alliances to deliver services** – this could include providing local customer access points for a range of partners such as police, council, libraries, health or local businesses e.g. post offices and banks
- **Improving physical and mental wellbeing and reducing health inequalities** – this could include delivering health, wellbeing & prevention activities that help to reduce pressure on health and social care systems, digital inclusion & helping people to get online, improving outcomes for children and families
- **Regeneration of their communities** – this could include creating opportunities for more people to be involved in place based social action, providing community transport services, running a social enterprise or community business, delivering education and skills services and creating work opportunities, net zero and environmental projects
- **Building community resilience** – such as being part of the local community emergency response arrangements
- **Improving people's financial resilience** – such as supporting people experiencing food & fuel insecurity



Invitation to bid for Coordinating Organisation funding

- The focus of this funding is to build stronger strategic and operational relationships with a network of Community Anchor Organisations across North Yorkshire with the purpose of the system working better together to achieve shared ambitions.
- This opportunity is not a contract for the funding of specific services. You will already be delivering a range of services which will be funded in a variety of ways.
- The investment is intended to support your capacity to further develop your role as a trusted, place based ‘system partner’, who is well placed to be the ‘coordinating organisation’ for new Community Anchor Collectives; further strengthening local relationships and routinely working with other local partners to improve community well-being and resilience.
- We are seeking applications from voluntary, community and social enterprise sector organisations, rooted in place, to work with us over the next three years to establish a supportive, collaborative and enabling collective that delivers improved partnership working across and between sectors.

Coordinating Organisations - Characteristics and Role

Organisations submitting applications for this funding should be able to demonstrate some - or all - of the characteristics of a Community Anchor as outlined on page 15.

In addition, the Coordinating Organisation will be able to evidence that they:

- have the skills and experience to facilitate collaborative working across a variety of local groups and services.
- will be our 'system partner' and are aligned to our core aims of prevention & reducing health inequalities, community resilience and social regeneration.
- will provide a primary contact point for North Yorkshire Council and other agencies.
- Are willing to test, learn, discover and develop together.

The outcomes we are seeking from you are to:

- increase community resilience for both good times and in emergency situations
- increase local capacity to deliver services by utilising local partnerships and alliances
- create or support opportunities for more residents to be involved in place based social action and community wealth building.

Investment Strand 2: Harrogate Town & Scarborough Town – Community Anchor Collectives

Context	<p>Recognising that in our larger urban areas there are a number of distinctive neighbourhoods and the model of a single place-based community anchor may not work, we have carried out research to identify what the options for investing in Community Anchors are in those areas. We have concluded that a collaborative model is optimal, connecting a broader range of community assets with a coordinating organisation to facilitate a ‘Community Anchor Collective’ and act as a primary contact for the wider system.</p> <p>We are seeking a partner from the VCSE sector for each town to undertake the role of the ‘Coordinating Organisation’.</p>
Investment amount	<p>There is <u>ONE</u> grant award of £20,000 pa for three years available for each Coordinating Organisation.</p> <p>Additional funding may be available for those organisations who form part of the Collective and will be considered on a case-by-case basis.</p>
Process	<p>Submission of applications evidencing how they meet the criteria.</p> <p>Bids will be evaluated against criteria.</p> <p>Applicants will be notified if they have been successful or not.</p> <p>As one of the aims of this investment is to support the capacity of organisations to further develop their role as a trusted, place based ‘system partner’, following the offer of grant we will work with you to carry out a diagnostic assessment of further development priorities and needs.</p>
Submission deadline	Monday 2 December 2024 <u>Please use Application Form CAO-03</u>
Decision date	Friday 20 December 2024



How to apply

- If you would like to apply for the Community Anchor Collective – Coordinating Organisation grant, please complete the Application Form CAO-03.
- When submitting your form please send it as a **word document**.
- Completed application forms should be emailed to:
stronger.communities@northyorks.gov.uk
- Deadline for applications – 2 December 2024