![North Yorkshire County Council]

Stronger Communities
Shaping the Future

Part 2 – 2019/20

Foreword

This Report – *Shaping the Future Part 2* – is the second in a series of planned public reports that will be produced by the independent evaluators of the Stronger Communities Programme until 2023.

The evaluation seeks to:

- Assess the performance of the Programme
- Learn lessons about its effectiveness
- Help it continually improve.

Shaping the Future Part 1 was produced by the Programme in 2017/18. That report described how the Stronger Communities Team had challenged the way it had been operating since it had been conceived. It explained why it needed a new approach to investment in the County with the formation of workstreams called 'Inspire, Achieve Together and Innovate' and described the short term effects of the launch of that new strategy.

Shaping the Future Part 2, picks up the story since then, and we find three years later that the Programme's activities have gathered momentum, scaled up and gained a positive reputation amongst those organisations and partners that have so far engaged. This document highlights some of the particular achievements, challenges and learning lessons with a particular focus on the period April 2019 to March 2020.

Looking to the future, there are six recommendations that could make the Programme even more effective and these are found at the end of the report. If adopted, these recommendations will enable the Programme to deliver an ideal blend of investment to deliver both **broad and shallow impacts** through activities designed to reach many thousands of residents, through to **deep and narrow impacts** via activities designed to reach a smaller number of beneficiaries but with long, enduring effects and positive consequences.

Alan Graver, Lead Evaluator and Learning Partner

Contents

Introduction

The Stronger Communities Programme was set up by North Yorkshire County Council in 2014 to support communities to help themselves and to create local solutions to local issues at a time of significant financial challenge for the Council.

The Programme delivers a range of activities, and strength based ways of working in communities that aim to strengthen community infrastructure and assets.

It invests time and money in ways that seek to empower communities where they are routinely participating in creative local action, and feel more control to influence things that matter to them and to improve their lives.
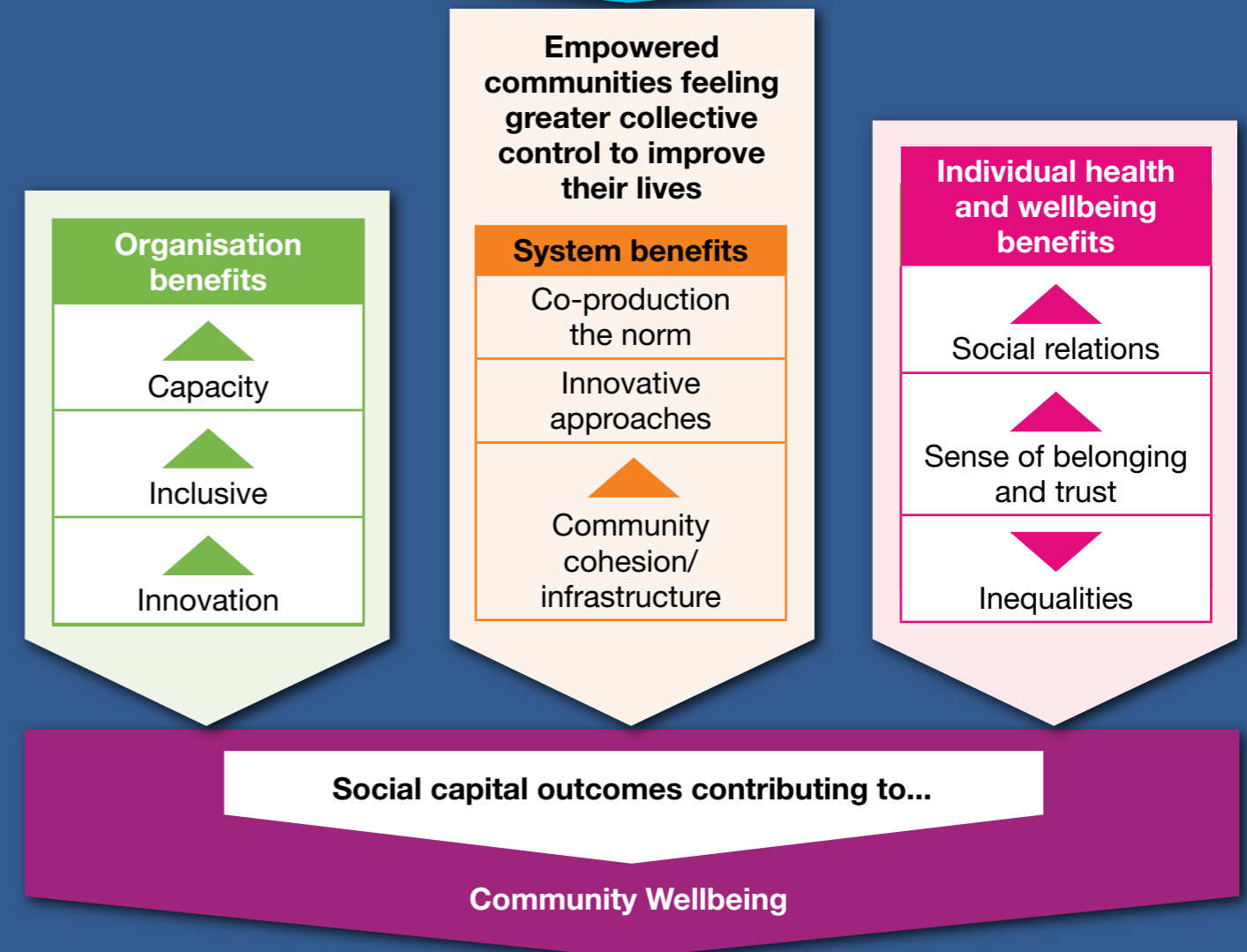
In practice this means delivering support to Voluntary, Community and Social Enterprise Organisations (VCSE), community support/anchor organisations, community hubs, networks and partnerships, grass roots groups, communities of interest and to 'places' where different stakeholders come together to create change in their locality. As a result of this effort, there are outcomes for:

- **Organisations**
- **Individuals/residents**
- **'Systems'** e.g. the health and care system strengthened through the role of the community.

Having encouraged the conditions for effective **social action**[1], the Programme contributes to:

More responsive, preventative services owned and delivered by communities

Empowered communities feeling greater collective control to improve their lives

Organisation benefits

- Capacity
- Inclusive
- Innovation

System benefits

- Co-production the norm
- Innovative approaches
- Community cohesion/ infrastructure

Individual health and wellbeing benefits

- Social relations
- Sense of belonging and trust
- Inequalities

Social capital outcomes contributing to...

Community Wellbeing

Sometimes the Programme leads, at other times it supports, enables and catalyses. It increasingly works with other partners in a wider 'system' to deliver longer-term change in communities.

Activities and investment to catalyse the delivery of more effective social action

- Stronger Communities Delivery Manager (SCDM) Expertise
- Brokerage and leverage
- Access to experts
- Place based social action models
- ABCD models
- Achieve Together support
- Inspire Grants
- Management of other grant Programmes
- Other strategy support

In Numbers

During 2019/20 the Programme has:

Investment

Deployed £1.256m including all staff costs, grants and funding awards **(20% more than in 2018/19)**

VCSEs and community groups

Supported at least **250 VCSEs[2] and community groups**

60% of Inspire grant awards were to first time applicants to the Programme

12% were for newly formed groups (up from 8% last year)

25% grants were for organisations less than 1 year old

0% 10% 20% 30% 40% 50% 60%

Invested in **23 organisational capability support awards** that have contributed to increased VCSE confidence, capacity and stability.

Communities supported

Supported **125 community projects** in **over 100 locations** across the county, at different scales of operation (i.e. neighbourhoods, villages, hamlets, market towns and their hinterlands).

125 community projects

100+ locations

North Yorkshire Residents

Benefited **30,600 North Yorkshire residents[3]**

60% female

40% male

52% adults

48% children

An estimated **100,000** residents have benefited from the Programme since 2014.

Volunteering

Enabled projects that have seen **2,485 volunteers** contributing **42,260 hours** across Inspire and Achieve Together Projects of which 56% is attributable to the Programme's investment (valued at £347,000k).

2,485 volunteers

42,260 hours

Return on investment

(excludes wider social value and costs saved[4])

£1 ▶ £2.05

Delivered a return on investment of **£2.05 for every £1** of Inspire grant invested

Delivered a return on investment of **£3.27 for every £1** invested in an Achieve Together Project (typically within 2 years of investment commencing).

£1 ▶ £3.27

Leverage

Leveraged **£1.048m** additional funding to benefit VCSEs and communities of interest[5]

Summary of key messages

Evidence reviewed by the independent evaluators confirms that the Stronger Communities Programme

Message 1: Has strengthened local community assets[6] and infrastructure

- has built capacity amongst voluntary, community and social enterprise organisations
- has encouraged established VCSEs[7] to develop ways of improving service provision
- has strengthened the relationships and collaboration between different VCSEs.

Message 2: Has encouraged positive conditions for social action in many communities

- is strengthening the ability for communities to express what matters to them
- has encouraged communities to feel empowered to make changes in their neighbourhoods.

Message 3: Is contributing to the improvement of individual wellbeing of North Yorkshire residents

- has encouraged social connectedness in imaginative ways
- is contributing to a reduction in health and social inequalities in the county.

Message 4: Is influencing the commissioning behaviours of NYCC Directorates

- has helped communities do new or better things, and reach more or different people
- has been increasingly trusted to manage grants programmes for others.

Message 5: Has learned from what works well and not so well

- has learnt to **restore, retain** and **re-imagine** its service for the future
- is developing a revised and ambitious strategy to 2030.

Message 6: Is valued and trusted by its stakeholders

- the Programme's 'Challenge Group' members feel that the Programme is right to advocate for, and invest in place based social action.

Message 7: Has supported an effective community-led response to the Covid-19 crisis

The talent of the Stronger Communities Programme is in extremely high demand to:
- contribute to Council priorities across all of its Directorates
- contribute to the Council's 'Beyond 2020' transformative agenda[8]
- be proactive and reactive to the needs of communities
- deliver a Covid-19 recovery plan with communities
- demonstrate long-term strategic and thought leadership around community involvement
- deliver its new 'People, Place, Power' Strategy to 2030
- build community capacity for preventative services and to address unmet needs
- to contribute the ambition of narrowing the gaps in inequality across the county
- enable innovative ways of working through community-led place based social action.

Message 1: The Programme has strengthened local community assets and infrastructure

Stronger Communities Delivery Managers (SCDMs) responsible for each of the seven Districts have spent an increasing amount of time in different places within their localities to identify opportunities for strengthening local community assets. The evaluators identified the following types of assets that can be developed and then undertook a review of 29 SCP case studies[9] to see which ones had been strengthened by Programme investment.

Figure 1: Types of assets that can be strengthened in communities

People Assets

- Human assets are the skills and abilities of each individual within a community
- Social assets are the networks, organisations, and institutions, including norms of reciprocity and the mutual trust that exist among and within groups and communities
- Political assets refer to the ability of a group to influence the distribution of resources, financial and otherwise
- Financial assets refers to money or other investments that can be used for wealth accumulation rather than consumption

Place Assets

- Cultural assets are the values and approaches to life that have both economic and non-economic benefits
- Built assets refer to anything physically made by humans, include housing, factories, schools, roads, community centres, power systems, water and sewer systems, telecommunications infrastructure, recreation facilities, transportation systems, etc.
- Natural assets include the landscape, air, water, wind, soil, and biodiversity of plants and animals

Health Assets

- Skills, knowledge and commitment: individuals acting either alone or as a group to share their enthusiasm, talents and capacities for the greater good
- Physical spaces: physical, environmental and economic resources that enhance wellbeing (community centres, village halls, hubs, surgeries, cafes, parks, allotments, open spaces etc.)
- Goodwill: friendships, community cohesion and neighbourliness, local groups and community and voluntary associations, ranging from formal to informal, mutual aid networks such as babysitting circles. These can be virtual e.g. chat forums or physical
- Services: the resources and facilities within the public, private and third sector (health, social care, voluntary sector services etc.)

The review found that the most prevalent assets developed were **human** (22), followed by **social** (14), with overlap between these. Human assets included supporting volunteers to gain new skills. Social assets supported include the links and trust between individuals and services, and between organisations. The review also confirmed that **goodwill assets** (network, connections between neighbours), **skills, knowledge and commitment assets** had also been catalysed in place based working. We know from monitoring data that some **built assets** and **physical assets** have been improved through SCP grants too.

But what about **service assets**?

Building community capacity

The evaluators reviewed the data again to identify if Programme investment had built community capacity in the form of any **preventative service design, development or delivery**. 45 different types of service were observed amongst the case studies:

Figure 2: Service Assets Strengthened
(n=28 SCP supported Projects 2017-2019)
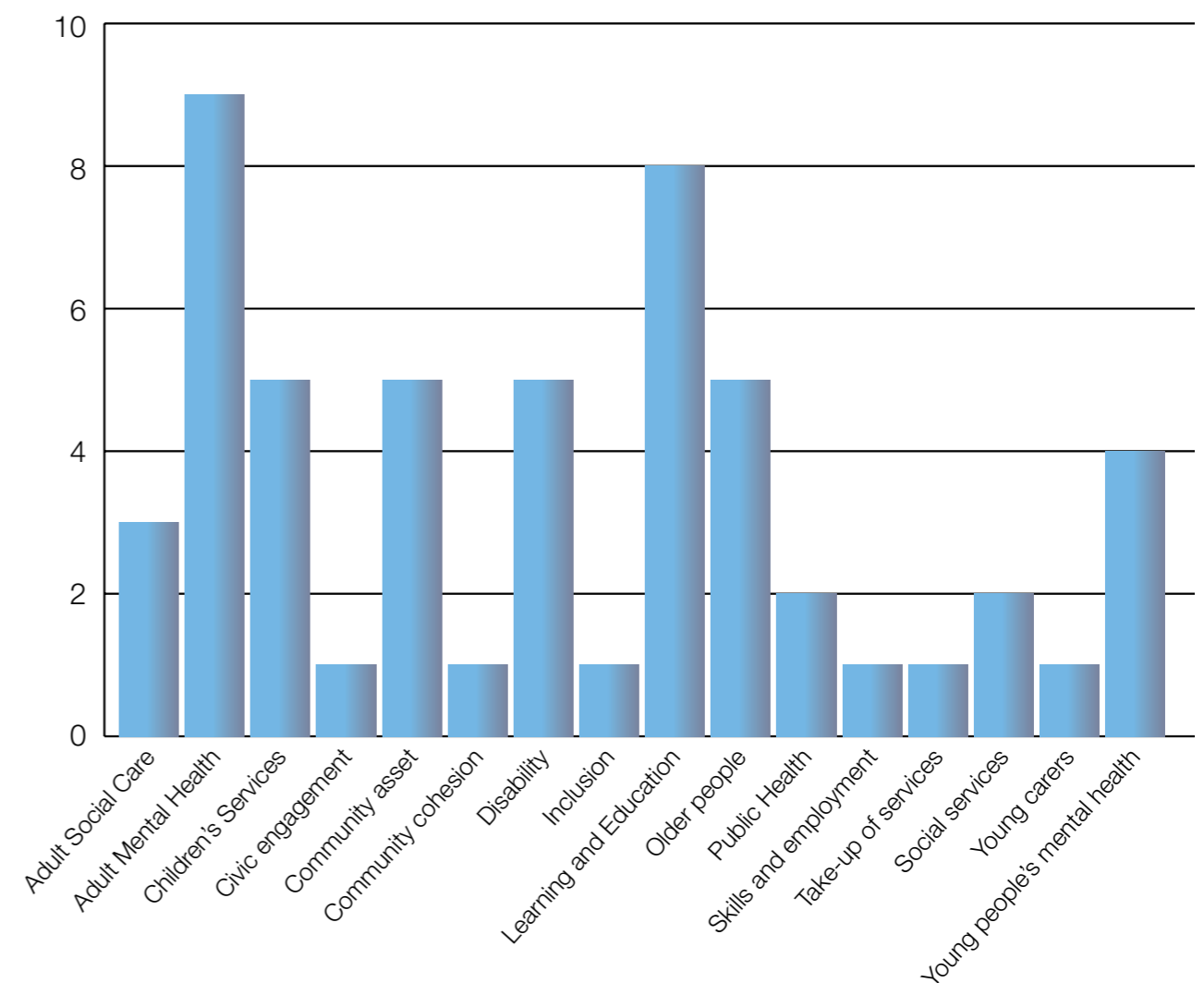
As the graph illustrates, the most prevalent service assets supported were aimed at adults and older people (with an emphasis on supporting mental health), developing volunteering and social action. There were a growing number of services aimed at young people, linked to education, caring, and mental health. Making services accessible, affordable (for people on benefits) and inclusive were features of their design. The services were often aimed at people with special characteristics or who were considered vulnerable or at a disadvantage to their peers e.g. young careers, people living with mental health illness or limiting conditions.

Learning Point

The approaches required to build community capacity and infrastructure tend to be flexible, intensive and place-based with other partners or in a **wider system** (health, education, social care). However, the Programme adds particular value by building confidence, stability and the conditions whereby collaborating with others is deemed a means to derive stronger local services.

The types of capacity being strengthened and emerging outcomes

The evidence confirms that a range of capacity and organisational capability is routinely strengthened via the programme's investments.

Capacity being strengthened	Organisational outcomes during or beyond the SCP investment period
People (human infrastructure)	▲ Confidence to address challenges and opportunities
Business Planning	▲ Sustainability, ability to secure investment elsewhere
Collaborative behaviours	▲ Levels of collaboration with other VCSEs & public sector
Sustainability	
Ability to secure further investment	▲ Reach in their local communities (people & places)
Stronger operating model	▲ Wider customer base within 2 years of investment
Organisational profile and reputation	Continued use of capital items in communities
Innovation in service development	▲ Growth of an activity beyond SCP investment
Stronger ambition for the future	▲ Growth in volunteer base to support ambitions
Headspace for better business cases	▲ Profile in local community as 'go to' organisations
Better or different service provision	▲ Extended portfolio (doing more things)
Stronger governance	▲ Contacts with other local groups and organisations

Exhibit 1: Confidence to extend service offer for older people in Selby – Connecting You

Who helps when families can't or won't? Selby Age UK is a small independent charity and developed a project to digitally connect its older service users; to increase choice and convenience, but above all to reduce isolation and loneliness. The 'Connecting You' Project began in March 2019 with support from the Stronger Communities Programme until March 2021. The Project's target was 457 beneficiaries which has already been achieved, and drew in the talents of 7 new volunteers. The total investment was £34k (£8k direct and £26k of match), which has supported the organisation's capacity and capability, and provided the impetus to expand and develop their offer to older people.

"The social element is really key. One of the biggest things we have found is that people enjoy digital, but most much prefer attending face to face."

Jamie Gathercole, Connecting You's Project Manager describes the importance of securing support from the Stronger Communities Team when they did:

"The SCP investment was critical; partly due to the coproduction format supporting the flexibility needed in set-up and partly due to the need being urgent due to the implementation of a challenging new welfare system. Without Stronger's investment I do not believe that this Project, specifically in terms of the 1-2-1 bespoke home provision, would have got started or been continued in Selby."

The Project has now received additional investment from different funders, and is being taking forward as part of the organisation's 'business as usual'. A new online service supporting older people to apply for Power of Attorney is also being developed with Age UK Scarborough.

Collaboration

The evaluation has discovered that the Programme routinely deploys its assets to encourage more collaboration than would otherwise happen, for example, 71% of Inspire Grant Project leads said they had collaborated with other VCSEs or other not for profit organisations during the delivery of their Project and 50% say this would not have happened in the absence of the grant. At an Achieve Together learning event hosted in February 2020 one of the Project leads reflected on their experience of the Programme:

"Collaboration and cross sector partnership approaches can have an element of funding (and in the case of project work this is often essential) but this is not the driver that makes Stronger's role so effective. It is the promotion of parity of esteem between statutory and community players, co-owning of problems and the ability to help marshal a cross sector range of players to contribute to the solution." (VCSE)

Synergies are identified that can even lead to full-scale mergers. The collaborations that are formed typically extend beyond just VCSEs, and can often include public sector, health and other partners too.

Exhibit 2: Strengthened collaboration – Craven Communities Together (Care Partnership)

Craven Communities Together Partnership is one of three community partnerships within the Airedale, Wharfedale and Craven Partnership (One System). Their vision is that people will be 'Happy, Healthy at Home' with improved population health through integrated health, care and support. In 2018, Airedale, Wharfedale and Craven CCG made £30k available to support ABCD. This sum was matched by £25k from the Stronger Communities Programme and a Project proposal written by the SCDM was agreed by the CCG. ABCD is one of 4 areas of focus for the Care Partnership, which has embraced the concept, promoting staff attendance at workshops and training events in support of cultural change within partner organisations. From a VCSE perspective, Leon Fijalkowski from the Orb and Pioneer Projects reflects:

"The development of VCSE/faith sector collaborations was not something that had been on our radar. The Project had initially focused on the benefits of direct collaboration between Orb and Pioneer, with a focus on skill sharing, cost saving, reducing duplication of effort, increasing impact, influence and fundability. Whilst this happened, the work naturally led to developing organisational skill sets around collaborative and partnership work."

This new partnership initially took place between more traditional mental health players (i.e. at Pioneer their work with Bradford District Care Trust My Wellbeing College, Mind in Bradford and the Cellar Trust) and at Orb (Harrogate Mind, Wellspring Therapy and Claro Enterprises), but has now started to embrace more community based groups including those with a faith basis. The work done in Skipton has incorporated their own delivery and services provided by the aforementioned more traditional partners, but had real impact because of the involvement of local faith groups (providing premises, volunteers and a whole host of other community based support).[10]

"This example of different strands of funding (NYCC funding Pioneer, BDCT funding My Wellbeing College etc.) working together in a linked up way with existing community assets shows how much further limited funding can go when delivered collaboratively." (SCDM)

Message 2: The Programme has encouraged positive conditions for social action in many communities

'Social action is people coming together to help improve their lives and solve the problems that are important in their communities' (Office for Civil Society).

Evidence gathered since 2017 finds that the Programme encourages the conditions for purposeful social action too in almost all aspects of its delivery.

What has the Programme done to support social action?

- Commissioned Inspire grants to VCSEs for local social action
- Continued to support groups of VCSEs via the Achieve Together investment stream
- Invested in strength based work in communities (e.g. ABCD)
- Participated in
  - place based events for communities to express their ambitions
  - a national 'Enabling Social Action' initiative in the Upper Dales
  - place based working to address strengthen health and care systems
- Encouraged social action in a mix of urban, coastal and rural locations
- Contributed to activity to tackle loneliness and social isolation
- Catalysed action around building community connections (transport and digital)
- Helped local action to support children, young and older people
- Supported community libraries as they evolve their offer
- Targeted investment at specific
- social inequality issues
- communities of interest

Outcomes during or beyond the SCP investment period

- ▲ Stronger conditions for social action (mission, resources and relationships) where SCP invests
- ▲ Positive shift in maturity amongst VCSEs that are supported to take action on local needs
- ▲ Different types of social action leading to higher than expected volunteering support
- ▲ Extended services and provision offered in some communities; in more areas than a year ago
- ▲ Increased understanding of community infrastructure: – gaps, barriers and opportunities
- ▲ New communities (place and interest) able to express what matters to them
- ▲ More partners across 'systems' (health, care, prevention, wellbeing) convened in local conversations
- ▲ Emerging evidence of improved individual wellbeing and reduced inequalities
- ▲ For mature projects, increased access to services and reduced isolation for residents
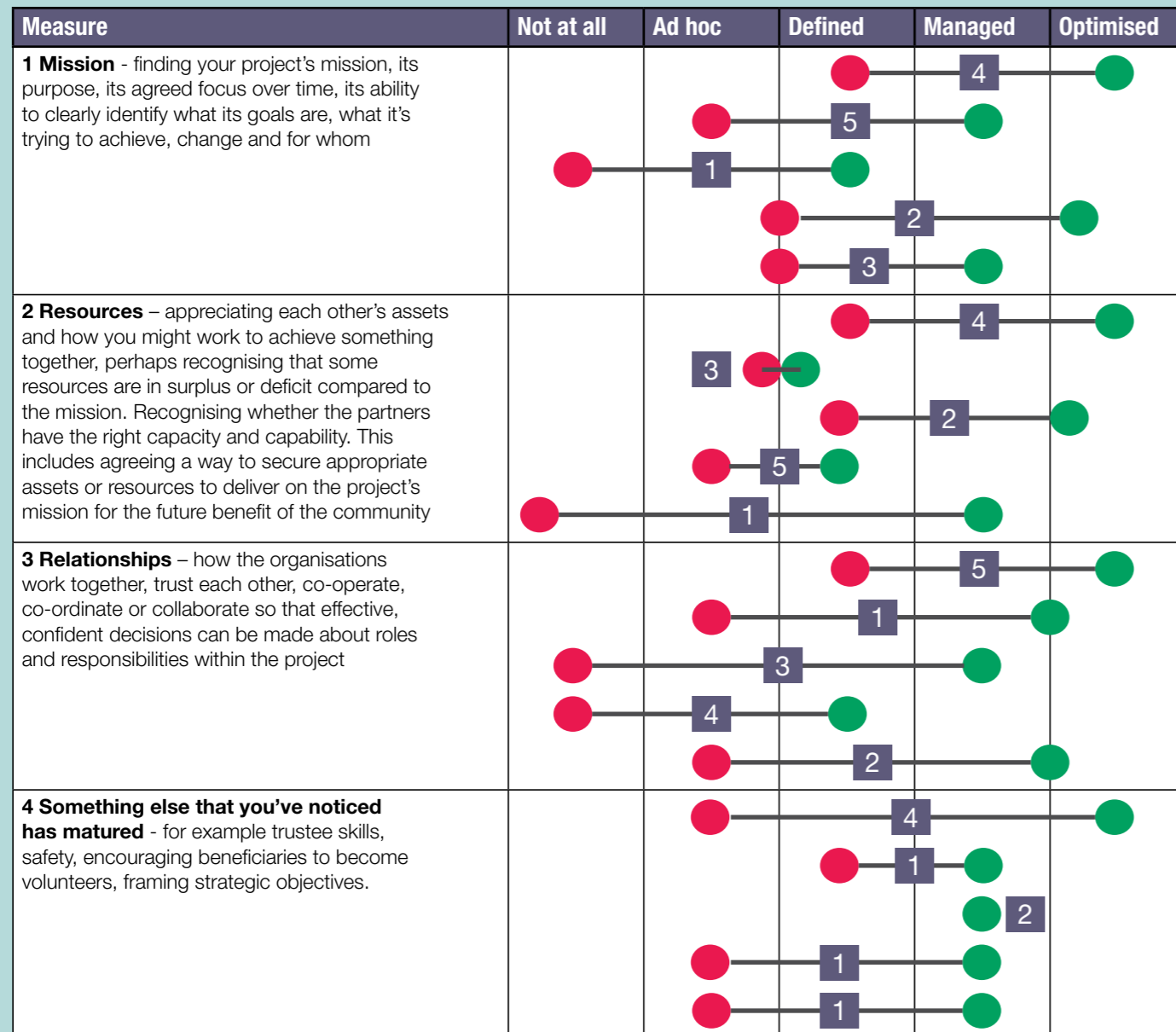
Learning Point

The Projects and models of community engagement and development enabled by the Programme improve the conditions for effective social action, but even more can be done in future through an evolved SCP 'People, Place, Power' Strategy that gives greater voice to people able to express what matters to them; and to be supported to take local creative action for themselves.

The most compelling evidence in 2019/20 came from 5 of the most mature Achieve Together Projects who completed something called a 'maturity matrix' with the evaluators. This demonstrated the distance their organisation(s) had travelled as a result of Programme support in terms of being able to address issues that matter to them and those in their communities.

Figure 3: Distance travelled by Projects at the start and at the end of SCP Investment[11]

Measure	Not at all	Ad hoc	Defined	Managed	Optimised
1 Mission - finding your project's mission, its purpose, its agreed focus over time, its ability to clearly identify what its goals are, what it's trying to achieve, change and for whom				4	
			5		
		1			
				2	
			3		
2 Resources – appreciating each other's assets and how you might work to achieve something together, perhaps recognising that some resources are in surplus or deficit compared to the mission. Recognising whether the partners have the right capacity and capability. This includes agreeing a way to secure appropriate assets or resources to deliver on the project's mission for the future benefit of the community				4	
		3			
				2	
			5		
		1			
3 Relationships – how the organisations work together, trust each other, co-operate, co-ordinate or collaborate so that effective, confident decisions can be made about roles and responsibilities within the project				5	
			1		
			3		
		4			
			2		
4 Something else that you've noticed has matured - for example trustee skills, safety, encouraging beneficiaries to become volunteers, framing strategic objectives.				4	
				1	
					2
			1		
			1		

The Programme's way of working enables these organisations to work in partnership with others more confidently, and importantly, they feel that as a result of the Team:

Mission

Their **mission,** purpose, ambition or goal is stronger and better defined

Resources

They have greater awareness of the **resources** they both have and need to deliver their ambition, and are then more capable at securing further investment

Relationships

The **relationships** they have with other VCSEs, the statutory sector, health and other services are deeper and more trusting leading to new service development and delivery opportunities

Learning Point

Conditions for social action amongst VCSEs in receipt of more intensive investment and support (via Achieve Together) mature significantly within 2 years as a result of Programme investment. These Projects go on to deliver a legacy beyond the investment period that can endure locally.

What matters to communities and how are they empowered?

More than ever before, the Programme has sought to get closer to communities to understand what they value about the place where they live, and to understand what issues really matter to them.

Exhibit 3: Esk Valley Together

The Programme's work in the Esk Valley has been the most inclusive place based community development activity undertaken to date. The support from the Programme has been through close collaboration with the Community Catalyst (CC) worker (funded by Camphill Village Trust) there which has similar aspirations. The 'Esk Valley Together' event in November 2019 showcased work already undertaken, local inspirational community initiatives and activities and engaged wider statutory and VCSE partners to gauge their future involvement and contribution. World Café style conversations built on themes that reflected resident and services considerations, including discussions about community assets and connectedness. Recommendations for wider promotion and use of these assets was agreed.

Transport and access to services was an important area of discussion throughout the day. Vitally this involved both the availability – or not – of existing public transport but also where it does exist and how accessible it is to everyone in the community. This issue was emphasised for vulnerable groups at risk due to rural isolation. Delegates raised the importance of acknowledging the wide-ranging types of opportunities to be involved in communities such as young people volunteering, supported volunteering, community champions, and highlighted the benefits of taking a role in the community. Progress is slightly hampered by Covid-19, however, an online event – 'Esk Valley Virtual Rurality!' on the 31st of July (aligned with Great Get Together) 2020 promises to build on the local enthusiasm and commitment of 2019 to further showcase the power of community.

Learning Points

The SCDM reflected in 2020 why social action was proving to be effective in the Esk Valley:

✔ It's driven by people who live and/or work in the community

✔ It's an asset based approach in its wider sense

✔ It has been part of triggering collaboration

✔ It has been part of celebrating good practice from small local organisations and groups

✔ It has been part of new innovation

✔ It has some clear ideas for progressive ways forward.

"The funding we have provided so far has been through two organisational development contracts. The event report has been a foundation for some more structured investment. Our role has been catalytic." (SCDM)

Message 3: The Programme is contributing to the improvement of individual wellbeing of North Yorkshire residents

improved wellbeing

reduced inequalities

social connectedness
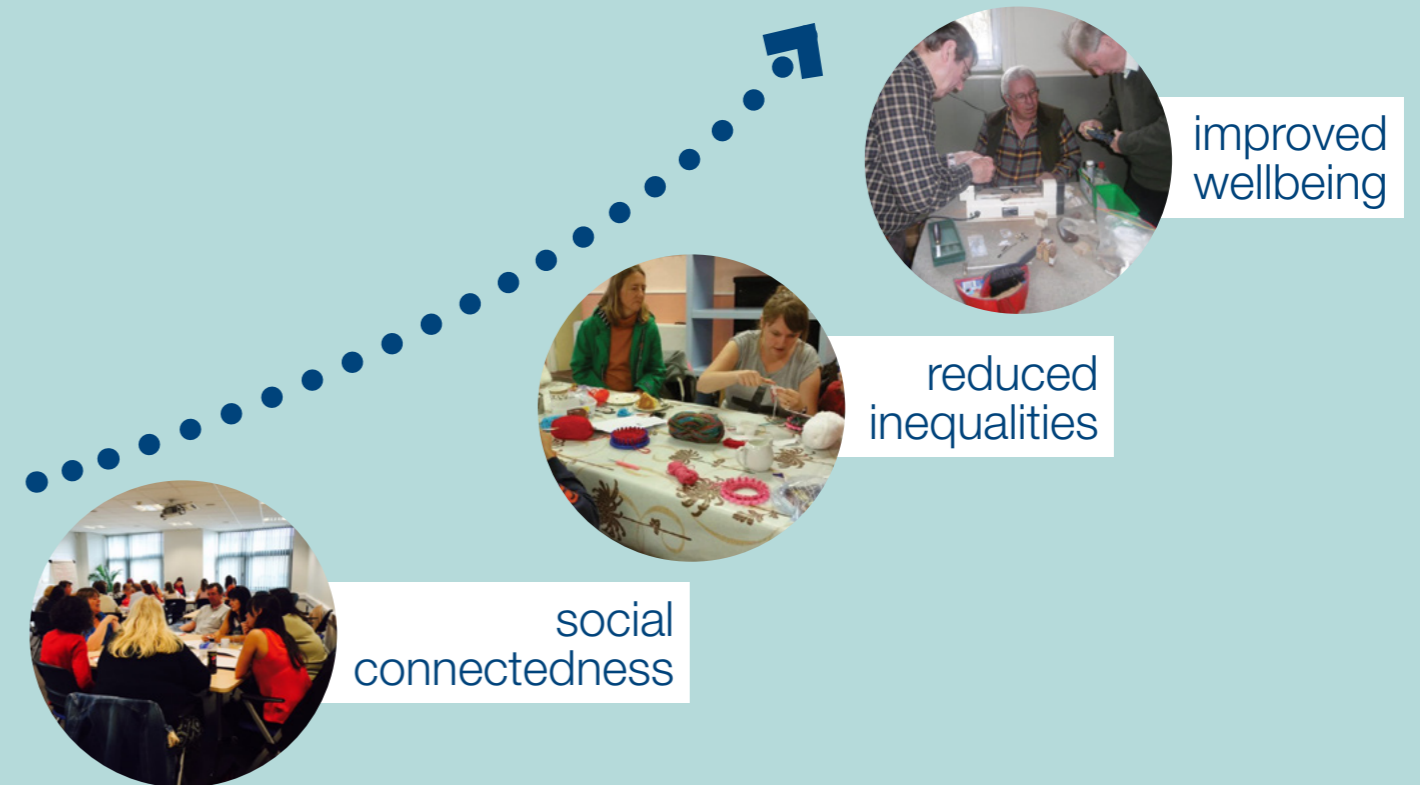
Evidence collected from: 119 Inspire Projects; Achieve Together Projects; place-based social action and community of interest targeted work (e.g. supporting the Loneliness Framework) supported by SCDMs; and management of grants programmes linked to self-harm, suicide prevention and mental health finds that the Programme is helping to improve resident's lives.
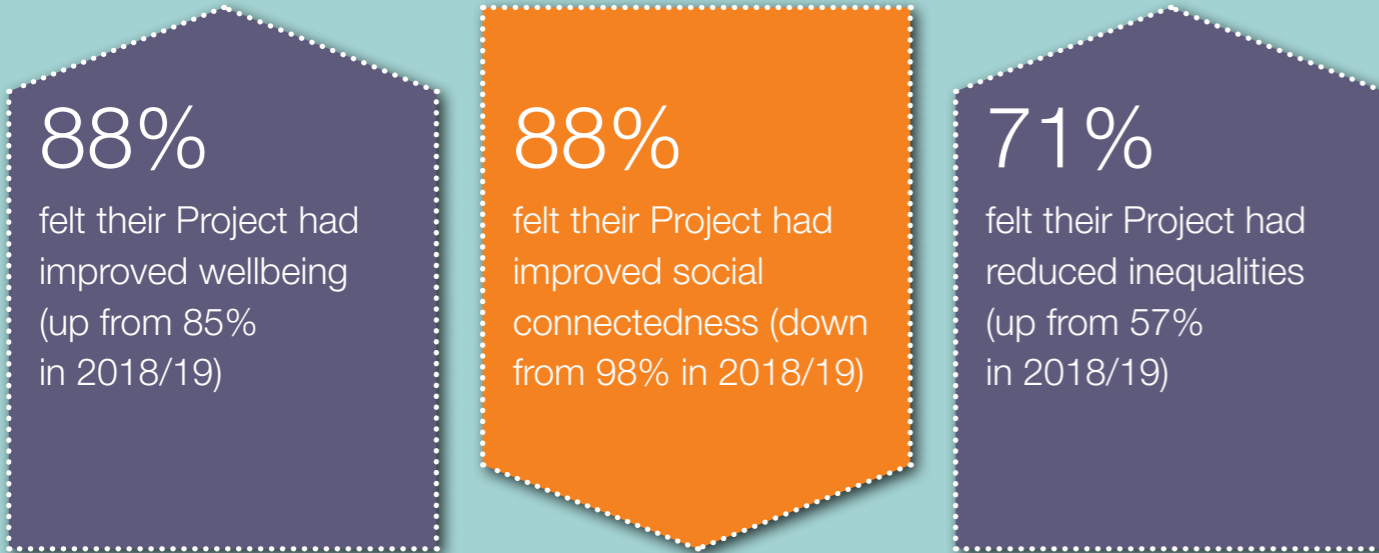
Individual health and wellbeing

In their application forms, 119 successful Inspire Projects described how their activity would contribute to the Programme's intended outcomes for people in local communities.

Inspire Project outcomes (n=119, multi-response)

Reduced inequalities	74
Improved social connection	109
Improved wellbeing	113

Sampled data from end of Project reports found that:

88%
felt their Project had improved wellbeing (up from 85% in 2018/19)

88%
felt their Project had improved social connectedness (down from 98% in 2018/19)

71%
felt their Project had reduced inequalities (up from 57% in 2018/19)

The evaluators completed a survey with 53 Inspire Projects between 6 months and 2 years after their grant had been paid to establish whether outcomes endured beyond the investment period. This valuable follow up data found that '5 Ways to Wellbeing' outcomes continue beyond the grant period and Project leads said they had sustained their activities purposefully:

70%
said it was making even more difference to improving social connectedness than during the initial SCP funded period

75%
said it was making even more difference to improving wellbeing

49%
said it was making more difference to reducing inequalities

Learning Points

Inspire Projects are funded by small grants, but the outcomes endure beyond the grant period.

92% of the activities and/or capital items supported by an Inspire grant have continued in some form since the grant funded period ended 6 months to 2 years ago[12].

40% of Projects have grown into something bigger or different – Inspire has acted as a stimulus for some small ideas to grow and evolve.

Within 2 years of an Inspire grant finishing, Projects that continue go on to exceed their original beneficiary targets by 20%.

16 case studies from these Inspire Projects are available, each demonstrating how communities have been encouraged to come together in imaginative ways around the 5 Ways to Wellbeing.

Here are extracts from just some of the Projects demonstrating how small grants can encourage social action and ultimately deliver wellbeing benefits to local people.

Exhibit 4: Osmotherley Community Group

Osmotherley Community Group is a voluntary organisation with the principal intention of promoting improved social connectedness and well-being across the whole age range. With an Inspire grant the Group decided to host a Poppy Festival. The Festival, which took place over one weekend, commemorated the end of the First World War in 1918. The Project started in March 2018 and lasted eight months. Approximately 1,000 people benefitted. This includes local families not previously involved in the community. Project delivery was supported by 300 volunteers, twice as many as originally anticipated. Reflecting at the end of the Project, Eileen Bellett from the Osmotherley Community Group said:

"The Festival has brought the whole community together and raised awareness of our history. We have uncovered skills in the community of which we were previously unaware, barriers between people of different ages and abilities have been overcome and large numbers of residents - more than ever before – have attended and all taken pride in their village. We are very much indebted to the personal support given to us by our SCDM. The Poppy Festival has exceeded all our expectations and will be a memorable event for our whole community for many years to come."

Exhibit 5: Skipton Community Wellbeing Café (Inspire Project grant)

Skipton Community Wellbeing Café & Cinema is a community building run by volunteers. The Café is open one afternoon a week and the Cinema once a month on an evening, with occasional matinee performances for children. The Café provides a welcoming space for locals and passing trade. Homemade cakes, tea and coffee are provided as well as activities for young children such as Lego and puzzles, arts and crafts. Their Inspire grant helped cover their start-up costs and arts/crafts provision. The Café had been suffering from a large and echoing space so had also wanted to purchase acoustic panels. This would primarily help improve the acoustics for film nights but also ensure Café customers, and others who use the hall, could talk to each other without having to shout.

What happened as a result?

The Project started in in June 2018 and lasted 9 months. It was delivered with the help of 8 volunteers who offered 100 hours of support time. Approximately 70 people have benefitted from the Project, almost 40% more than was expected. Furthermore, responses from 30 Café attenders in a survey organised by Peter in January 2020 revealed that pre-Community Wellbeing Café, **the average wellbeing score for all respondents had been 3.43 and 'now' was 6.80 showing an overall improvement score of 3.37.**

- **88% respondents felt the Café has increased social interaction and reduced isolation**
- **38% felt it had improved their confidence / social skills**
- **17% felt the Café gave them a sense of purpose.**

Community, connection and new friends were important to respondents – showing a strong desire to be part of a community and to have a common identity and sense of belonging.

Without the café, 43% of respondents felt they would be lonely or socially isolated, 30% would be house bound, 39% stated they would lack a sense of purpose. Eight respondents said they would become increasingly depressed and three attendees said that if it weren't for the Wellbeing Café, they would be dead. 12 Months on the organisation feels their activity is now making even more of a difference in reducing inequality, improving social connectedness and improving wellbeing. Approximately 150 individuals have benefited directly in the last 12 months.

THE COMMUNITY WELLBEING CAFÉ

Every Thursday from 1pm - 4pm

St Andrew's Church Hall, Newmarket Street, Skipton

A friendly space

.... with lots of tea and cake ....

and a range of activities to enjoy

Come along and join us!

"As a result of this funding we have been able to provide a fit for purpose venue and has encouraged villagers to attend who might otherwise not use the community centre on a regular basis. Our Project has provided a reason for members of the community to get together. It provides a safe and welcoming place and space for those who wish to or find themselves, alone. It is a social event that emphasising everyone feeling welcome and amongst friends – an event where neighbours can socialise and feel part of a wider community." (Peter Smith, Wellbeing Café)

Self-Harm and Suicide Prevention Programme

The Self-harm and Suicide Prevention Programme is a community grants Programme managed by the Stronger Communities Programme on behalf of Public Health and NHS. It commenced in March 2019 and is now in its second year of delivery. The aim is to reduce suicide rates in England by ten per cent by 2020-21. Additional aims were to:

- Reduce stigma and discrimination
- Develop mentally healthy communities and workplaces
- Reduce loneliness and social and emotional isolation
- Reduce suicides.

At least 652 people have been supported to date, and a further 1,862 are expected to benefit in future.

Exhibit 6: Jayne (Scarborough Whitby, Ryedale Mind)

Jayne approached the service at the beginning having relocated to the area following relationship breakdown and loss of job. She has already become involved in a new relationship that was increasingly controlling and was damaging her mental health further and had not made any friends in the area since relocating. She was struggling with an eating disorder and had lost a significant amount of weight in recent months. She was having problems in her home with noise from neighbours, damp, and electrical faults.

After initial discussions it was clear that there weren't any social groups that appealed to Jayne and she wasn't keen on group based activity but we were able to support her to join up with an environmental campaigning group via social media which allowed her to connect with people locally of similar interests and she has now begun developing friendships.

Jayne's BMI was not low enough to qualify for support through the eating disorder service so we researched together and located a nutritionist and life coach nearby within her budget and through ongoing conversation (in person and via telephone support) Jayne identified it was her anxiety that was behind the majority of her weight loss so we gave her a session on coping strategies and distraction techniques alongside the nutritional support.

Scarborough Whitby, Ryedale Mind liaised with Jayne's landlord and set up a meeting to address the issues relating to the property which we attended with her as an advocate. The necessary property repairs have been made and the noise issue has reduced.

We referred Jayne for relationship counselling with her new partner and shortly after, she ended the relationship having identified it was causing her significant distress.

We supported Jayne to set up as self-employed and also to apply for part time work whilst she works towards making her business self-sustaining. She has now secured regular employment and is looking to take up voluntary work for people with disabilities alongside building her business.

Jayne's initial WEMWBS score was 28 at the first appointment and 48 at the end, moving her away from the group considered at high risk of depression and psychological distress.

NHS England

Exhibit 7: Orb and Pioneer Projects

Orb Community Enterprise[13] in Knaresborough has ambitious plans to increase the impact of its work across a broader area of North Yorkshire, and is also working strategically to increase collaboration between VCSE, faith and statutory partners. Working in close partnership with Pioneer Projects[14] in Bentham, it aims to develop consistent services to a broad range of vulnerable individuals across the Craven and Harrogate Districts. As a result of the Programme's investment and increased capacity, +217 more people have been supported than would not otherwise have been helped.

Both projects now use the Warwick Edinburgh Health and Wellbeing Scale to gather feedback from adults with mental health issues that use their services.

Over 90% of service users in the 'snapshot' sample below reporting wellbeing gains in wellbeing, skills, social inclusion and citizenship.

	Pioneer (based on 17 reviews)	Orb (based on 50 reviews)
Improved wellbeing (WEMWBS)	80% showed measured improvement in wellbeing	90% showed measured improvement in wellbeing
Increased skills (RARPA)	93% showed measured increases in skills	
Increased inclusion	100% felt more socially included	
Increased citizenship	94% felt an increased sense of citizenship	90% felt an increased sense of citizenship

Improved social relations[15]

Almost all of the 16 Inspire case studies produced this year point to growth in **social networks, bonding** and sometimes **bridging capital** where Projects have sought to deliver activities in different neighbourhoods and/or as they seek to reach different people that might not traditionally participate.

Certainly, given that the largest number of Inspire Project awards focused on loneliness and social isolation, the desire to improve the frequency of connections, and quality of relationships has been purposefully invested in by the Team. Achieve Together Projects similarly reported that their collaborations had resulted in reducing loneliness and/or social isolation. Four of five considered that social connectedness and community wellbeing were increased as a result of their work.

Exhibit 8: Digital connection for older users

"Mrs K lives in an isolated village alone after her husband passed away recently. She didn't know how to use the internet as her husband did all of this. She was also lonely. We went to her home and did a one to one visit which helped her to learn about her computer and how to use it for what her needs are now. As she was also lonely, she came to the Digital Workshop and straight away felt comfortable and happier. Many years ago, she had a friend who she went swimming with but they had lost touch. This lady was at our group! They hugged and made arrangements to go swimming again. They do this now 3 times a week. She feels her life has turned around and is much happier in all aspects."

Learning Points

Technology can give back control that has been lost due to disability.

User feedback is vital for shaping services they will value in future.

"One lady has sadly lost her sight over the past 6 months, and now can't use her iPad. Her family take her out to a tearoom once a week – she has to ask what's on the menu – so she ends up picking something simple. After setting up the app, she now takes a photo of the menu, then (through an earpiece) the app tells her what's available. To see her face – it's amazing! Her whole demeanour changed, she's taking back control, and finally able to eat what she likes!"

"The social element is really key. One of the biggest things we have found is that people enjoy digital, but most much prefer attending face to face"

Reduced inequalities

The evaluators noticed a significant increase in the amount of Inspire Projects that reported they had reduced inequalities in 2019/20 compared to the previous year – something that had been recommended that the Team seek to shift in their decision-making approach for the grants.

Exhibit 9: Case study: Ripon Community House

Ripon Community House is a community building based in the centre of Ripon that provides subsidised office space for charities. They wanted to further support the local foodbank 'Bread of Life' in Ripon whom they had already previously acted as a collection point for whilst food was stored at an individual's property. The organisation had identified a space for the foodbank to store goods for distribution within their building, however lacked access/funds to be able to furnish it with safe shelving.

What happened as a result?

The Project started in December 2018. It was delivered with the help of 17 volunteers – over three times the number anticipated. Approximately 650 people have benefitted from the Project. Reflecting at the end of the Project, Suzanne Bowyer said:

"This funding has made a huge difference to the local foodbank. We have had more volunteers being able to assist with the preparation and delivery of food parcels on behalf of the foodbank which has meant the project is more sustainable going forward. The Project has prompted us to collaborate more than we did before and more members of the local community have been able to help due to the food being in a safe accessible public location. It has been brilliant to see and to hear people dropping food parcels off and then chatting to those that they are delivering to. The location change has been huge – it allows individuals, and families to collect from a neutral location without stigma."

Since their Inspire Project ended, the Community House feel their activities make an even bigger difference in reducing inequality.

As well as supporting individuals, Inspire Project funding is being used to educate and inform others about inequalities too.

Exhibit 10: Open Minds

The Open Minds Project started in May 2017 and lasted nine months. It was delivered with the help of 15 volunteers – almost twice as many as originally anticipated. Approximately 250 people benefitted from the Project, 10 of which became active members of Opening Minds.

Reflecting at the end of the Project, Jo Martin from Opening Minds said: *"Through highlighting what our organisation does we have developed our education and training offer. This is where experts by experience living with a disability share their stories to support the learning of others about valuing difference and the importance of inclusive communities, helping people think what action they can take to make their community more accessible and welcoming. This is not something we were able to deliver before."*

4 out of 5 mature Achieve Together Projects agreed that with the support of the Stronger Communities Programme, they were more effectively focussing resources and activities on reducing inequalities and improving social connectedness.

In Ryedale, for example, the provision of benefits advice and guidance is helping disabled people to meet the additional costs incurred as a result of their disability.

"This is [already] core to all the work we do, and support from Stronger Communities has enabled us to extend this work into Ryedale." (VCSE)

Previous research suggests that people with disabilities face extra living costs of almost £600 per month[16]. Securing benefits to which they are entitled helps reduce this **financial inequality.** To date, the Project has reached 130 people including signposting, telephone enquiries and benefit applications that would otherwise likely not have been reached. Ian Peck, Manager at Whitby DAG says:

"The Project delivered a much need service in a new area which has benefitted disabled people who struggled to access any similar service." (VCSE)

Learning Points

Evidence from mature Achieve Together Projects points to positive and attributable outcomes for residents linked to the **removal of barriers/ easier access to services; a reduction in social isolation**; and **emotional wellbeing gains**. Some barriers persist, however, around connectivity (transport and digital) which require wider systems change and working.

Message 4: The Programme is influencing the commissioning behaviours of NYCC Directorates

Strategic Influence

In 2019/20, the Team has matured its relationship with commissioners in Health and Adult Services, including Public Health; and started to develop a constructive relationship with commissioners in the Children and Young People's Services Directorate. The Programme is more embedded in a range of NYCC strategies and thinking as a result of continued influence activity in 2019/20 including:- 'Healthy People, Healthy Places' (HP2), the HAS commissioning plan, Public Health's emerging place-based approach, Childhood Futures and the Digital and Libraries strategies. This year has also seen concerted effort by the Programme to influence thinking around the commissioning of transport solutions and developing an alliance (Access All Areas), recognising the importance of connectivity to communities across the County.

The Programme works across multiple systems

SCDMs seek to add value to **health, social care, early years, education and enabling (transport and digital) systems** in North Yorkshire, advocating the role of communities, including the VCSE sector, in the design and delivery of services or activities that connect people and contribute to the social relationship dimension of community wellbeing.

Public Health

Impressed by the success of the Self-Harm and Suicide Prevention Programme (SHSPP) and the way the grants had been managed and monitored by the SCP, Public Health were keen to continue it in 2019/20. In addition, this year has seen the development of Headfirst, a new mental health training hub which SCP has been commissioned to develop and manage. As a result of the Programme's professional management of these Programmes:

"We have secured further funding for the Self-Harm and Suicide Prevention Programme for West Yorkshire, Harrogate and Craven and for the Humber Coast and Vale and Hambleton and Richmondshire based on Stronger's ability to deliver the grants system. Their process is developed, rapid and they are a trusted mechanism." (Public Health Improvement Manager)

Collaborative work with Public Health during the year in support of the Healthy People Healthy Places priority at NYCC led to new ways of thinking, and piqued curiosity around place based working too by introducing the potential application of the Place Standard Tool (NHS Scotland) as a means of community engagement and involvement:

"I can see how you could use the Place Standard Tool to bring different sectors into the conversation such as the GP, schools and police in order that they could listen to what people were saying and then they would better understand culture and beliefs."

"When Stronger delivered its place-based workshop in March to PH colleagues, the feedback was great. The Programme was looked at in a different light but we do need to fully adopt some of their principles of working to help Public Health with community place shaping. I think they are the leader on some of this work and 'HP2' has really thrust Stronger into the spotlight."

"I can I can see a connection between the Place Standard Tool (PST) and Age Friendly communities approaches."

Exhibit 11: Working Together to Thrive Event, Scarborough

In December 2019, Scarborough YMCA with support from the Programme hosted an engagement event where 100 delegates across Public Health, the Local Authority, CCG and the VCSE sector exhibited a desire to work differently for the benefit of the Scarborough Borough to tackle poverty and inequalities. This event challenged individuals – including some residents with 'lived experience' – and organisations to make a greater impact together as traditional approaches to tackle deep-rooted inequalities in the area, were not making the impact desired at the pace required i.e. increasing healthy life expectancy in the localities.

Karen Atkinson, Stronger Communities Delivery Manager (Scarborough & District) said: *"A new approach would ideally include a commitment that key aspects of core VCSE services would be covered via mainstream funding by health and other statutory bodies who in turn would find these funded services contributing to their own outcomes." (SCDM)*

The event enabled conversations about Scarborough Town: opportunities and challenges, mental health, loneliness, poverty and how to create a healthy place in partnership with residents.

"The voluntary and community sector are doing so much wonderful work with and for the community. The frustration is that there could be so much more being done with a slightly different landscape. One where funding lasts longer than three years, where managers don't have the constant background hum of always looking for the next pot of money, where more stakeholders are involved in the design and delivery of activities and services, with more examples of genuine collaboration. A key to this would see parity, with the VCS sitting alongside statutory services." (VCSE)

Learning Point

This work is a reminder that the practice of co-design, co-delivery and co-production is still not a natural state for organisations working across the health system, and there is much more that still needs to be done to fully recognise and involve both the VCSE sector and communities in health-related ambitions in future.

Health and Adult Services (HAS)

Two-way influence is apparent in the relationship between the SCP and Health & Adult Services (HAS), observed by the evaluators particularly in a joint meeting between the two teams in November where all SCP personnel and 6 HAS commissioners met to discuss opportunities for joint working. Emerging from these discussions were six distinct opportunities for joint working which now form the basis for day-to-day interactions between the Teams.

Exhibit 12: How the relationship with HAS delivers many benefits

Head of Commissioning, Abi Barron, said that the HAS Service Development Team regard the Stronger Communities Programme as integral to the roll-out of Local Delivery Plans and the development of new, innovative community-driven approaches to health and social care provision. Evidence of mutual benefits were described across a range of projects including 'A Good Life' in the Upper Dales where Programme investment ultimately helped prepare the community for an effective Covid-19 response; Reeth where a community support organisation has been supported; and Ryedale. Abi said: *"The primary impact of SCP has been to place greater emphasis on strengths-based approaches – encouraging social care customers to fully utilise community and neighbourhood-based strengths and assets, thereby significantly alleviating the demands upon core, traditional care and support resources.' The other key impact has been to create the conditions through which genuine, community-led innovation can take place - moving towards place-based approaches and encouraging local people to be part of the delivery mechanism for health and social care. There has been specific partnership working with the SCP team around the roll-out of the Ryedale microenterprise project – this has been an entirely positive experience. As time progresses there will be clear potential to undertake joint working around re-imagining the homecare initiative, based as it is around creating a network of community support around an individual." (Commissioner)*

Children and Young People Services

In the 2018/19 evaluation, the SCP felt frustrated that there was a slower pace of relationship with CYPS compared to HAS and Public Health, as the Team was convinced 'communities' and the VCSE sector have assets that can help achieve CYPS ambitions. There had been one particular success with the transfer of the Fuse Theatre (handled by the SCP and some of its APL consultants) and there were emerging talks about involving the VCSE sector in a school readiness pilot in the county.

During 2019/20 the relationship has definitely been maturing and the Programme has been more routinely engaged with, and invited to get involved in CYPS-led work.

> *"I try to work as closely as possible with 'Stronger' because there's no other like them able to help translate ideas we have into place-based approaches, and making the most of community assets. "Communities is a golden thread now through all of our Childhood Futures programme ambitions relating to school readiness, emotional wellbeing and adolescent risk." (CYPS commissioner)*

The particular breakthrough has been around school readiness[17], which saw one of the SCDMs manage a tendering and VCSE supplier selection process to deliver a pilot project to 2021:

> *"The relationship with CYPS has been improved very much through the School Readiness project and steering group which has been running before January 2020 for a long time. In particular for the preceding circa 3-6 months when there has been a clearer plan/project to work on. In terms of relationship building, trust this has been very progressive in my opinion." (SCDM)*

Transport

Exhibit 13: Access All Areas

It had become apparent that small VCSE organisations working in isolation across a wide range of geographies, whilst being very knowledgeable about transport issues and their own "patch", had little to no voice at a strategic level. The valuable information they had was not being shared with policy makers or funders to inform future planning of provision. A brief was developed – subsequently delivered by one of the Programme's Approved Providers – to conduct a review of the range of transport solutions in the county; facilitating a discussion between the key agencies; and supporting the development of a shared vision for the future of transport in North Yorkshire and develop a strategy to implement the vision. In December 2019 partners from NYCC IPT, Stronger Communities and a range of VCSE transport providers were brought together which sought to share ideas, build relationships and a common vision. Further engagement resulted in a number of common themes including the desire for the VCSE sector to be recognised for the important contribution it makes, and to be treated fairly. There is the potential for an Alliance to be formed post-Covid. The SCDMs responsible for the intervention feel that more progress has been made in this one APL–supported initiative than had been achieved in the previous 5 years.

Digital

NYCC has created its Digital Strategy in 2019/20, and the Programme was invited to help shape the core objective focusing on **digital and smart communities**. This seeks to create the conditions whereby vulnerable residents can enhance their digital skills and confidence; where communities can access social, medical and remote care technology allowing greater independence; and where the digital divide (or gap) has been closed.

The intention is to develop programmes to engage further with the public and communities. The Stronger Communities Programme has a part to play in supporting this ambition.

The Programme has recently co-invested in the 'Switch Proposal – Smart North Yorkshire Councils' initiative with the national charity Citizens Online, to deliver a digital inclusion research and partnership development project across North Yorkshire, focused on digital and social exclusion issues. Objectives include improving residents' basic digital skills and confidence to access online opportunities and services; and supporting the Smart North Yorkshire Councils group digital strategy.

SCDMs increasingly think about how to better enable people in North Yorkshire to use digital solutions to improve the quality of their lives leading to follow on conversations with NYCC's Head of Technology and Change.

> *"I have been thinking about planning future resilience and I do think we need to reflect on enabling and supporting people to access and use IT. This could include free broadband for over 75s and special provision for those who might be on certain benefits. But also to help children and families, especially those at a disadvantage to access laptops, tablets, broadband or the skills to use them. I'm wondering about our future investment and how we try to influence the conversations across these different contexts." (SCDM)*

Exhibit 14: Fab Lab+ business case

Approved Provider List consultants worked with an SCDM to support an ambitious and innovative digital hub project in Scarborough involving a range of partners including Scarborough Borough Council. The Programme's short-term support enabled the creation of a Business Plan that could be used to include in a bid to the Government's High Street Fund (decision pending).

The proposal pulls people and technology together to reduce the levels of digital exclusion in the Scarborough District, offers small business support and has a hub – the FAB LAB (new technologies laboratory) – connector space (co-working space), café and meeting space, subsidised office space for new businesses, new business support, rental possibilities, digital community activity including outreach and employability support linked to the digital agenda.

If successful the project will address the lack of connectivity, digital exclusion, low digital/technological base of many local businesses, and lack of skilled digital/technologic labour in Scarborough.

Libraries

The Programme has always enjoyed extremely strong relationships with the Council's Libraries Services, largely owing to the success of transferring them all to being community libraries by April 2017. It is little surprise therefore that 'communities' is one of the golden threads in the new 2020-2030 Libraries Strategy for North Yorkshire. The aim is for libraries to become a focal point for communities to identify and support opportunities to work together. Looking to the future, there are opportunities for SCP and the Libraries Services and community libraries to build the maturity of these places as community hubs, and to better use their resources to reach into communities to help identify what matters to them.

"Stronger has been there when it's been needed and has continued to support a small number of community groups that still needed help with governance and fund-raising issues, but the support has tapered off as was expected." (NYCC, Head of Libraries Service)

Message 5: The Programme has learned from what works well and not so well

Team perspectives: key achievements during the year

Reflecting on their main successes in 2019/20 the Team felt they had:

- Invested more confidently in complex, bottom-up place based social action models

- Learned more about community's needs and issues through localised engagement work and new types of conversations

- Developed community capacity – and assets – in various types and forms that would be easier to describe and showcase as exemplars in future

- Deepened their understanding of the characteristics, role, location, capacity and potential of community anchor organisations and community hubs across each District

- Started to make a real difference in some communities having had the opportunity to invest time and energy in them for a sustained period of time

- Increased the trust and co-operation between the Programme and Public Health, Health and Adult Services and (more slowly but nevertheless positively) the Children and Young Peoples Services Directorate impacting conversations about commissioning approaches and ways of working 'Beyond 2020' as part of the Council's transformative agenda

- Supported a range of further successful, community engagement events

- Shown determination and persistence to support NY Connect and Go Local initiatives

- Sought inspiration from around the UK, and accordingly, developed its wider network of peer experts and best practice to bring to the benefit of the Programme

- Received positive testimonial for the quality of thought leadership when attending national events such as for their approach to the Enabling Social Action initiative and DCMS Place Based Social Action Programme

- Piloted new models of delivery e.g. supported volunteering exploring the potential for county-wide application and scalability

- Learned more about community wellbeing and the Programme's position in the wider place shaping agenda, whilst also depending relationships with District Council representatives and Locality Managers from other NYCC Teams

- Increased its own appetite for innovation and desire to evolve its Strategy.

Team perspectives: key challenges during the year

Reflecting on the challenges encountered during the year the Team reported:

- Meeting the continued and growing demand for their expertise in multiple contexts
  – whether in geographically or thematically focused agendas i.e. knowing how much
  energy, time and money the Team can afford to spend on these areas of work[18]

Competing demands for SCP Team time and expertise

ABCD activity	Digital inclusion	Evaluation	North Yorkshire Forum for Older People (NYFOP)	School readiness
Achieve Together Projects	Domiciliary / Home Care	Infrastructure contract input	Partnerships & Networks	Sleights Connected Communities
Loneliness Strategy	Go Local	Inspire grants	Pathways to Health	Suicide Prevention
APL management	Engaging with funders (TNLCF)	Internal volunteering	Place shaping / making activity	Supported volunteering
Beyond 2020 transport agenda	Flexigrant management	Liaison with NYCC Comms	Mental health engagement	Transport Alliance
Commissioner engagement	Enabling Social Action (National Input)	Age friendly communities	Refugee Conference	Wellbeing and Resilience/ Healthy Places
Covid-19 response	Health Hubs	Play Streets	Rural Commission	Diagnostic review
Community Support Organisations	Healthy child initiative	NY Connect	Salt of the Earth kindness campaign	Place Based Social Action (National Input)

- The need to or request to deal with unforeseen crisis or closures which has
  a displacement effect of other work happening in the Team

- Being able to say 'no' or 'not yet' to requests when the Team's culture is 'can
  do' – this again has the effect of adding workload pressure to the Team

- Knowing how to interpret in practice 'proportionate universalism'
  in their day-to-day working in communities

- The particular demand for the Head of Programme's time and expertise across
  so many areas of work in the County, within and outside of the Council

- Perceptions early on in the year that the Programme was perceived more negatively than they
  would like – however, this has proved to be a perception rather than a reality, as during the year
  the Programme's update to the Cabinet was positively received, the Chief Executive affirmed 100%
  support for the Programme and its achievements in early 2020, and since the Covid-19 crisis the
  Programme has been seen as a priority within the County Council's emergency response

- Some tensions at a local level between stakeholders in adapting
  to asset based community development working

- Slow pace of change in community transport, again, a comment made early in the year
  but which has received significant attention to the point where were it not for Covid-19
  the Programme has invested in work to develop the potential for an Alliance and moved
  the conversations on in ways that had not been possible for many years

- Relationships with some key partner organisations are still transactional rather than developmental and
  there is a need to create the conditions whereby the talents and assets of each one are better deployed
  towards a common goal, and shared agenda for enabling stronger communities in North Yorkshire.

Learning lessons

A huge amount is being learned by the Programme about what works, and equally valuable, what
does not work so well. Here are just some of the key themes that have emerged in 2019/20.

What works

A catalyst for collaboration

- The Programme's ability to convene partners and encourage collaborative working, most
  evidenced through Achieve Together Projects and place based working in each District

- The Programme's ability to encourage VCSEs to forge or re-establish alliances
  and partnerships with other organisations in communities.

Place based social action

- Place based social action in different parts of the County because it is encouraging the
  community's needs and aspirations to be at the heart of a process of change

- New types of conversation and engagement have been successfully trialled this year
  (e.g. in Pickering, Settle, Skipton and Castle Ward, Scarborough where real residents
  (rather than voluntary sector representatives) are expressing their ambition).

Reaching different people in communities

- The way in which Projects encourage connection with different people within communities e.g.
  military families in Catterick, or vulnerable people via Community Support Organisations.

Profile

- Increased profile and positive reputation within NCC and the influence it is having, as evidenced
  by the way in which 'communities' is embedded in new strategies and the authority's
  Covid-19 recovery planning as well as Beyond 2020 transformational programmes.

Influence

- The Programme's positioning within strategic conversations has improved e.g. how they are
  now integral to HAS strategic leadership meetings, how they have been received positively by
  the Cabinet and involvement in Area Constituency Committee Presentations once again.

What works cont.

Building confidence in expertise for managing grants programmes

- Some commissioners now talk with the Programme about how the community and VCSE sector can be more routinely included in opportunities to provide services – via grant rather than contracts (e.g. Self-Harm and Suicide Prevention, Head First, Strong and Steady physical activity programme and the Essential Life Skills Fund for NYCOA)

- Contributing to tenders and service specification processes that ultimately involve the VCSE sector more directly or indeed exclusively (e.g. School Readiness pilot 'Grow and Learn').

Building community capacity (mixed economy model)

- The Programme has spread its investment in such a way that community capacity and certain types of community asset have been developed over time

- Its mixed methodology approach and flexibility means it is able to work across multiple systems (health, social care, education, digital and transport) and populations (children, young people, adults and older people) to support the development of capacity to deliver services

- Working with community anchor / support organisations has been largely successful.

Community engagement events

- The programme has a reputation for delivering, or helping other partners deliver, exciting and well-attended events e.g. Sleights Digital Showcase (81 people attending), Involve: Social in the Market Place event in Malton / Norton was completely full (over 100 people signed up by the organisations present). The Working Together to Thrive event in Scarborough and local volunteer celebration event. The Pickering 'How Good Is Your Place event' led by Ryedale District Council, the North Yorkshire Refugee resettlement events, the Ryedale Rotary event, and the launch of the Dementia Communities initiative in Selby where SCP funded the publicity.

Transferring knowledge

- Taking lessons from one District and applying them in another e.g. learning on developing volunteers first applied in Stokesley was then used in Sherburn-In –Elmet. ABCD activity in Craven is currently inspiring Selby District and Knaresborough to consider this style of investment in future

- The Programme has successfully learned from other authorities and partners involved in the national Enabling Social Action and Place Based Social Action Programmes.

Use of APL consultants for specialist support

- SCDMs report that they value access to specialists for complex Projects and collaborations, sometimes needing a very rapid turn-around. (see quotes from SCDMs).

"The best [use of APL] was regarding the proposed closure of a community building. I was able to access the APL to present a report to stakeholder around needs assessment and viability. This provided the capacity quickly to an urgent issue. I also used a consultant to support some business planning and fundraising which is helping the [VCSE] organisation move forward well despite difficult environment, limited strategic/staff input available."

"The most valuable APL award has been the contract awarded to support North Yorkshire Youth (NYY) develop their impact measurement framework for their Reaching Communities bid to the National Lottery which subsequently secured £497k for NYY's Youth Mentoring Programme. This was about not only providing NYY with some independent expertise to develop a large scale bid, but also to upskill the staff team and provide them with the tools to undertake this type of evidence collection in future. The existing relationship with Lottery was also helpful. The use and the associated learning of the Place Standard Tool as part of this contract is now being used to inform initial discussions with CYPS about potential future ways of working."

What's not worked so well and could be improved

Managing APL consultant input

- Managing expectations by agreeing clear timelines and objectives with all parties for some of the more complex organisational development briefs.

Dealing with the volume of demands for the Team's support / insufficient capacity

- The Team cannot be expected to join up all of the connections that could be made between NYCC internal Directorates, the VCSE sector, wider civil society organisations and communities in a consistent fashion without displacing other routine or core activity especially in the context of now managing Covid-19 response and recovery too

- Strategic topics such as transport, digital or innovation may require dedicated or differently resourced capacity to add value to the Team but not at the cost of disrupting its culture

- The loss of a Team member in early 2020 has left a gap in some of the skills and capabilities fulfilled by that person and their role, especially in respect of maintaining monitoring and impact data.

Coherence with other community investors / SCP's leverage role

- The time and / or behaviours for the Programme to fully explore and co-ordinate the resources (people, funding, assets) of other community investors when planning investments for the future.

Perception of the Programme as being 'all about grants'

- The Team reported that they felt there is limited awareness of the full scope of the blend of support they offer by some external organisations, for example, who might think of the Programme as just a grant giver, when in fact the majority of its investment is of course the deployment of its expert team / SCDMs.

These lessons enable the Programme to confidently **restore, retain** and **re-imagine** its service for the future and develop a revised and ambitious strategy to 2030.

Message 6: The Programme is valued and trusted by its stakeholders

Feedback about SCP effectiveness has been collected by the evaluators from a range of stakeholders:

- The Cabinet
- NYCC Directors
- Commissioners across the Directorates
- Heads of Service at NYCC
- Challenge Group members (e.g. Two Ridings Foundation and Community First Yorkshire)
- Inspire grant recipients
- Achieve Together recipients
- Two of the Covid-19 community support organisations (CSOs).

Taken together, they each find the Programme to be a relevant and positive asset for North Yorkshire. They are variably viewed as both strategic and operational, which can create a tension when trying to manage stakeholder expectations, however, overall the Programme is seen to be a positive, asset-based approach that can work across agendas and systems with communities' interests at heart.

- The Cabinet and NYCC Directors still buy-in to the Programme and would expect it to be able to report on its added value and 'financial quantum' by 2022.
- The Chief Executive expects the Programme to impact older people, children and young people and support the prevention agenda. He expects the Programme to help other Directorates learn from 'the Stronger way of doing things'.
- Challenge Group members feel that the Programme is right to advocate for, and invest in place based social action.
- Inspire grant recipients are understandably highly complimentary about the Programme, and it is heartening to find that whilst the grant is important it is not the only attribute they find valuable as proven by the post-grant research which identified a range of other positive effects largely as a result of contact and support from their SCDM. The Net Promoter Score for the Programme 94 out of 100 in 2019/20 from Inspire Project Leads.
- Recipients of Inspire Project funding value the Programme for reasons that go beyond the transactional financial support they receive too. This was evidenced from follow up research with 53 Inspire Projects in January 2020 where up to two years later 40% of Projects said the Programme has helped them a lot by providing information, advice and guidance, 38% say it has helped them identify opportunities and 33% say it has helped them engage with partnerships and networks. The emerging legacy from the Inspire Project (along with other contributory factors) includes:
  - **86% agreeing they were better known in the community and doing more things**
  - **82% had better contacts with other local groups and organisations**
  - **79% were collaborating more with other groups and organisations**
  - **75% believed that they were seen more as a local 'go-to' organisation.**

> *"Without Stronger, we wouldn't have been here. It was a life saver. We weren't going to give up, it was too valuable for people. Stronger didn't want to give up on us either. Stronger see the longer-term vision and are willing to invest in it." (VCSE)*

- Feedback from Achieve Together Projects was very complimentary of the Programme, their support, flexibility, patience, ability to convene other partners and most of all the belief and confidence that SCDMs brought to the partnership. SCP's continuity and constancy helped build belief, mission, purpose, relationships and gave the time for key individuals to think more strategically about future service provision, and had the space to put in place operational ideas, bids and plans they would not otherwise have been able to afford.

> *"The SCP investment was critical; partly due to the co-production format supporting the flexibility needed in set-up and partly due to the need being urgent due to the implementation of a challenging new welfare system. Without Stronger's support, we wouldn't have achieved. Genuinely, we started from the beginning from nothing. The Delivery Manager believed in us" (VCSE)*

> *"Stronger have been able to support innovative ideas which might struggle to get funded elsewhere." (VCSE)*

Some Projects went further still declaring that the Programme had added **strategic added value** by supporting VCSEs to rebalance their relationship with commissioners, extend and enhance their networks and support wider initiatives that include Public Health. It was creating the conditions for these organisations to take a leading role in their districts – some already selected as CSOs in 2020 as part of the COVID-19 response. And in the absence of investment by SCP it is unlikely that the conditions for social action and organisational development would have been mature enough to deliver outputs and outcomes in the same time period. Additionality effects were also in evidence.

- Four of the five mature Achieve Together Projects reported that the outcomes achieved would be unlikely to have happened without the support from the Stronger Communities Team.
- 82% of Inspire Project leads said that their grant had funded new activities, services, or events that they hadn't previously provided whilst 41% said they had delivered in areas or communities that the organisation / group was not reaching or serving 12 months ago.

Some stakeholders offered useful critique of the Programme too:

- Challenge Group members feel that more could be done to join up the Programme with other community investors at County level to explore ways of pooling assets, deriving strategic and collaborative bids and planning for Covid-19 resilience and recovery in 2020-2022

- Some would like the Programme to be even more transparent about the grants its distributes (360 grant giving) and the way it makes decisions about who it supports.
- Some feel that the Programme is over-stretched (a comment also made in 2018/19):

> *"The only risk perhaps is that their impact is diluted if they are seen to do everything. They need to be careful to manage expectations and express their limitations. Similarly, the CSO work is great, however, there's a danger SCP becomes too closely associated with service delivery rather than infrastructure which is where its real power and value lies." (Health Improvement Manager)*

Message 7: The Programme has supported an effective local community-led response to the Covid-19 crisis

In March 2020 there was a demand for an urgent, effective local community response to Covid-19 to support the most vulnerable in the county. The Programme was centre stage and pivotal to developing a network of 24 **Community Support Organisations** (CSOs) in the 7 Districts which they achieved in **just 4 working days**. Moreover, these CSOs are all community-led, working at grass roots level, something that peers elsewhere in the country have, by contrast to their own centralised models, recognised as a significant achievement. Thousands of residents have received essential support[19] and nearly 100 voluntary organisations have benefited from the Programme's Covid-19 small grants.

> *"There is a compelling case for permanent change. 'The CSOs are well placed to continue potentially providing a (perhaps amended) low level offer, linking in with VCS organisations commissioned to provide other services." (HAS commissioner)*

Trust has been key, the Programme is the interface between communities and the Authority

The Team was able to mobilise very quickly and had the expertise to develop light-touch processes (including provision of grant to deliver services) due to existing trusted relationships with organisations that had the right attributes to respond and were locally-rooted. Two CSOs interviewed reported that the Programme and SCDMs had been hugely supportive, inventive, flexible, trusting and respectful.

> *"We didn't want money as a CSO. Instead we found the Programme did not try to impose. It is genuinely enabling; they never prescribed our operating model as a CSO. Very respectful and they are influential in the Council and take a balanced approach to risk and safeguarding. Very quick off the mark re: funding and the processes were pretty straightforward." (Mutual Aid CSO)*

> *"It's not just the money, it's about the way [the SCDM] helped me when I was wondering 'how do I do that when I'm working from home, how do I get that thing to that person', she came up with really good ideas I wouldn't have thought of." (CSO)*

Prior work has paid dividends to enable the Covid-19 response

Importantly, in the lead up to March 2020, the Team had completed an asset mapping exercise to identify potential **community anchor organisations**[20] and community hubs that they felt together could act as a focus for future investment by the Programme. From this exercise, there was a significant overlap with the need to identify the CSOs. Moreover, earlier Project work trailed in by the Programme since 2017 via Achieve Together Projects, demonstrated just how effective that infrastructure could be when it was needed most. One SCDM reflects on her work in the Upper Dales:

Exhibit 14: A Good Life paved the way for Covid-19 response

The SCDM reflects: "I didn't really appreciate the value of the preliminary work in this area, until Covid-19 hit, and there was a sudden reliance on the relationships and trust that has been built around the area. The initial aim was around creating the conditions for social action, tackling the issue of rural isolation, and ensuring the Upper Dales becomes the best place to grow old in England. What we were able to implement at the end of March 2020, as a structure to support people through the pandemic, has demonstrated that huge progress had been made in those areas – within days a vast network of volunteers had been recruited under the 'A Good Life' facebook page, arrangements made to resolve the early issues of accessing food, a dedicated phone line via the Upper Dales Community Partnership (project host) and loads of local innovation. The success with the volunteer recruitment was a surprise, considering digital engagement is often difficult in this area, but very quickly every village had coverage, so we could move forwards, confident that support could be offered across the whole deeply rural geographic area. It enabled connections and responses which would not have happened previously.

In each District, it is clear that prior investment by the Programme and time spent building relationships built on mutual trust have been valuable contributors to organisations having the confidence to step up to become CSOs. In Harrogate the SCDM said that one organisation serving Pateley Bridge and the Nidderdale Valley has worked with the Programme since its inception, in fact the recipients of the first grant ever issued. They have a progressive board and a desire to meet the needs of those living in the area and now lead a network of grassroots community response groups in each village across Nidderdale. They have recently surveyed local residents to better understand their current and changing needs. In Hambleton, a significant merger made possible in part by the Programme, whilst officially taking place just before lockdown commenced, has afforded that new organisation the platform to launch their campaign and there is huge potential to develop and deliver local services with the robust infrastructure now in place. This CSO has the potential to be a strong community anchor organisation, learning through the pandemic how to meet local needs.

Although detailed evaluation of the Programme's investment in CSOs and their local networks will take place in 2020/21, early feedback from the Team, District Councils, health and CCG partners, GPs, NYCC Directors, commissioners and CSOs themselves suggests that the Programme has been a significant contributor to helping establish a rapid, fluid, empowering Covid-19 response in communities.

"There are lessons to be learned in terms of harnessing the power of people, communities and the voluntary sector to deliver things quickly, effectively and in a less bureaucratic way. Speed of response and a willingness to trial new and radical approaches are, perhaps, the primary lessons that can be learned by the wider authority." (HAS commissioner)

Recommendations

The evaluators make the following 6 recommendations to continually improve the effectiveness and impact of the Stronger Communities Programme in the next 3 years.

1: Launch the 'People, Places, Power' Strategy	
1.1	Revise the Programme's Theory of Change to reflect the learning since 2017
1.2	Complete the Programme's 'PPP Strategy 2020-2030' which has been in development throughout 2019/20 and which confirms the intention to invest strategically in three ways: 1) to build community capacity 2) to narrow the gap (reducing inequalities) 3) catalyst for community led place based social action
1.3.	Socialise the Strategy with stakeholders and communities (via roadshows and engagement) in order to improve and refine it with view to external publication in 2021

2: Contribute to discussions around long-term strategic community investment	
2.1	Ensure the Programme makes a purposeful contribution to the new Thriving Communities Partnership[21]
2.2	Exploring ways in which different community investors (including grant makers, businesses and charitable trusts and donations) can co-ordinate their assets to the benefit of North Yorkshire communities aligned to the SCP's new 'People, Places, Power' Strategy
2.3	Identify assets and agree the Programme's role to help leverage support to implement the PPP Strategy ambitions beyond 2022, up to 2025 and to 2030

2.4	Contribute to an understanding of the market characteristics of the voluntary, community and social enterprise sector to better understand how each investor can build community capacity in a co-ordinated fashion over the Strategy period
2.5	Consider how best to develop a joint Covid-19 recovery plan that both protects and nurtures strategic community assets in the County
2.6	Consider the implications of Local Government Review scenarios and potential impact on communities and the Stronger Community Programme's ambitions
2.7	Ensure that all NYCC grant awards are available on 360 Giving website

3: Restore, retain and re-imagine the Stronger Communities Programme to 2025	
3.1	Restore the Inspire brand but re-imagine it as 3 grants[22]
3.2	Restore the Achieve Together investment stream and access to APL, but use the evaluation to re-imagine this as a 12-month catalytic relationship that is then purposely designed to leverage resources from other sources to help localised groups of VCSEs further establish their potential for building local community capacity
3.3	Explore synergies between Achieve Together and Two Ridings Foundation Partnership funding in case these can support one another over the medium-term
3.4	Restore the 'Innovate' brand, and re-imagine this as a new community-led place based social action investment stream ready for re-launch in March 2022
3.5	Re-imagine the APL by implementing the recommendations from the APL Pre-Procurement Market Engagement Survey completed in 2019 with greater emphasis on learning reviews and case studies that demonstrate how community assets and infrastructure is often improved and strengthened through this mechanism
3.6	Retain the fundamental Community Support Organisation model but re-imagine with a broader role to evolve into a Community Anchor Organisation and Hub model

4: Increase Programme capacity	

In order to continue to strengthen community assets and deploy its long term PPP Strategy, as well as cater for aberrational Covid-19 expenditure, the Stronger Communities Programme requires additional capacity to remain effective, and to forward its ambitions in relation to NYCC corporate priorities.

4.1	Consider increasing Team capacity to manage persistently high and growing workload levels, (NYCC and other stakeholder) demands and requests for their expertise across both place based and thematically strategic agendas across multiple systems (health, education, 'prevention', adult social care, transport, digital inclusion)
4.2	Negotiate additional financial resource from NYCC Directorates to empower the Programme to deliver on the competing short-term response, resilience and recovery demands, medium-term community infrastructure strengthening priorities and longer-term strategy ambitions – a guide figure of an additional £1 million to 2025 is recommended (including perhaps optimised use of Locality Budgets) to deliver the Programme's mission as part of the Beyond 2020 requirements

5: Develop a best in class community-led Place Based Social Action Programme	
In order to prepare for a step-change in the way in which PBSA happens across more places in communities in North Yorkshire, the Programme is urged to invest differently.	
5.1	Devise and award new Inspire grants that will lead to more local inclusive community conversations and creative local action. By 2022, the Programme should have worked in over 60 neighbourhoods and developed an authoritative inventory of social action for each of these communities i.e. a clear view of what matters to those communities
5.2	Feed the findings of this rolling conversation and action programme in to the work of other systems to make them stronger armed with a better view of how to empower those communities and more routinely co-design and co-produce solutions i.e. Public Health locality teams, Living Well, HAS locality teams, CPYS, local community teams, commissioner activity, Parish and Town Councils, Community First Yorkshire infrastructure and other grant giver activity and others as defined
5.3	By March 2022, it is recommended that SCP has a dedicated PBSA budget to support a small number of communities invest in a 7 year social action programme, led by them; this will in part be catalysed if recommendations 4.1 and 4.2 adopted
6: Promote 'What Works' across North Yorkshire	
6.1	Develop a dedicated 'What Works' section on the SCP website to include case studies, video footage of communities where a difference is being made, learning from Covid-19 response and narratives about what matters to people (social action)
6.2	Deliver engaging and memorable events or teach-ins with different NYCC Directorates
6.3	Encourage critical learning through the evaluation's 'Strategic Influence and Development' and '(yet to be formed) 'Value' groups

As well as these wider strategic recommendations, there are a number of operational opportunities for the Team to consider:

1. Improving the use of APL, its consistency, quality and approach to routine review and learning practice

2. Aligning support to meet the needs of Achieve Together Projects as identified in 2019/20

3. Ensuring the routine completion of Project Reflections reports by recipients of grants and Project funding to build the outcomes evidence

4. Reducing the evaluation requirement for smaller re-imagined Inspire grants

5. Developing a film/promotional footage using the 21 written case studies developed this year that can help bring SCP investments and ways of working to life

6. Completing research with CSOs and possibly wider stakeholders (such as volunteers and residents) to better understand the SCP's contribution to communities during the Covid-19 pandemic.

Concluding Remarks

The Programme is in demand on a number of fronts; prior to, since Covid-19 and likely in to the future as part of the Beyond 2020 transformation agenda. To meet the competing needs of delivering on the one hand preventative solutions with communities, through to helping key strategic assets survive, as well as work through the demands of response and recovery, whilst also staying true to its asset-based philosophy requires even stronger internal sponsorship for the Team – and practical support in the form of expanded capacity.

Its multi-faceted 'PPP' Strategy responds directly to the Chief Executive's request for a long-term vision for stronger communities in North Yorkshire by 2030, whilst retaining sufficient flexibility to build the relationships with each Directorate who are increasingly open to, and more inclusive of 'communities' in their thinking and commissioning approaches. However, time to manage internal stakeholders within NYCC, as well as new and dynamic relationships with health partners, CCGs as well as the VCSE sector and residents in communities means the workload will naturally increase. Leveraging the assets of other community investors inside and outside of the County will also be essential to realise the Strategy and this requires skilful resourcing and co-ordination.

There has perhaps never been a better time to demonstrate that communities really matter in North Yorkshire, and the Programme can act as a robust, trusted interface between these different stakeholders and systems in order to build capacity, narrow the gap and be a leading authority in the way it contributes to community-led place based social action for the next decade. Its high profile, successful activity to support a well-co-ordinated community response to Covid-19 also means that the Programme is well positioned to build new and imaginative relationships in future to the benefit of the people living in and contributing to the wellbeing of their communities.

Alan Graver, Lead Evaluator (2020)

Technical Notes

1 'Social action is about people coming together to help improve their lives and solve the problems that are important in their communities. It involves people giving their time and other resources for the common good, in a range of forms – from volunteering and community-owned services to community organising or simple neighbourly acts.' DCMS https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/591797/A_description_of_social_action.pdf.

2 119 Inspire Projects + 105 partners engaged in 21 Achieve Projects (estimate based on average of 5 partners per Project) + 19 providers delivering the Self-Harm and Suicide Prevention Programme, 8 providers delivering the North Yorkshire Head First mental health training hub managed by the Programme and not including the number of VCSEs funded at SCDM discretion or via the Programme's non-grant sources.

3 Comprising 28,053 residents estimated to have been reached via 119 Inspire Projects and a further 1,823 benefiting from the services that have been developed/delivered by 5 of the mature Achieve Together Project. Data for the other 16 Projects is not yet available so the figure presented will be an under-estimate. In addition providers of the self-harm and suicide prevention programme reached 652 residents in 2019/20 and 114 people have been trained via Headfirst this year.

4 No attempt has been made yet to evaluate savings associated with delayed entry into, for example, social care nor the additional social value that will have emerged as individuals' wellbeing changes from their improvement in social relations through community based social action. This would require the routine collection of beneficiary data (including key classifiers such as their age, gender, health condition i.e. whether they have learning difficulties, mental health illness, physical disabilities and any other vulnerabilities, whether they live alone, are physically frail or temporarily ill, marital status), and the collection of reliable measurement data using, for example, the Warwick-Edinburgh Mental Wellbeing Scale. The Living Well Evaluation (to March 2018) outlines a detailed method used to calculate savings and social value for its service. Collecting beneficiary data for Inspire Projects would be disproportionate to the small grant, and Achieve Together Projects are currently using a range of methods to establish whether their services are effective for their clients, of which only one was using WEMWBS routinely for measuring wellbeing change. They have found that telling stories has been a more effective way for them to demonstrate their impact. Secondary research can go so far in helping identify proxies for estimations e.g. LSE research suggesting that between £1,700 and £6,000 can be saved over a ten year period by addressing loneliness amongst those aged 65 years or over; or Living Well's net gain per individual of £5,345 based on an average 45 days of support through that service – but these cannot simply be applied to the SCP without much further insight around the beneficiary journey, dosage (points of intervention / connection in the community) and presenting needs / context plus data to track changes over time (distance travelled).

5 This figure comprises £420,600 of attributable leverage (funding) secured by 5 of the Achieve Together Projects plus £497,000 funding won using APL consultancy to support North Yorkshire Youth maintain and develop its youth mentoring network in the county from TNCLF (Reaching Communities Fund) and £130,275 for the Suicide Prevention Programme and Headfirst mental health training hub from a mix of Public Health and NHS investment.

6 Assets can include: people assets (human, social, political and financial) and place-based (cultural, built assets and natural assets). Health assets can include: 1 skills, knowledge and commitment 2 physical spaces 3 goodwill and 4 services.

7 Voluntary, community and social enterprises.

8 Particularly the Healthy People Healthy Places (HP2) priorities.

9 Comprising 17 Inspire Projects that had finished at least 6 months and up to 2 years prior, along with 10 Achieve Together Projects and 2 wider place based approach examples that SCDMs had described in 2018/19. The aim of the review was to notice what kind of assets had been strengthened by SCP investment.

10 There have been collaborative outcomes in Harrogate too, with the launch of Route One To Wellbeing.

11 A maturity matrix allows individuals to rate the state of development of their project at a given time, and to repeat the process at a later date to determine where and if progress has been made.

12 The fact that projects persist is all the more impressive because 7 in 10 Inspire applicants were first time applicants to the Programme.

13 http://orb-arts.org.

14 https://pioneerprojects.org.uk.

15 For more on social relations see: https://whatworkswellbeing.org/wp-content/uploads/2020/01/social-relations-scoping-review-final-jun17-corrected.pdf.

16 Source: Scope Disability Price Tag Report (2019) https://www.scope.org.uk/campaigns/extra-costs/disability-price-tag.

17 "Consider a child to be school ready if the child was able to begin to participate in the curriculum and wider school life upon reaching the current compulsory school age." (Family and Childcare Trust, and NAHT)

18 Source: Stronger Communities Team Meeting Notes (22nd October 2019).

19 Including food shopping, prescription collection, food parcel related (combined), telephone befriending, health and wellbeing support, book delivery plus hobby/craft delivery, pet care plus dog walking and essential house maintenance.

20 CAOs are independent community-led organisations operating in a local area, firmly rooted in a sense of place, and committed to positive economic, social or environmental change https://locality.org.uk/wp-content/uploads/2018/03/Choosing-a-legal-structure-toolkit.pdf p4.

21 Currently known as the North Yorkshire Liaison Group where the public sector engages with colleagues from the voluntary and community sector.

22 (Get Talking [£250 to spark local, inclusive conversations and to identify what matters in communities], Get Started [£500 akin to the current grants but with lighter touch evaluation and encouragement of projects that tackle inequality, and consider new themes such as helping the environment] and Keep Moving [£500 to encourage momentum for social action]).

We would like to thank Skyblue Research for their contribution to this report.

SKYBLUE
RESEARCH & EVALUATION

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