

Thriving Communities Commissioning Fund

1 April 2022 to 31 March 2025



www.waverley.gov.uk

September 2021

Contents

Introduction.....	3
What is commissioning?	4
Identifying the needs in Waverley.....	6
Our population data – key messages	10
Our Commissioning Priorities and Principles	20



Introduction

Waverley has a strong track record of working in partnership with not-for-profit organisations. They deliver high quality services and support to residents, knowing the local community well and operating flexibly to meet their needs. In particular, over the past 18 months of the Coronavirus pandemic, the voluntary sector has flexed and delivered incredible support to many vulnerable people and the Council is extremely grateful for all their hard work and commitment to ensuring our residents receive the support they need.

Waverley has funded nominated, local not-for-profit organisations to deliver specific services through Service Level Agreements since 2012. This includes social activities for older people, information and advice, community transport, infrastructure support to the sector and arts for wellbeing. This arrangement empowered the community to deliver local services for local people. Whilst we have strong relationships with certain organisations, we are aware that there may be new groups that want to work with us to jointly develop ambitious new plans.

It therefore felt timely to review the Council's funding mechanism and priorities to reflect changing community needs as well as the Council's Strategic Priorities. Our review enabled a fresh look at what matters and where we need to target our support to really make a difference. Despite our own financial challenges, the Council committed to dedicate specific resource towards building partnerships and empowering the voluntary sector to improve the lives of our residents from April 2022.

The new Thriving Communities Commissioning Fund will help tackle specific priorities, allowing resources to be directed where they are needed most and make the biggest impact on the lives of our residents.

This Commissioning Guidance explains how the scheme works, how to apply, how applications will be evaluated and what happens next. It is designed to be as straightforward as possible. Not for profit organisations are eligible to apply and this includes charities, voluntary organisations, community based organisations, Community Interest Companies, social enterprises or partnership organisations.

Overall, the budget available for organisations to apply to for funding from 1 April 2022 to 31 March 2025 is £687,000. Within this, levels of funding awarded for each commissioning priority and activity will vary depending on the type and number of applications received.

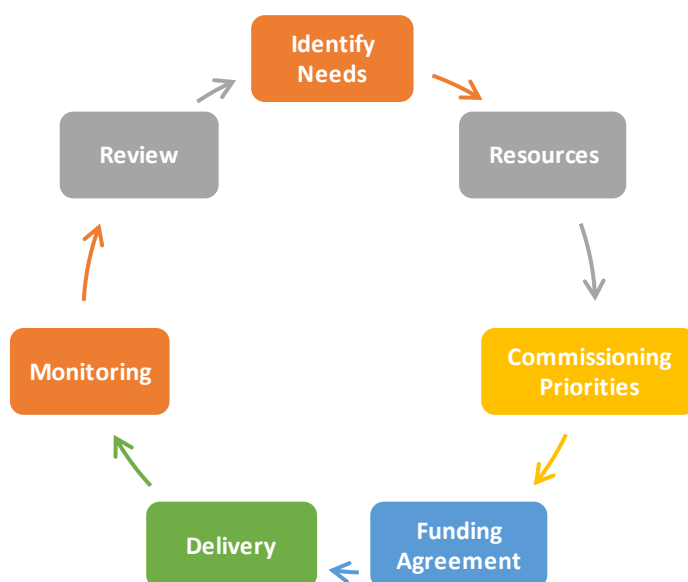
Waverley is facing huge uncertainties and a large financial challenge due to cuts in government funding and result of the pandemic. Through working in partnership and funding the voluntary sector, community action can be part of the solution to this challenge.

What is commissioning?

Commissioning is a broad concept and there are many definitions. Overall it is the process by which services are planned, purchased and monitored. It comprises a range of activities including:

- Assessing needs
- Planning services
- Procuring services
- Monitoring quality

The process is often known as a cycle. There are variations to the cycle but they include the same logical process.



Commissioning is not to be confused with grant aid. A grant is a sum of money given to an organisation to undertake an activity often initiated by the organisation.

Overall commissioning enables councils to procure services that will deliver the priority outcomes set out in their strategic plans.

Through the Thriving Communities Commissioning Fund we will:

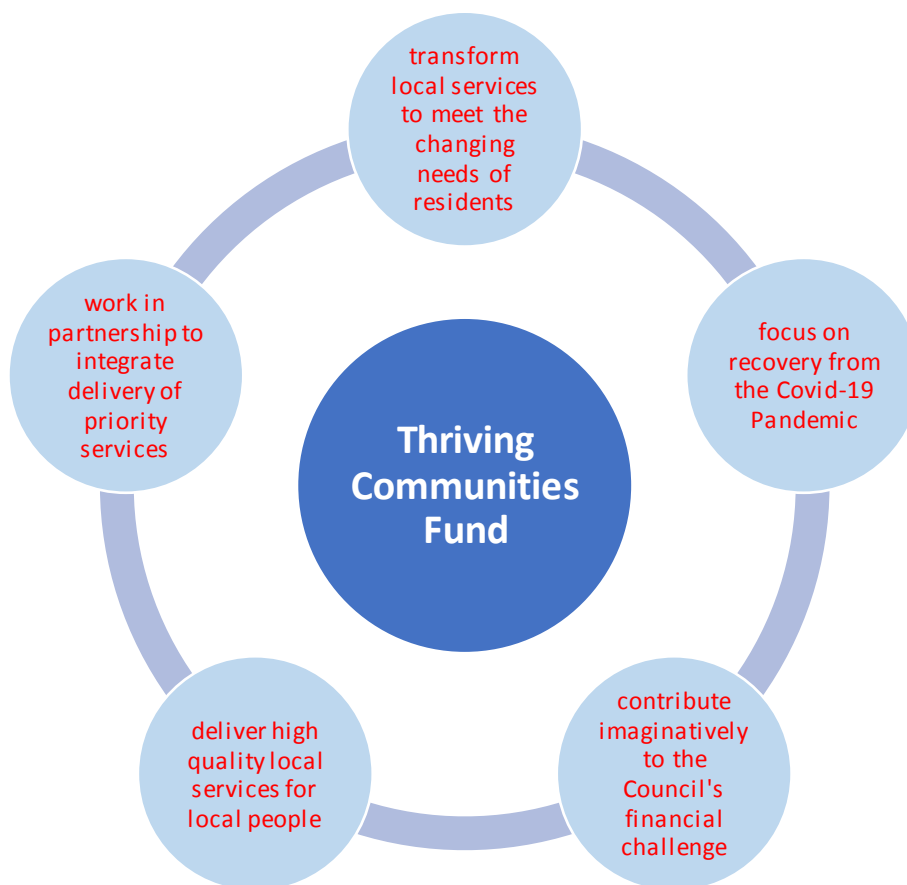
- Achieve better outcomes for people
- Make sure services are designed and shaped to meet the needs of people
- Make the best use of resources available
- Keep an ongoing check on the quality and impact of services, making sure resources are being used well.

Monitoring of service delivery and keeping track of whether the service is meeting the needs of the community and delivering the outcomes required by us are vital. Organisations need to demonstrate the contribution their services make to the identified outcomes. **They also need to continually improve the efficiency, productivity and innovation of their service delivery with public funding.**

Our Commissioning Intentions

We, as commissioners, are looking to develop the nature of our relationship with providers. We want to continue to demonstrate **true partnership, respect and trust**. Within this we have a responsibility to spend taxpayer’s money transparently, efficiently and direct it to the right services. Our councillors and taxpayers have the ability to challenge and scrutinise the services we commission and we will monitor performance and delivery of funded services throughout the funding period. In turn, funded partners will provide **high quality, agile, innovative services** that are responsive to changing community needs, underpinned by sound financial management.

Our 2021-2025 plan and approach to commissioning key services



Identifying the needs in Waverley

This Commissioning Guidance document contains information for not-for-profit organisations wishing to bid for funding to support the health and wellbeing needs of residents living in Waverley. It is aimed at existing and potential not-for-profit organisations that deliver certain activities and services to residents.

The Commissioning Guidance has been informed by a range of different sources which we have summarised into key messages relating to the current and likely future needs of residents. We have grouped this into four Commissioning Priorities which describe the outcomes we desire to achieve.

Our Corporate Strategy 2020-25 - Underpinning the Thriving Communities Commissioning Fund

The Thriving Communities Commissioning Fund has been shaped in order to realise and underpin our [Corporate Vision and Strategy](#) objectives. Our funding priorities reflect the types of services that need to be delivered to protect the interests and needs of our residents, to enable them to live long and healthy lives.

Our Vision

Our vision is that Waverley will be environmentally, economically and financially sustainable with healthy, inclusive communities and housing available for all who need it.

Our Strategic Priorities



Health and wellbeing of our residents

The Thriving Communities Commissioning Fund focusses on delivering our strategic priority to *improve the health and wellbeing of our residents and communities*. This strategic priority recognises that through the work we are doing to understand health inequalities, we know we can make a positive impact on the wider determinants of health by working closely in partnership with the voluntary and faith sectors. Health

outcomes vary widely throughout the borough and it is ever more important that we continue to work together to protect and support our residents to live long and healthy lives. Through the Thriving Communities Commissioning Fund, we will use our power and resources to protect the health and wellbeing of all our residents, especially vulnerable residents, during the coronavirus pandemic and afterwards, to support the capacity of our health services and to mitigate the negative effects of the recession.

The Thriving Communities Commissioning Fund aims to support some of the key commitments to improve the health and wellbeing of our residents and communities, which are:

- ✓ supporting the most vulnerable in our communities, particularly those experiencing social isolation, loneliness and poor mental health;
- ✓ delivering improvements to services across the borough, focusing on health inequalities and where need is greatest;
- ✓ continuing to support and work in partnership with our community stakeholders, voluntary and faith organisations to provide vital services to our most vulnerable residents.

Coronavirus pandemic – COVID-19

On 23rd March 2020 the country went into lockdown due to the COVID-19 pandemic. Our resident's lives have not been the same since. Community life is essential for the health and wellbeing of our residents and we are all more aware of the value of social connections and sense of belonging.

We need to recognise that the Thriving Communities Commissioning Fund has been produced in the most uncertain of times. The Coronavirus pandemic has enabled us to gain a greater understanding of our resident's needs and affirmed that our strong relationship with the voluntary sector is vital to ensure the future health and wellbeing of our residents.

Having a strong community infrastructure and supportive social networks are factors that help our communities thrive and grow, be independent and resilient. Communities in Waverley have been central to the response and recovery from the pandemic and have been nothing short of remarkable. We remain extremely grateful for everything they are doing.

The council implemented a Community Resilience project to gain a clear understanding of the impact of COVID-19 pandemic on the voluntary, community and faith sector locally, demonstrate the outlook for the future and recommend long term plans for community engagement and partnering. We looked at our ability to support the organisations that work with local people and to establish any future actions required.

We identified 6 priority areas to focus our future work as a result of the Coronavirus pandemic:

- The COVID-19 response
- Community connection
- Funding to the voluntary sector
- Voluntary sector resilience
- Updating our Ageing Well Action Plan
- Refreshing our Health and Wellbeing Strategy

We recognise that we need to continue to support people and communities most affected by COVID-19 building on and strengthening the connections, organisations and resilience which enable communities to thrive. Overall, we know that there are certain population groups that have been most adversely affected by the pandemic:

- Young people
- Older people
- Unpaid carers
- People living with dementia
- People with disabilities
- People living alone
- People that were identified as Clinically Extremely Vulnerable

Our Partner's objectives

We regularly work with statutory partners to achieve our strategic priorities and support our residents. With ever increasing demand for services and decreasing budgets we continuously work together to align our work where possible and ensure our residents receive high quality, efficient and effective services. We cannot work in isolation and those strong partnerships enable us to collectively meet challenges and take opportunities.

When developing our commissioning scheme, we took into account how we work with our partners and our overall vision for the Waverley borough as a system.

Surrey County Council Community Vision



By 2030, the ambition is for Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, area enabled to achieve their full potential and contribute to their community, and no one is left behind

During 2018, Surrey County Council engaged with residents, communities and partners across the county to understand what Surrey should look like by 2030. Those conversations enabled the development of a shared vision for Surrey.

In December 2020, Surrey agreed a [refreshed strategy for 2021-2026](#) that reflects the progress made. This sets out the council's contribution to achieving the aim and ambitions of the Community Vision for Surrey in 2030 and how it will work over the next five years to make a real difference to residents' lives.

Health and Care Systems

We work with two systems across Waverley supporting people living in places across Surrey and Hampshire. They are a partnership of local health and care organisations bringing together NHS organisations, local authorities and other partners, to take joint responsibility for improving the health of the local population. They make decisions about shared priorities, how funding is used and what can be done to make the biggest difference to local people.

Surrey Heartlands Health and Care Partnership



Surrey Heartlands includes all parts of Waverley except Farnham, along with other places in Surrey.

One of the partnership's key priority areas within its Five Year Plan 2019-22, is entirely focused on [Prevention and the Wider Determinants of Health](#). The borough council and voluntary sector play a key role in enabling its delivery in strengthening and implementing preventative interventions.

As well as short term priorities, the system is very focused on the improvements to deliver for the population in the longer term and this includes:

1. A **much greater focus on prevention** to help people to stay well where possible
2. **Earlier intervention** to make sure people get the care and support they need as early as possible
3. **Tackling health inequalities** and the other areas that affect people's health and wellbeing which includes things like housing, poverty and education, where it's clear we must work together as a system to address these areas

Frimley Health and Care Priorities – Farnham Place

Frimley Health and Care



Frimley Health and Care includes Farnham, along with other places in Surrey and Hampshire.

Frimley Health and Care has split its plans into key ambition areas [to create healthier communities](#):

- **Starting Well:** all children get the best possible start in life
- **Focus on Wellbeing:** all people to have the opportunity to live healthier lives, no matter where in the system they live
- **Community Deal:** developing “community deals” with local residents
- **Our People:** to be known as a great place to live, work, develop, make a positive difference.
- **Leadership and Cultures:** work together to encourage co-design, collaboration, inspiration and a chance to contribute
- **Outstanding Use of Resources:** to offer the best possible care, treatment and support where it is most needed in the most affordable ways using the best available evidence.

The partners in the Frimley Health and Care system are currently in the process of developing a 5-year strategy building on the approaches it has taken so far. The healthier communities focus emerging for Farnham area include loneliness, the mental health of young adults and digital access.

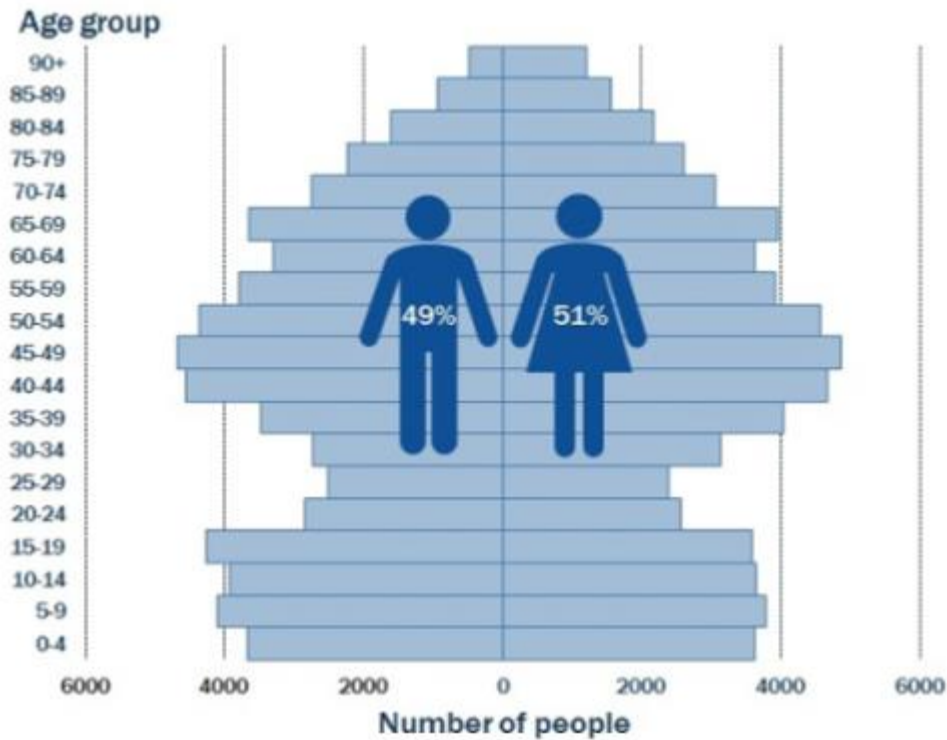
Our population data – key messages

This document provides a snapshot of information and data available about the health and wellbeing of our population in Waverley. This has helped shape our Commissioning Priorities. We used information provided through the Joint Strategic Needs Assessment, Surrey COVID-19 Community Impact Assessment, Surrey Index Insights, Census 2011 and partners. Whilst initial 2021 Census findings will not be released until 12 months of the Census at the latest and other main data within two years, we do know how the needs of our population are changing.

Waverley has a total population of 121,572 comprising of 49,280 households (2011 Census). Waverley residents enjoy an excellent quality of life and have good reason to be happy and healthy. The Legatum Institute [UK Prosperity Index 2021](#), which measures institutional, economic and societal wellbeing, showed that Waverley was the third highest ranking local authority area to live in the UK. The high scoring of social capital and health pillars in the borough played a part in this ranking

Waverley does, however, have pockets of relative deprivation and health outcomes vary widely throughout the borough. Waverley’s rural nature and ageing population means that social isolation is a key concern. Our population of residents over 65 and 85 years of age is one of the fastest growing in Surrey and there are increased numbers of residents with conditions such as stroke or dementia.

The chart below shows the age profile of our population in Waverley.



Source: 2011 Census and latest population estimates 2015

COVID-19 - Impact of the Pandemic

Surrey COVID-19 Community Impact Assessment (Nov 2020)

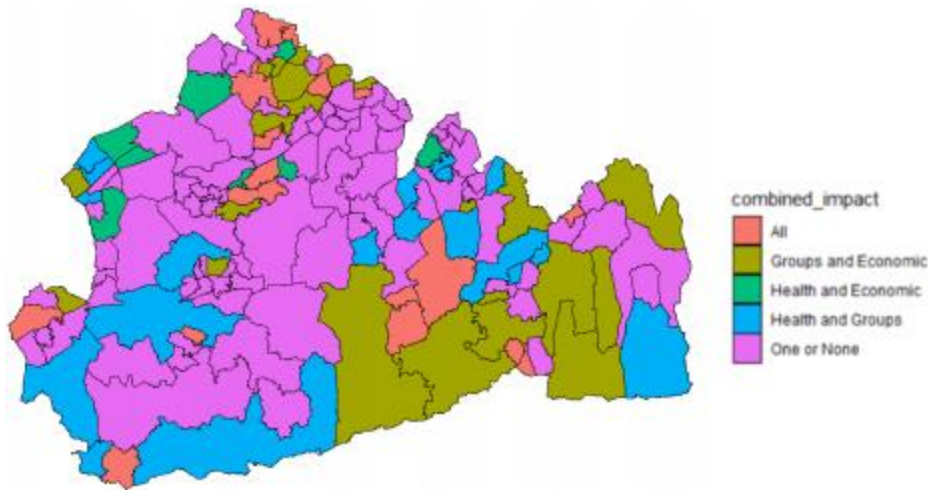
The impacts of Covid-19 have been experienced in different ways across local areas in Surrey. The greatest health impacts have been seen in areas across Waverley, Mole Valley and Reigate & Banstead where there are higher numbers of over 80s and care homes. Overall the impact of COVID-19 on local areas in Surrey is varied and nuanced.

From April to June 2020, the Local Recovery Index (LRI) shows that Waverley has been the 4th least impacted district and borough in Surrey. When looking at more local level, some areas have been disproportionately impacted.

Geographical Impact

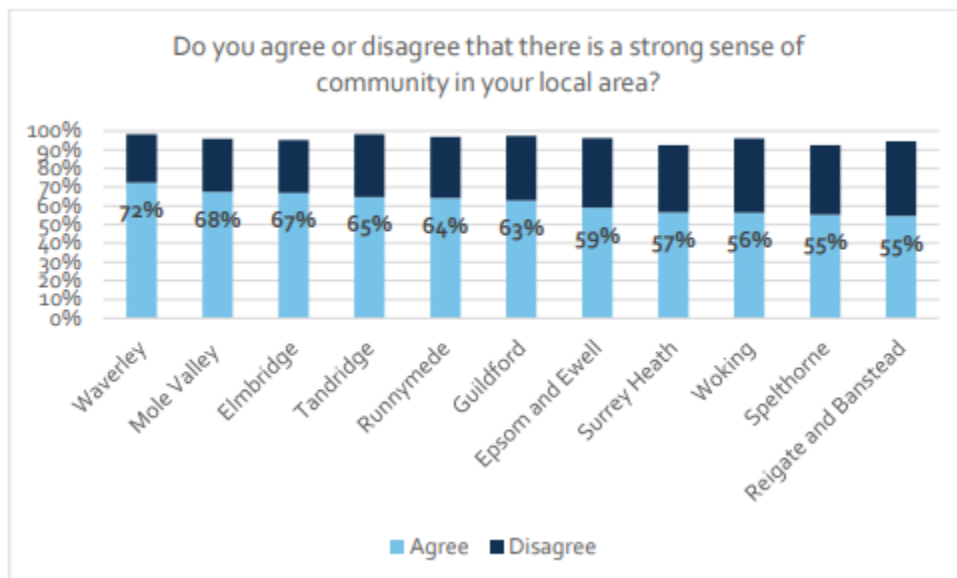
Three dimensions of impact from Covid-19 were analysed – health impacts, economic impacts, and vulnerable groups. For each dimension, data at the Middle Layer Super Output Area (MSOA) was collected. Data showed that Waverley was the 4th least impacted. [Super Output areas are geographic hierarchy based on population numbers.]

Map of Surrey showing the distribution of combined impacts across MSOAs



Impact on Waverley society

Waverley ranks as the lowest impacted district and borough for the society dimension in the period from April to June 2020, however, it does rank third highest for the number of calls made to the Surrey County Council community support line at 7.2 calls per 1,000 residents. This view is supported by 72% of Waverley residents agreeing there is a strong sense of community in their area, 10% higher than the Surrey average, as shown in the chart below:



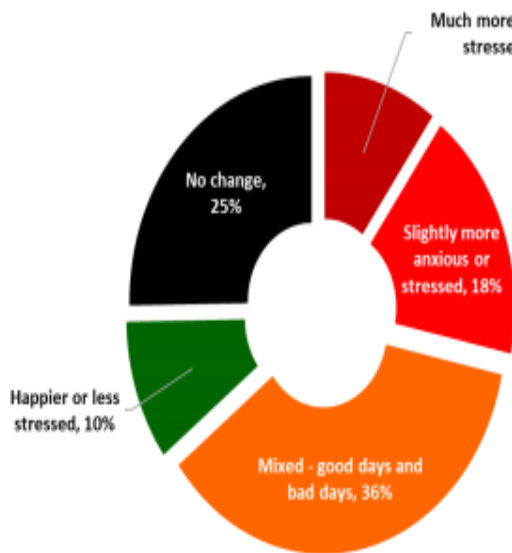
However, the research also found Waverley residents suffered from isolation and lack of public transportation during the height of the pandemic.

Impact on mental health

As the lockdown continued the early mental health impacts of the pandemic became more apparent. This was evident by an increase in the number of calls made to the community helplines across Surrey. For instance, both Surrey Drug and Alcohol

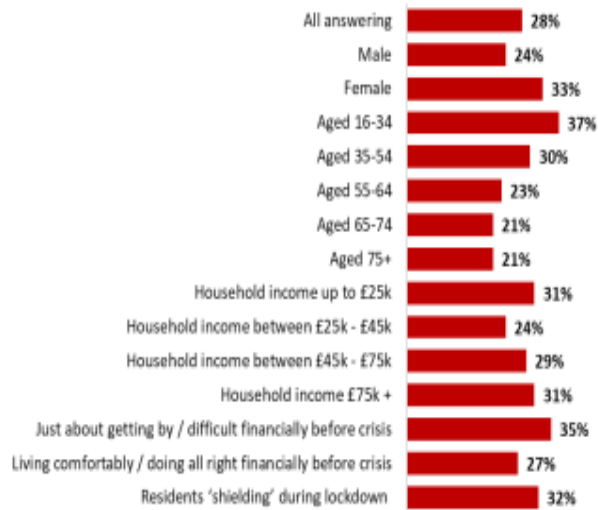
Care (SDAC) helpline and Community Communications reported an increase in the number of calls and referrals respectively. Increase in the presentation of mental health related issues were also reported by the local community helplines set up during the lockdown by the District and Boroughs primarily to provide logistical support.

How do you feel the lockdown has affected your mental wellbeing?



Base: all answering (2,116)

% MUCH MORE ANXIOUS OR STRESSED



Significantly HIGHER% than rest of sample at 95% confidence level

69% of adults feel somewhat or very worried about effects of COVID-19

63% of adults feel worried about the future

Mental health has worsened by 8.1% - young adults and women hit hardest

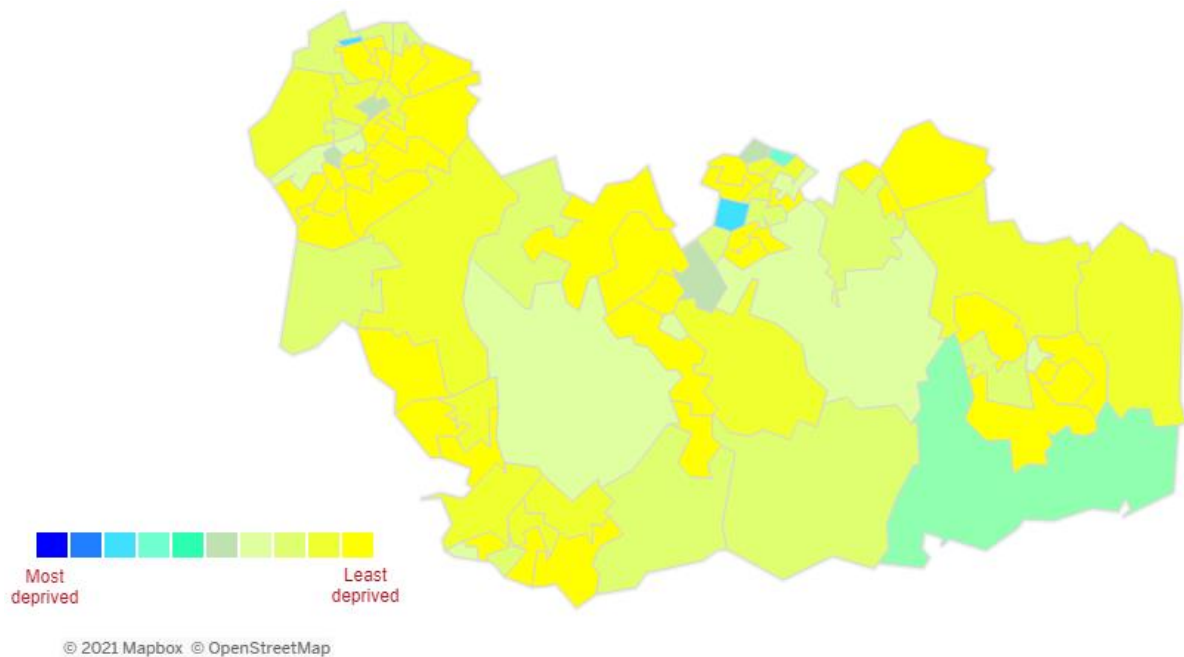
56% of adults feel stressed or anxious

Indices of deprivation in Waverley

Deprivation is often linked to health and socio-economic inequalities. The English Index of Multiple Deprivation 2019 is the official measure of relative deprivation for small areas in England. It combines information from seven domain indices including employment, health & disability, education skills and training, crime, housing and services, living environment and income.

The most deprived areas in Waverley are: Farnham Upper Hale; Godalming Central and Ockford; Godalming Binscombe; Alfold, Cranleigh Rural and Ellens Green.

Map of Waverley Borough



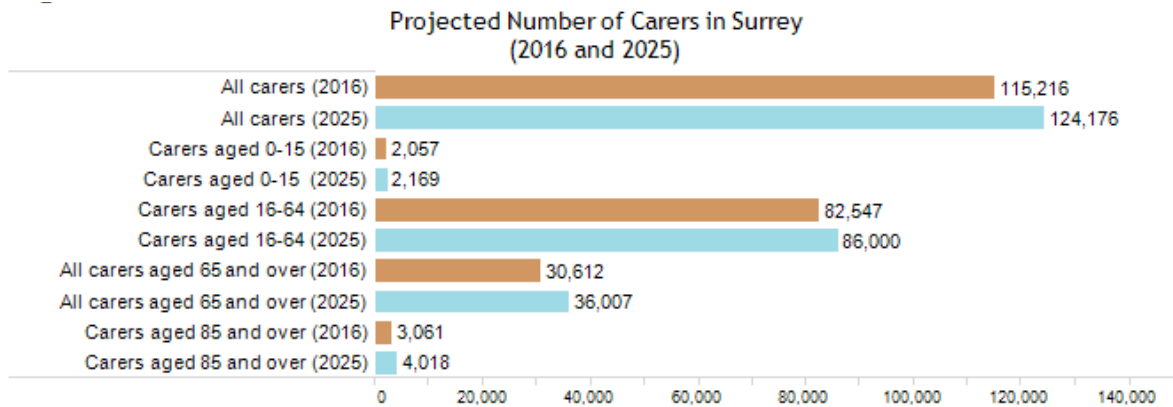
Carers living in Waverley

Carers look after family, partners or friends in need of help because they are ill, frail or have a disability.

Based on the 2011 Census and population projections, the number of carers in Surrey is projected to increase to 124,176 by 2025.

An increase is projected in all age groups but the biggest increase is projected for carers aged 65 and over. Of those, 11% are projected to be aged 85 and over.

It is widely recognised that the Census under-counted young carers. Based on figures from the “Kids who Care” survey (BBC and University of Nottingham, 2010) and the projected 2016 and 2025 5-17 year old populations, it is suggested that in 2016 there may be approximately 14,750 young carers aged 5-17 living in Surrey.



Note: Carers aged 85 and over are included in the figures for Carers aged 65 and over
 Source: 2011 Census and population projections (ONS)

Waverley has a higher percentage of carers providing unpaid care per week compared to Surrey as a whole. We also know that unpaid carers have shouldered significant strain during the pandemic, delivering care despite their own support networks being heavily impacted.

Older people living in Waverley

The population in the whole of Waverley is living longer. We need to be prepared for our ageing society and provide services that make Waverley a good place to grow old. Waverley has the largest older population of over 85s in Surrey and higher number of over 65s compared with areas in Surrey. The 65 to 84 year old population is set to grow the most by 2040. The over 85-year-old population is estimated to have increased by 12.3% from 2016 to 2021.

27.8% of people live alone in Waverley (compared with 27.3% for Surrey areas) those aged 65 and living alone 14.2% (compared with 12.6% for Surrey areas)

Waverley has a generally higher proportion of economically inactive residents (28%) compared with Surrey areas (26.4%) with a higher number of people that are long-term sick or disabled and retired.

Loneliness and social isolation in Waverley

Almost a third (31%) of Surrey residents aged 65+ who live in their own homes live alone (Surrey County Council 2017). While living alone isn't the same as feeling lonely, living on your own can be one aspect of social isolation.

Research shows that risk factors for loneliness were near identical before and during the Coronavirus pandemic. Existing risk factors not directly affected by COVID-19 are:

- Age - with young people the most likely to report feeling lonely but the largest number of people experiencing loneliness are older people

- where you live – people who feel they belong less strongly to their neighbourhood report feeling lonely more often, as do those who have little trust of others in their local area
- Living alone – this is a key indicator of social isolation and potentially loneliness and especially affects older people

Waverley is the largest rural borough in Surrey with the lowest connectivity (i.e., ability to access services that are not in walking distance; Source: Connectivity Index, 2005). This means residents have to travel further to access services and activities, further reducing their social connections.

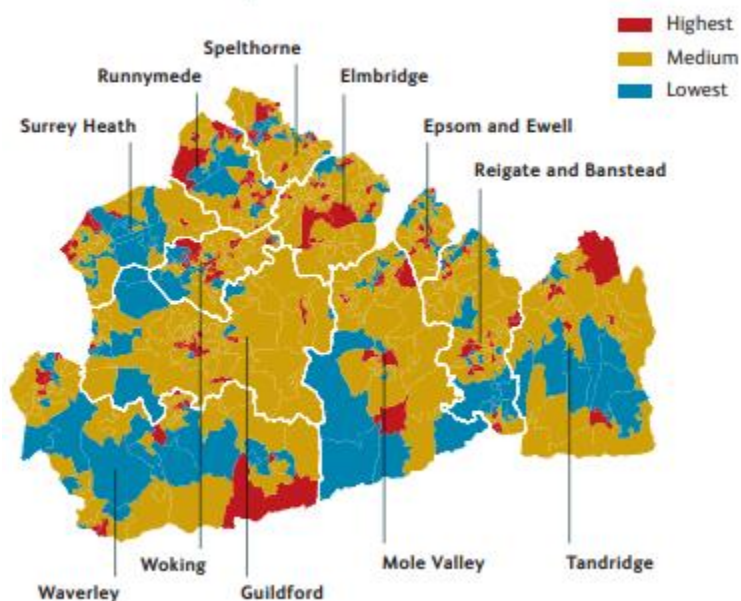
Waverley has pockets of isolation, particularly in rural areas. Several wards in Waverley have a high rate of one person households, which highlights possible areas with more loneliness and isolation (Surrey rank in brackets):

- Farnham Castle 40.93% (1st)
- Alfold, Cranleigh Rural and Ellens Green 38.79% (4th)
- Godalming, Farncombe & Catteshall 35.44% (14th)

People without access to the internet are at a significant disadvantage in terms of connecting with communities and people. The pandemic has dramatically exacerbated this with many not being able to join online activities or able to see friends and family virtually. As we move to a more virtual world the digital social divide will only increase, making it more important that people have access to face-to-face social interaction.

Despite efforts by local communities and government, many individuals living in Surrey and Waverley are socially isolated. This is exacerbated by poor transport connections. Experiencing feelings of loneliness and isolated is associated with poor mental, physical and emotional health.

Social isolation in Surrey



Source: The Health and Wellbeing of Older People in Surrey 2018 Independent Annual report of the Director of Public Health Surrey County Council

Mental Health in Waverley

The available indicators suggest that mental illness is no higher in Waverley than in the rest of Surrey and England. However, the COVID-19 pandemic as well as the recession may well have a detrimental impact on the mental health of residents. A 2020 Temperature Check Survey found that 36% of Waverley residents were concerned about their mental health in the next six months.

Primary responsibility for mental health promotion and prevention in Waverley lies with Surrey County Council as the public health authority. However, as a Council and community leader we have a role to play in improving the overall mental health of our residents through our services enabling them to stay connected and keep active. Organised community groups and services such as day services with activities, walking groups and groups for young people all play a role in supporting people's improved mental health through community services that support them to remain independent within their community.

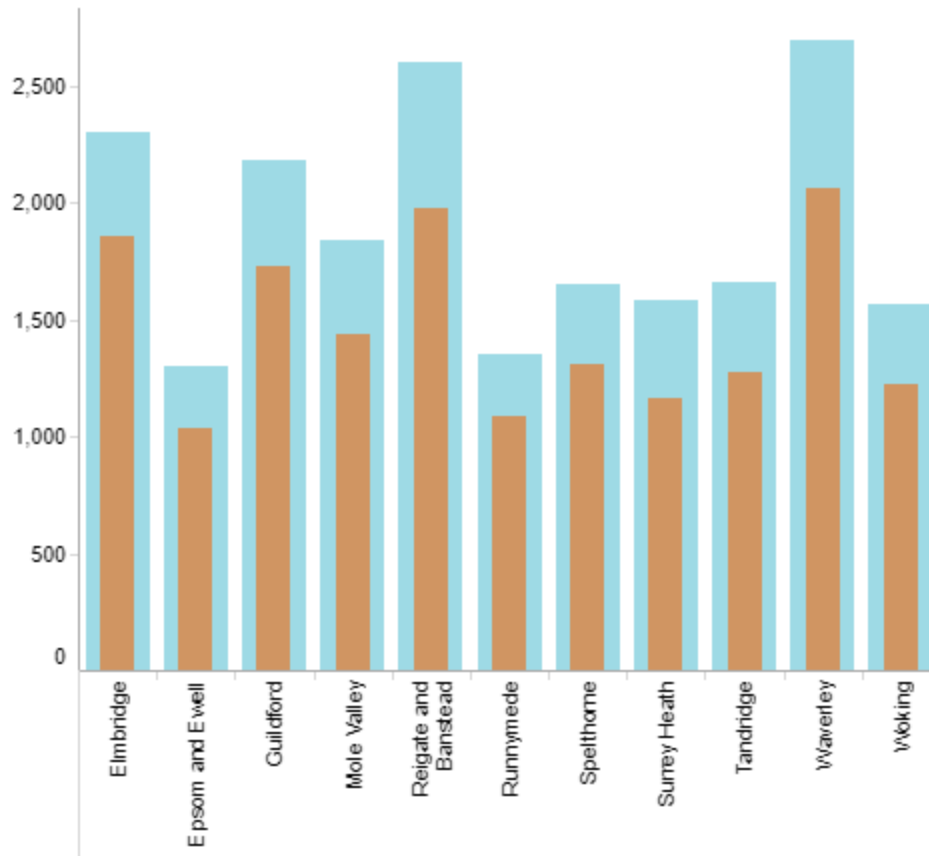
The social factors affecting a person's mental health include; deprivation and inequality; poverty and financial insecurity, housing and homelessness, education and lifelong learning; employment and working conditions; crime, safety and violence; community wellbeing and social capital.

Mental wellbeing is more than the absence of mental illness. It is linked with an individual's emotional, physical and social wellbeing and the wider social, economic, cultural and environmental conditions in which they live. The mental wellbeing of individuals is influenced by factors at community level such as social networks, levels of trust and civic engagement = "social capital".

Dementia

Dementia can affect people of any age but is most common in older people. Dementia is a term that is used to describe a collection of symptoms including memory loss, problems with reasoning and communication skills, and a reduction in a person's abilities and skills in carrying out daily activities such as washing, dressing, cooking and caring for self.

Estimated Population with Dementia (Aged 65+) by Borough and District (2016 and 2025)



Source: 2011 Census and population projections (ONS) and dementia prevalence rates

Young people in Waverley

Some children and young people living in Waverley do not thrive and the period of lockdown during the pandemic has been a particularly difficult time for them, with socialising being restricted. Anxiety, self-harm, suicide ideation and eating disorders are very common issues that are being presented to schools and children's services.

Anti-social behaviour has increased in certain parts of the borough over the past 18 months with street drinking, substance abuse and general rowdiness which has a negative impact on community wellbeing, crime and disorder and local businesses.

Surrey Youth Focus worked in conjunction with the User Voice and Participation Team (on behalf of the Surrey Safeguarding Children Partnership and Surrey County Council's Children, Families, Lifelong Learning and Culture Commissioning Team) and twelve organisations that listened to 199 children and young people and 135 parents across Surrey during May and early June. The distinct themes that have emerged are:

- Relationships and connections – with family, friends, partners

- Access to learning – experiences of not being in school and learning in a different way
- Finding time – how children and young people have been spending their time
- Awareness of self and others – what children and young people have learnt about themselves and others
- Emotional wellbeing and mental health – how children and young people have managed with their wellbeing.

7% of children under 16 living in Waverley come from low-income households (Children in Low-Income Families Local Measure HMRC). Young people from poorer backgrounds have to fight harder for their future and they may not have the same opportunities as other young people their age.

Waverley is a predominantly rural borough with poor public transport provision compared to the rest of Surrey. This means some young people will find it difficult to access cinemas, clubs or other facilities their counterparts in urban areas take for granted. More affluent families and those with a car are more likely to be able to take their children to activities further away.

Although primary responsibility for children's services, education and youth workers lies with Surrey County community activities and services, including youth clubs, can enable young people to have a sense of belonging, hope for the future and feel connected to where they live. Local community facilities and activities can help improve health and wellbeing outcomes from an early age.

Our Commissioning Priorities and Principles

Priority one - Improving people's health & wellbeing

We wish to support community activities and services that reduce health disadvantage and inequality by advancing residents' mental and physical health, wellbeing and safety, particularly as a result of the Coronavirus pandemic and for those with specific needs.

Priority two - Enabling access to information, advice and guidance

We recognise that people need access to timely information, advice and support which will empower them to increase their ability to exercise choice and control of their lives before they get to the point where they need to access more costly interventions

Priority three - Reducing social isolation and loneliness

We wish to enable people to access meaningful activities and services that increase their social contact and enable them to live life to the full

Priority four - Building stronger, connected communities

We aim to strengthen community cohesion, build social capacity and increase the resilience of local voluntary organisations to enable people to actively engage with their communities

Principles

Our funding Principles underpin the commissioning Priorities

1. **Prevention** – a much greater focus on prevention enables people to live well and stay well wherever possible. Earlier intervention enables people to access service, information and support to get the help they need as early as possible to reduce and delay the need for more costly interventions.
2. **Innovation and continuous improvement** - the Council has come under significant pressure to deliver high quality services in a more cost-efficient manner. To meet these fresh challenges and achieve the value for money our residents expect, the Thriving Communities Commissioning Scheme embeds an expectation that partner organisations deliver efficient, high quality services to achieve its strategic vision for the Borough.
3. **Collaboration** – working together enables services to interact, share learning, efficiencies and opens channels that would otherwise remain closed. It brings people closer together to create common purpose to solve the issues our residents face and meet their changing needs.
4. **Independence** - facilitating people to continue to have control over their lives and receive timely support and information that works around their needs and outcomes. Informed, proactive people are able to take ownership of their lives.
5. **COVID-19 pandemic** – we recognise the need to target priority issues arising from the aftermath of the COVID-19 pandemic rather than specific age groups. It is evident that many older people face a distinct set of challenges that require particular support. However, the previous significant focus on services for this age group may not be the right approach for a post-COVID-19 world. The pandemic has highlighted how many social issues either transcend age groups or are concentrated amongst younger age groups.

The outcomes the Thriving Communities Commissioning Fund aims to achieve

- Residents feel less socially isolated and socially excluded.
- Residents are more connected and engaged with their communities
- Residents are able to maintain their independence for longer
- Residents have good mental health
- Residents have opportunities to remain active and have good physical health
- Residents are supported to take part in meaningful social activities that enable them to manage their lives or a condition better
- Residents feel empowered to remain independent in their own homes for longer and less likely to access more costly interventions
- Residents live independently and have choice over their lives
- Local voluntary sector organisations thrive and grow