**NHS Merton & Wandsworth Clinical Commissioning Group**

**VOLUNTARY SECTOR CO-ORDINATION service**

**Memorandum of Information**

**1. Introduction**

Wandsworth CCG (CCG) and Wandsworth Council (Council) are seeking proposals to help achieve their shared vision of a sustainable and vibrant voluntary and community sector. To achieve this goal the CCG and the Council has a role in helping to build the capacity and infrastructure of voluntary organisations, and strategically connect and involve them in local decision-making structures.

The voluntary and community Sector in Wandsworth consists of several hundred voluntary groups and organisations, including charities, condition support groups, and faith groups, as many of these organisations are small and informal, there is no comprehensive list of all the organisations within Wandsworth. The Charity Commission lists 565 registered charitable organisations in Wandsworth. The last ‘state of sector’ report was undertaken by Lifetimes in 2012 and reported:

* Almost half of the known voluntary organisations at that time were defined purely as charitable.
* There was a high proportion of faith-based organisations that formed part of the overall mix of organisations.
* 68% of the organisations were set up locally to operate locally which shows a strong sector of local residents, trustees and workforce supporting the local community.
* Over three quarters of the organisations were older than 7 years old with almost half being over 20 years old.
* In terms of size and turnover only 3% of organisations had an income of over £1million; with 38% having a turnover of under £10,000 per annum.
* 87% of organisations employed between 0-5 members of staff.

Additionally, the Care4me Directory of Voluntary Sector services hosts approximately 1500 entries of services offered by the sector. This includes a variety of grassroots and faith-based groups that operate independently to support their local communities. Services provided include housing and benefit advice, health and wellbeing, pastoral care, mental health, and other topics often with communities that do not engage with formal institutions. Due to their credibility with local communities, these organisations have the potential to support the CCG and the Council in addressing the heath needs and inequalities in hard to reach communities.

In response to this the CCG sought to commission a second-tier voluntary sector support service to act as a liaison between the voluntary sector and the CCG and build capacity within local organisations to help deliver more broadly on local health priorities.

The CCG commissioned Wandsworth Care Alliance to deliver this service which ends on 5 January 2020. Details of the current provider can be found here <http://wca.btck.co.uk/>

The overall aims of this service are as follows:

1. To create a more coordinated and better connected third sector, by appointing a coordinator to act as a preliminary intermediary between the sector and the CCG
2. To help identify to the CCG where resources can be deployed most effectively into the third sector**.**
3. Ensuring better communication and understanding between the Voluntary Sector and the CCG.
4. To develop a robust (single point) commissioning mechanism and governance processes to ensure transparency and equity.
5. To provide verifiable evidence of the impact and value of third sector contributions towards the CCG’s health objectives including measurable reductions in health inequalities and improved health outcomes.
6. To work collaboratively to build a viable and sustainable third sector, similar in structure to the GP Federation
7. To offer light- touch capacity building support to smaller organisations/groups to help them become better connected, more resilient and a more viable proposition for funding and investment

The project has achieved significant value in bringing the voluntary sector together, creating a more open environment for collaboration and joint working between the organisations, particularly when bidding for contracts issued by the CCG and/or the Council. For example, the sector has created a “Thinking Group” of local voluntary organisations that come together to consider and address local challenges and opportunities. CCG and Council representatives have previously attended the group to discuss borough-wide health and wellbeing issues, which has also created opportunities for joint working.

In line with the Thinking Group, the Voluntary Sector Coordination Project has been responsible for developing the well-attended Voluntary Sector Forum, which has been used by many representatives from the local statutory bodies to engage the sector and request feedback. This has been utilised by many teams from within the Local Authority and CCG including but not limited to; the PPI team, the Community and Partnerships team, the Wandsworth Self-Management Service, Preventative Commissioning teams, Business Intelligence team and Public Health team in the Local Authority, Local Safeguarding Children’s Board and CCG agents to discuss the Commissioning Intentions locally and across the Local Delivery Unit. The Voluntary Sector Forum meets quarterly in various community settings across the borough. In addition, the project has achieved the following:

* 1. Supporting in the commissioning of the Better at Home Service, the first and only Voluntary Sector contract to sit within the MCP that has been jointly funded by the CCG and the Council.
  2. Improving communications from the statutory sector to voluntary organisations and between voluntary organisations.
  3. Organising the election for Voluntary Sector representation on the Promoting Good Health Clinical Reference Group and the Joint Strategic Needs Assessment Steering Group.
  4. Administering the Community Grants Scheme for 2016/17 and 2017/18.
  5. Supporting Voluntary Sector organisations in identifying funding opportunities.
  6. Supporting seldom heard and hard to reach groups in applying for funding to support them to develop and grow - but with more long-term outcomes.
  7. Using the knowledge and expertise of the sector to feed into commissioning conversations that have taken place at the Promoting Good Health Clinical Reference Group.
  8. Providing advice and guidance at south west London level - through their input into the Local Health and Care Plan (through London Transformation Board communications and engagement group)
  9. Supporting the south west London Grassroots project by attending local events to discuss health and wellbeing.

The current financial environment is challenging for all stakeholders and the CCG and the Council wants to ensure that the voluntary and community sector have the opportunity to develop skills and expertise to assist them in becoming more sustainable going forward.

The London Borough of Wandsworth is a partner with the CCG in procuring and funding these services, and their service requirements are therefore reflected in this ITT.

The CCG and the Council is looking to commission new services to commence from 6th January 2020.

**2. Consultation and Feedback from Voluntary Sector Stakeholders**

Feedback was sought from the voluntary sector in 2018 on the impact of the voluntary sector co-ordination project and future priorities. This was through a presentation and discussion at a Voluntary Sector Forum, a questionnaire sent to voluntary sector organisations by the current provider, and their evaluation of the project. The report highlighted that the project has been positively received by the voluntary and community sector and statutory partners and has had a positive impact in terms of improving communication between all partners and providing local co-ordination of different strategic developments and opportunities. The report also highlighted that the voluntary and community sector continues to face numerous challenges in the following areas:

* Achieving financial sustainability such as through generating income, bidding for tenders, and developing fundraising strategies
* Attracting and retaining volunteers
* Ability to meet and manage demand
* Lack of infrastructure and co-ordination with other voluntary and statutory organisations
* Being able to evaluate and demonstrate impact and building this into an organisations’ planning cycle
* Competition with other organisations and the need to collaborate
* Cultural differences between organisations and the need to understand these
* Communication difficulties and the need to communicate well between different stakeholders

Training Needs that were identified include the following topics:

* Fundraising and income generation
* Project management
* Volunteer management and recruitment
* Demonstrating impact and approaches to evaluation
* Training for frontline staff
* Digital tools
* Marketing and Communications

**3. Health and Wellbeing Strategy and Health and Wellbeing Care Plan**

The CCG and Council value the contribution the sector makes to enriching local communities and the borough environment. Organisations and new community led initiatives need access to advice and information to assist their development and enable them to flourish. Clear communications and good working relationships between all partners are important in an environment of reduced resources, if local needs are to be met in a more effective and efficient way.

The priorities within the Wandsworth Health and Care Plan are focused on the areas where a greater impact can be achieved by working collectively to tackle the causes of health and well-being issues. These priorities have been developed with the recognition that statutory and voluntary sector stakeholders share a responsibility to continue to ensure that our social care, community, wellbeing and hospital services are as joined up or integrated as possible in a whole system approach.

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| Theme | Rationale | Proposed area of focus |  |
| Start Well | The health divide is evident from childhood; what happens in childhood lays down the foundation for health and wellbeing throughout life | * Childhood Obesity * Children’s and Young People’s Mental Health * Risky behaviours | * Improved experience of and access to mental health services * Prevention and management of childhood obesity * Protecting children from the impact of risky behaviours |
| Live Well | Good mental health is the foundation for living well | * Integration of physical and mental health approaches * Chronic disease management- Diabetes | * Treating the whole person for physical and mental health needs * Prevention and early identification |
| Age Well | Healthy life expectancy is shorter than overall life expectancy and the average person can expect 15 years of deteriorating health | * Health and Social Care Integration * Dementia * Isolation | * Joined up services, focused on the person, not the process * Improved quality of life for Dementia patients and their families * Reducing the impact of isolation on physical and mental wellbeing |

Table 1 Summary Wandsworth Health and Care Plan

**4. Local Context and Developments**

The Wandsworth Health and Wellbeing Strategy 2015-2020 is a joint CCG and Council strategy. The overall vision is to make Wandsworth the healthiest place to live in London by reducing the difference in health and life expectancy between the wealthiest and most deprived people. The three main priorities are:

* Priority 1 Healthy Places
* Priority 2 Targeted interventions
* Priority 3 Mental Health

The Council’s strategic objectives for Adult Social Services which underpin this jointly commissioned service are:

* Promoting independence, health and well being
* Using local networks and community assets to build resilience
* Enabling people to have choice, control and culturally responsive services
* Proportionate and adaptable processes and interventions
* Integrating services with partners to deliver better outcomes for residents

At the Adult Care and Health Overview and Scrutiny Committee on the 4th February 2019 a paper was considered on the commissioning of voluntary sector preventative services, and as part of that to co-fund the Voluntary Sector Co-ordination project. The paper recognised the importance of investing in the voluntary sector and its contribution to prevention outcomes for residents aged 18 plus.

To achieve these outcomes Council recognises the importance of widening the local offer and supporting the delivery of services that link with other service areas such as children’s services (start well), environmental and housing services.

It is in everyone’s interest, particularly vulnerable members of the community and their carers to widen the choice of good quality services available to them. The voluntary and community sector is an important provider of these services, bringing innovation, connections with local people and services that are embedded in the local community. Both the CCG and the Council commission services from the voluntary and community sector

This will mean additional opportunities for providers, whether commercial, not-for-profit or community based. Organisations need to be able to compete fairly and equitably with one another, and collaborate in a creative way to achieve best value.

The CCG and Council, in valuing the contribution of the voluntary sector, is therefore seeking to fund the types of infrastructure services that will help organisations to improve their skills and capacity; promote strategic engagement and involvement, enable strategic negotiation and representation between the Council and the voluntary sector.

Prospective Service Providers are required to demonstrate how they will meet service outcomes and deliverables. These will form part of the evaluation process and will be incorporated into the contract documentation for the successful Service Provider.