ACTIVE COMMUNITIES 2020

"By 2020 we want to see a thriving civil society in Waltham Forest, where the Council works in partnership with a strong voluntary and community sector, improving the lives of local residents."

FOREWORD

Our ambition is that everyone in Waltham Forest enjoys a good quality life. We know that the great number of voluntary, community and social enterprise organisations (VCSEOs) in Waltham Forest help us achieve that aim, and help make the lives of Waltham Forest residents better.

A vibrant and healthy local voluntary and community sector (VCS) plays an invaluable role in our local community in helping provide vital services for residents, building cohesive communities and helping residents enjoy a better quality life. The Council and the VCS share many ambitions; to help us support the sector, we need to move to stronger and more effective partnership working.

The Council carried out a review of the sector in 2015. Part of the findings were that the Council needed to more clearly set out and communicate its strategic vision for engaging and working with the sector.

This document aims to do just that; setting out the Council's vision and priorities for working with the sector.

Our vision for the Council's work with VCSEOs is:

By 2020 to see a thriving civil society in Waltham Forest, where the Council works in partnership with a strong voluntary and community sector, improving the lives of local residents.

Our strategy describes how we will work with the sector to achieve this vision over the coming year. It outlines where we are now, where we want to be, and how we will get there. It aims to be an accessible and usable document which will help us create stronger communities and better outcomes for our residents.

At the end of this document is an immediate steps grid, which shows the actions we will take within the first year to put this strategy into action. In a year's time we will come together with our VCSE and statutory to review our progress against this strategy and consider a wider partnership document.
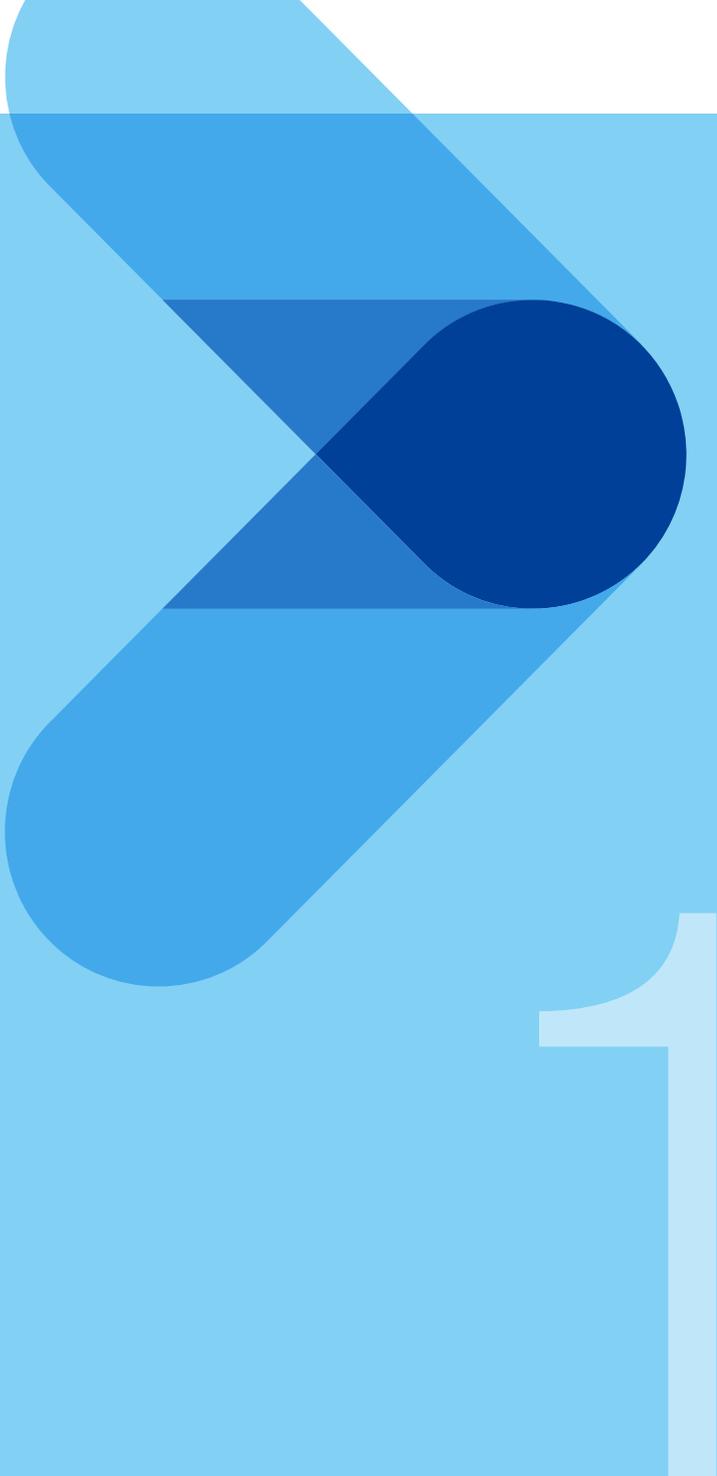
We look forward to working with all of our partners to deliver this ambition for our residents.

Cllr Liaquat Ali, MBE JP
Cabinet Member for Community Safety and Cohesion

"There are around 500 voluntary and community organisations registered and active in our borough."

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1. INTRODUCTION

In January 2015, after consultation with residents, the Council set priorities for 2015–2018. These are:

- **Keeping your neighbourhood clean and safe**

- **Help build a strong local economy and thriving town centres**

- **Support affordable housing for everyone's needs**

- **Help all of our residents enjoy a good quality life**

The Council's underlying principle which applies across all services and responsibilities is to:

- **Keep vulnerable adults and children safe and healthy, ensuring that they have dignity and choice in their lives.**

We know that across Waltham Forest our VSCEOs are already helping meet many of these shared priorities in innovative and effective ways. But we also know that a more effective relationship between the Council and the Sector could help us to achieve more for our residents, both through the provision of high quality services, with voluntary sector organisations intervening early, to prevent problems escalating, and through developing an active and cohesive community.

However, our review of the VCS in 2015 found that our VCS is comparatively small when compared with neighbouring boroughs, and the sector is struggling to develop and grow in a changed financial setting. Many organisations face issues of sustainability, and have found it difficult to adapt to the move away from grants to commissioning.

> **We know that thriving VCSEOs can help us to deliver better services to residents, as well as contributing to a cohesive and active community.**

[1] LVSC's 'At a Glance' report (data accurate in October 2013)
[2] LVSC's 'At a Glance' report (data accurate in October 2013) and ONS mid-year population estimates for 2013 via NOMIS show 11.3 per 100,000 residents.

WHERE WE ARE NOW

A challenging context for Local Government

Central Government funding plans set out in the 2015 Autumn Statement show that the money coming from central to local government is set to reduce significantly, with the core funding we receive from government reducing by 20 per cent (in cash terms) by 2020. At the same time, we face growing demand from an increased population, with 18,000 more residents expected in the borough by 2021, an older and more diverse population, and new responsibilities around how we deliver social care.

Our forecasts show that unless we act now to change the way we deliver services, by 2020 we will face a funding gap of over £11m between the money we raise and the money we need to spend to deliver our commitments to residents.

A diverse voluntary and community sector.

There are around 500 voluntary and community organisations registered and active in our borough. Over 60 per cent of the charities in Waltham Forest are local[1] and we have a growing number of Community Interest Companies (CICs)[2]. We have over 200 sport organisations. These organisations vary in size and the work they do and support a wide range of local beneficiaries. We have a vibrant and diverse sector within the borough.

Number of Charities
(per 1,000 of population)

7.6   HACKNEY

5.4   TOWER HAMLETS

4.3   HARRINGEY

3.1   GREENWICH

2.9   NEWHAM

2.7   **WALTHAM FOREST**

2.7   REDBRIDGE

2.6   ENFIELD

VCS SERVICE REVIEW 2015

The Council currently supports the sector through some direct funding and resources. This is done through contracts, grants, below market rent, and a commissioned support organisation for the sector. But VCSEO organisations have told us that there is currently no clear pathway for a VCSEO wishing to contact the Council, meaning that ways to access support can be confusing, and that the Council is not able to focus support where it is needed most.

Our approach in the future

We know we can make better progress in addressing the challenges faced by our residents through closer working with and support for our VCS, helping the sector to address residents' need when it first arises, and preventing problems from escalating to the point where they require statutory support.

Our 'Think Family 2020' vision is all about empowering individuals by empowering their families and wider communities. Our residents thrive when they have supportive and nurturing relationships with their families and are actively engaged in their local communities, and we know that we need an active and thriving voluntary sector to help us achieve that goal.

While our ability to directly support organisations through grants has reduced, we want to use our resources more strategically across the council to provide better, more effective support.

Following an in-depth review of the sector by external consultants, (the Voluntary and Community Sector Service Review 2015[3]), internal away days and discussions with the VCS through several engagement events, and Councillor engagement sessions we have identified the Council's priorities for working with the sector to achieve our shared aim of a better quality life for Waltham Forest residents:

Our priorities

A   **Support and build VCS sector capacity to meet the needs of residents in a sustainable way**.

B   **Encourage and develop local volunteering and philanthropy to help build active and cohesive communities.**

C   **Develop and maintain strong relationships between the Council and the VCS through clear governance and processes.**

D   **Promote and champion our VCS organisations and their role in delivering our ambitions for the borough**

The strategy sets out more detail on how we will seek to achieve each of these goals and provides an immediate steps plan for the first year of implementation.

[3]VCS Service Review 2015 – LB of Waltham Forest's relationship with the voluntary and community sector – Analysis and Recommendations. www.(INSERT LINK TO REPORT ONCE ONLINE)

"The VCS has a vast array of knowledge about the issues faced by the communities they support, and about emerging communities."

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2. SUPPORT AND BUILD VCS CAPACITY

Support and build VCS capacity to meet the needs of residents in a sustainable and innovative way

KEY FACTS

- The population of Waltham Forest will increase by 18,000 people by 2021, taking us to a total of over 290,000 residents including nearly 5,000 more people under 18 and over 3,000 more people over 65.

- Waltham Forest is the 35th most deprived local authority in England

- Waltham Forest was the fifth most diverse local authority in England and Wales in 2011– measured by number and variety of different ethnicities in the borough

- The Council spent £6 million with the sector last year.

We know that thriving VCSEOs can help us to deliver better services to residents, as well as contributing to a cohesive and active community. To help organisations in our borough to flourish, we want to provide support in a more strategic way, focusing our resources on organisations that can help us to deliver on residents' priorities.

We want to look across all of the resources the Council has access to, ensure that we are using them effectively to support VCSEOs, and that the sector has a clear understanding of our priorities and the way we provide this support. This includes looking at the support we provide both directly and in kind to voluntary organisations, as well as ensuring that our commissioning processes enable the voluntary sector to demonstrate its value.

WE WILL DO THIS THROUGH:

A new capacity building service

We know that there is huge potential within organisations working in the borough, but that many need support to attract external funding, become contract ready, to work together to help deliver council services, and to encourage volunteering within the community.

We have begun the process of commissioning a new capacity building service for the voluntary sector, which will be in place before the end of 2016. This will be based on the needs of the VCS sector as outlined by the recent sector review and co-design process undertaken in early 2016 with the VCS . Key principles that we expect to see embedded in the new service are:

- **Transition** – Preparing and enabling organisations for fewer grant opportunities and more commissioned services.

- **Enablement** – Connecting and facilitating, rather than delivering support directly.

- **Asset-based** – A lean service, building capacity by using the skills already present within the sector.

- **Collaboration** – Joint working across themes and geographical areas to achieve outcomes and to win funding. Meaningful relationships with private and public sectors.

- **Community-led** – Single dialogue channel between council and sector, but wider actions and decisions representative of the different communities across the borough.

- **Financial independence** – The capacity building service should lead by example by creating a sustainable model for itself which is less reliant on council funding.

" We know that there is huge potential within organisations working in the borough, but that many need support to attract external funding, become contract ready, to work together to help deliver council services, and to encourage volunteering within the community. "
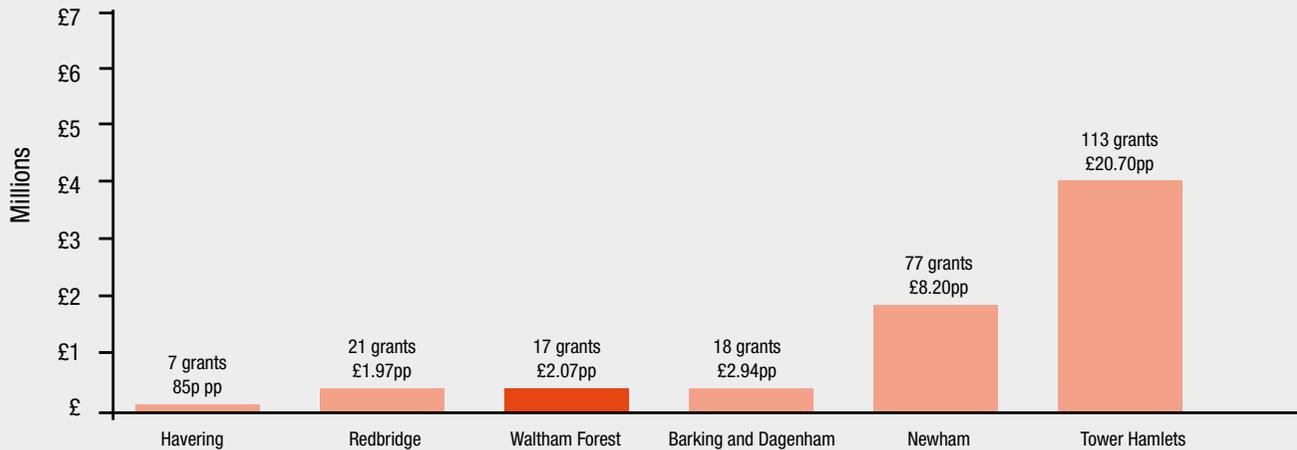
Funding

We will continue to support organisations through ward forum grants, while helping more organisations to access greater amounts of external funding.

- **We will continue to make small grants funding available for local VCSEOs through the Community Ward Forums.** Each ward forum will continue to have money allocated each year for grants to VCSEOs working in that ward, and the process will be monitored and reviewed for greater transparency and clarity. The monitoring requirements will also be reviewed to ensure that they do not place unnecessary burdens on the grant receiving organisation. Grants will be tied to Council priorities and take into account impact and social value. We will look to move the bids submission and monitoring process on line.

- **We will help support the VCS in attracting external funding by raising the profile of Waltham Forest with large funders.** At present, Waltham Forest VCSEOs currently attract less funding from big funders than neighbouring boroughs, despite having similar levels of deprivation and need. To help redress this situation, we will share the insight we have about the borough and the local population with the VCS to provide them with up to date, relevant data to support their bids for funding. We will also make Council priorities and strategies easily accessible. In 2016 we will provide specific, targeted support for organisations wishing to come together and submit joint bids for external funding.
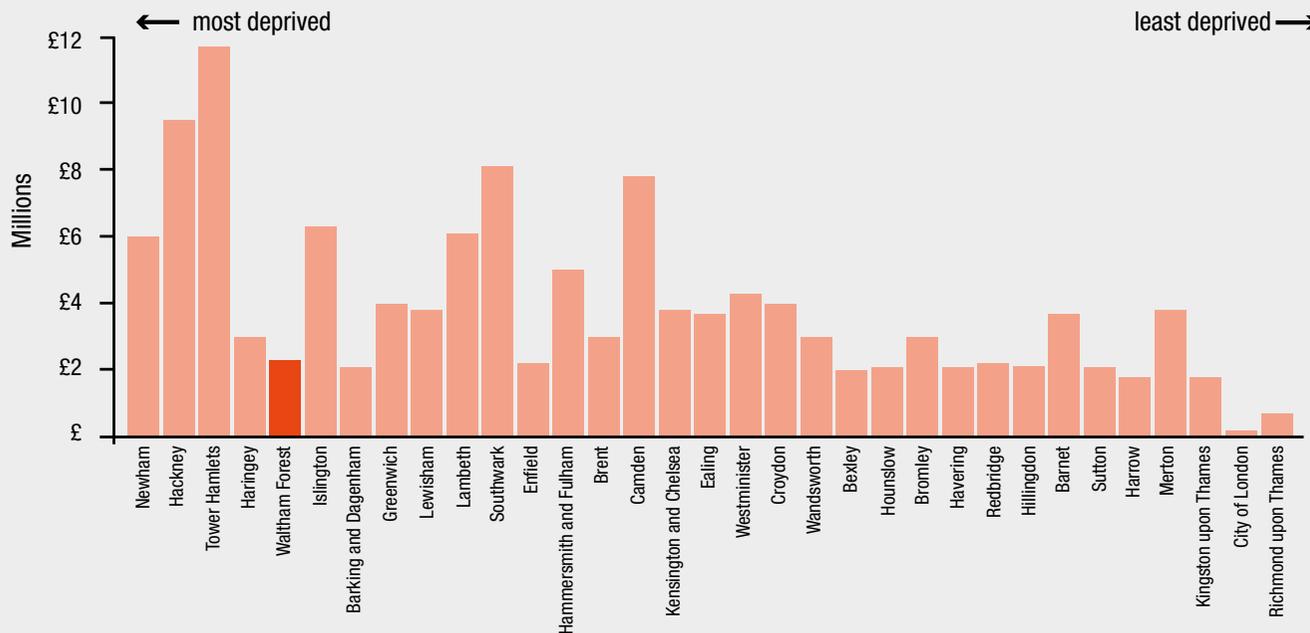
Currently Waltham Forest VCSEOs lose out on external funding

Trust for London grants 2005 – 2015

Millions

£7
£6
£5
£4
£3
£2
£1
£

- Havering — 7 grants 85p pp
- Redbridge — 21 grants £1.97pp
- Waltham Forest — 17 grants £2.07pp
- Barking and Dagenham — 18 grants £2.94pp
- Newham — 77 grants £8.20pp
- Tower Hamlets — 113 grants £20.70pp

City Bridge Trust grants 1995 – 2014

← most deprived   least deprived →

Millions

£12
£10
£8
£6
£4
£2
£

Newham, Hackney, Tower Hamlets, Haringey, Waltham Forest, Islington, Barking and Dagenham, Greenwich, Lewisham, Lambeth, Southwark, Enfield, Hammersmith and Fulham, Brent, Camden, Kensington and Chelsea, Ealing, Westminister, Croydon, Wandsworth, Bexley, Hounslow, Bromley, Havering, Redbridge, Hillingdon, Barnet, Sutton, Harrow, Merton, Kingston upon Thames, City of London, Richmond upon Thames

Council Resources

We will make better use of our resources to support VCSEOs who are also working to meet shared local priorities, putting in place clear criteria for VCSEOs wanting to access these resources. As a minimum requirement, organisations must be an established community organisation and be formally constituted.

❝ We will develop a Waltham Forest volunteer offer for residents, exploring options to reward those who have completed a certain number of volunteer hours. ❞

- We have office space available to rent, meeting spaces for use, and we offer reduced rental prices. **We will undertake an in-depth review of how we offer buildings for use by VCSEOs, looking in particular at buildings we can open up further for VCSEO use including our libraries.** We will put into place by the end of 2016 clear and transparent policies on the allocation of office space, on eligibility for reduced rent, and on hiring meeting spaces based on maximising contribution towards meeting the Council's priorities. We will put in place a clear and fair policy on the transfer and use of assets.

- We have a wide range of expertise and knowledge among council staff which we could use to support VCSEOs. In addition to sharing data on the local population and its needs, **we will look to enable knowledge transfers between relevant Council staff and the sector and look to expand training opportunities.** For example, this could look at access to the Council's on-line training system.

- When considering local development, the Council often asks for contributions from developers to support community infrastructure and the voluntary sector, through Section 106 and Community Infrastructure Levy contributions. We are developing a new approach to how these resources are deployed and **we will ensure that we have a clear approach to the use of these resources to support the voluntary sector.** We will work to ensure a VCS voice on the Joint Infrastructure and Planning Board so that we are aware of the opportunities available and are able to act accordingly to access them.

> **" We will ensure that the VCS have a clear idea of our commissioning intentions. "**

Commissioning

- **We will review our contracting (commissioning and procuring) so where appropriate it is done in a manner which supports local VCS organisations to participate.** We will look in particular at joint working with the Clinical Commissioning Group.

- **We will take into account social as well as financial value[5] in our contracting.** We already have a sustainable procurement policy, with a mandated 10 per cent weighting on all tenders to sustainability which includes social value. We will consider how contracts are structured to ensure they are accessible to VCSE organisations and ensure we provide appropriate training and suitable measures of support for VCSEOs looking to participate.

- **We will look at larger contracts and how we can encourage bigger providers to work with local VCSEOs in the delivery of services,** for example through 'Meet the contractor/buyer' events to connect VCSEOs with lead contractors to ensure that they have a better chance of being included in contract delivery. We will also monitor those contracts which include volunteering opportunities to ensure they are linked into our wider work on increasing volunteering in the borough.

- **We will ensure that the VCS have a clear idea of our commissioning intentions,** and work with the Clinical Commissioning Group (CCG) to make sure that opportunities to help deliver public services across the borough are clearly communicated to the voluntary sector, working through the new capacity building service.

We will know we will have succeeded when:

- We see an increase in the proportion of Waltham Forest contracts awarded to VCSEO organisations.

- There is an increase in Waltham Forest VCSEOs accessing external funding (we will ask the new capacity building service to monitor this).

- The sector reports that it is receiving effective support (we will ask the new capacity building service to monitor this).

- We see improving outcomes for local residents who can access the well-delivered services they need and play a bigger role in their local community.

> **" We see an increase in the proportion of Waltham Forest contracts awarded to VCSEO organisations. "**

[5] 2012 Public Services (Social Value) Act, incentivising public bodies to ensure greater social value through the procurement of service.

"We know that volunteering can help avoid isolation, promote greater health and well-being, provide pathways to employment and build stronger, more robust communities."

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3. ENCOURAGE AND DEVELOP VOLUNTEERING AND PHILANTHROPY

Encourage and develop local volunteering and philanthropy to help build cohesive communities

We know that volunteering can help avoid isolation, promote greater health and well-being, provide pathways to employment and build stronger, more robust communities.

We want Waltham Forest residents to know how to participate in their local community and to increase the number taking part in volunteering. We also want to encourage local residents to donate not just their time but also their money to local communities to further build social investment and a sense of community.

Volunteered last year

19%
Waltham Forest

26%
London

24%
UK
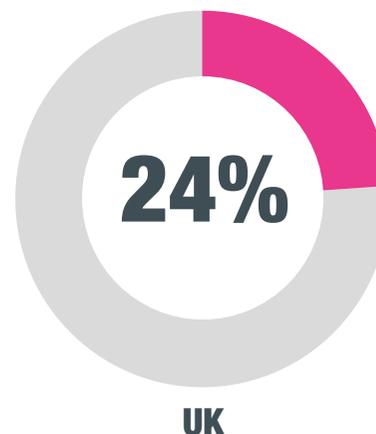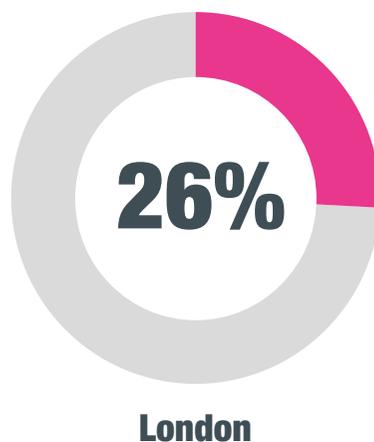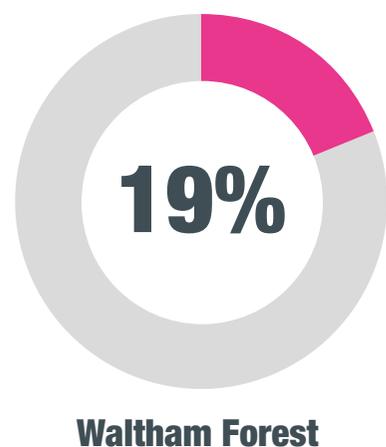
Volunteering

- **We will develop a Waltham Forest volunteer offer for residents,** exploring options to reward those who have completed a certain number of volunteer hours, for example guaranteed job interviews or leisure discounts. We will lead by example on corporate volunteering and put in place provision for council employees to volunteer.

- **We will promote local volunteering opportunities** through providing street stalls at council organised events, and communications campaigns centred around events such as National Small Charities Week and National Volunteering Week and which promote the use of existing on-line resources to match volunteers with projects. We will have a new and updated webpage on the Council's website to promote volunteering and work with health sector partners to encourage them to do the same.

- **We will have a particular focus on older residents,** and work with the Housing Management team, and the Adult Social Care team to support volunteering opportunities for older people. Older people have a great deal to offer local communities and volunteering can also help to avoid isolation and promote physical and mental health.[6]

[6] Waltham Forest's Older People's Housing Strategy looks to use Housing as a way in which to support older people playing an active role in the community and the Older People's Strategy produced by the Adult Social Care team also recognises the importance of volunteering opportunities.

[7] Volunteering levels are collated by London Datastore

We will work within our health and social care services to encourage service users to volunteer where this can improve their health or wellbeing. For example, volunteering can help residents who suffer from mental health issues or are socially isolated to feel more connected to their communities, aid their recovery and improve their quality of life. The social prescribing service described below shows how we have begun to put this approach into practice.

- The new support service commissioned by the Council will help VCSEOs to access and use existing tools to help build volunteering, as well as providing suitable training opportunities in volunteer management.

Local philanthropy

- **We will support local VCSEOs in their fundraising activities by working with the sector to investigate the establishment of a 'give local' campaign.** The new support service will look at ways to support VCSEOs in encouraging local philanthropy through sharing best practice.

We will know we have succeeded when:

- We see increasing local participation in volunteering to at least the outer-London average. [7]

- The existing volunteer structures are well utilized.

- Feedback from residents shows that they feel they know how to make a difference in their local community.

- Feedback from Councillors, officers, residents and VCSEOs shows that residents and VCSEOs, in partnership with the Council, feel able to help solve problems locally.

SOCIAL PRESCRIBING IN WALTHAM FOREST

The London Borough of Waltham Forest and Waltham Forest CCG have jointly funded an 18 month pilot 'social prescribing' scheme in the borough. Social Prescribing is a service that can help local residents find help and support, particularly from local VCSEOs. Health professionals and adult social care staff can refer in adults who would benefit from help with issues such as employment and training, debt and benefits, housing, social isolation, or healthy lifestyle issues such as alcohol, smoking, exercise and healthy eating. The 'Social Prescribers' who work for the service can recommend a set of referrals to local VCSEO support such as befriending schemes, volunteering, advice or advocacy. The purpose of the scheme is to improve the health and wellbeing of local residents by improving the links from health and social care to local VCSEO support. The pilot is being independently evaluated by University of East London.

"We want to be clear and transparent in the way that we communicate with VCSEOs in Waltham Forest."

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4. MAINTAIN STRONG RELATIONSHIPS

Develop and maintain strong relationships between the Council and the VCS through clear and transparent governance and processes.

We recognise the importance of building and maintaining strong working relationships between the Council and the VCS. We know that if we want to ensure the best outcomes for our residents, these relationships need to have a firm foundation with clear and transparent governance structures to support them. In addition, the VCS has a vast array of knowledge about the issues faced by the communities they support, and about emerging communities. It is essential that this knowledge is embedded into council decision-making processes.

We will do this through:

Governance structures

- The new support service will provide a key point of co-ordination between the Council and the VCS.

- **We will work towards VCS representation on relevant council boards.** Our intention is to involve the VCS more closely in the day to day work of the council, enabling us to draw on their expertise and knowledge of the local community, and to build mutual understanding of ways of working. We will work with the new support service to develop a way to identify appropriate people to sit on these boards, for example through elections within the sector.

- **We will encourage more VCSEOs to get involved with the Council's scrutiny function, for example by giving evidence to scrutiny committees** on how the Council is performing against its current priorities, and opportunities for service improvement.

- **We will ensure that information VCSEOs hold about the communities they support are included in our Joint Strategic Needs Assessment to inform Council decision-making.**

- Within the Council, **the relationship with the VCS will form a key part of our Active Communities Strategy,** ensuring there is clear ownership for the overarching relationship with the VCS.

- **We will identify VCS champions within each of the Council directorates and put in place an internal VCS board,** chaired by the lead officer for the sector. In the first year of this strategy being adopted we will facilitate opportunities for VCSEOs to meet with relevant council directorates.

❝ We need to share our VCSEO success stories and promote the work they are doing so we can help raise their profiles, enable residents to access their services and attract funding for the organisations. **❞**

Communications

We want to be clear and transparent in the way that we communicate with VCSEOs in Waltham Forest.
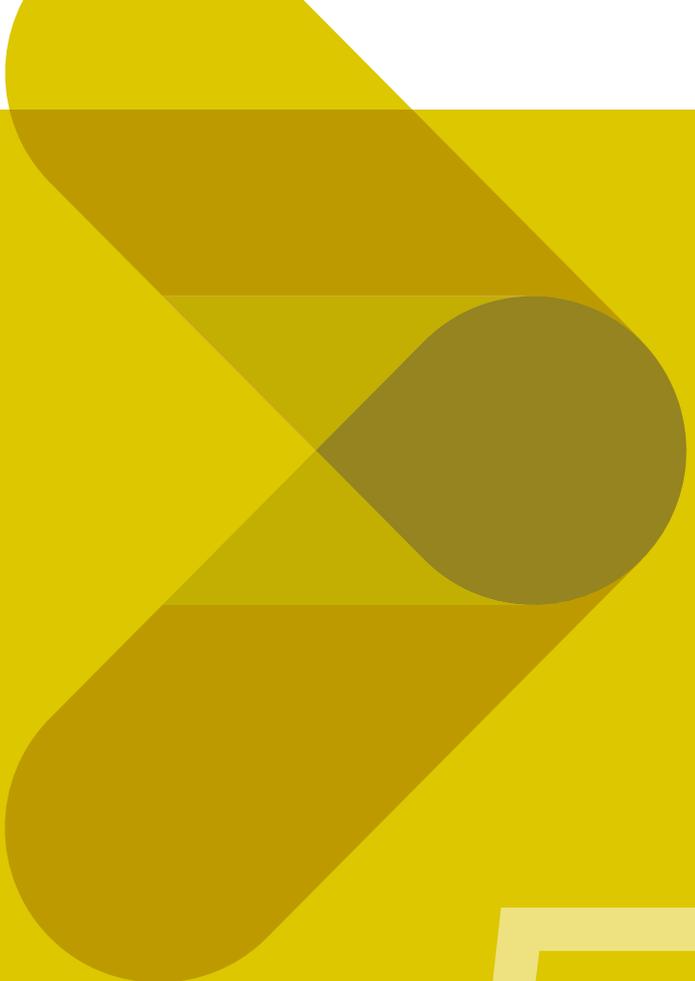
- We will work to better **communicate our future intentions, particularly around commissioning**, and build into the process a reasonable time framework to enable VCSEOs to participate.

- We will **ensure that there is accessible online information about key priorities and strategies for the Council**, including clear policies on how we allocate resources (including buildings, grants, meeting space, and additional support).

We will know we have achieved this when

- Feedback from VCSEOs tells us that they understand our commissioning processes and that they are able to compete to win contracts from the Council.

- Feedback from VCSEOs tells us that policies that relate to them are clear, fair and consistent [8]

- Feedback from council officers and VCSEOs tells us that they have good working relationships and have designated points of contact

- The governance structures in place encourage collaboration and participation

We will ask our new capacity building service to help us measure whether we are meeting these goals.

[8] These will be measured by a yearly survey of the sector conducted by the support service in order to make sure support meets sector demands and to ensure continuous improvement.

"We know that VCSE organisations are doing great things in our borough. Many are innovative and inspirational and help change residents' lives for the better on a daily basis."

5

5. PROMOTE AND CHAMPION

Promote and champion our VCSE organisations and their role in delivering our ambitions for the borough

390 Charities are registered in Waltham Forest

We have 219 community interest companies registered in Waltham Forest – that is more per resident than the boroughs of Greenwich, Redbridge, Newham and Enfield.[9]

We have over 200 sports organisations active in Waltham Forest.

We know that VCSE organisations are doing great things in our borough. Many are innovative and inspirational and help change residents' lives for the better on a daily basis. Yet our review found that even within the Council, officers are not confident in their knowledge of what our VCSEOs do[10]. We need to share our VCSEO success stories and promote the work they are doing so we can help raise their profiles, enable residents to access their services and attract funding for the organisations.

We will do this through:

- **Online** – we will have a new council webpage dedicated to the VCS, with information about our VCSE organisations. We will compile an easy to use directory of the VCSE organisations for council staff and residents and ensure that this directory can be accessed through the websites of our health service partners.[11]

- **Communications** – we will use existing means of communication for example Council newsletters and social media accounts, to champion best practice and fundraising success in the sector. We will work with the new support service to run a specific communications campaign along with the Clinical Commissioning Group (CCG) and other health partners about our local VCS organisations, raising awareness both inside the Council and with residents. The external campaign will take into account reaching more vulnerable and hard to reach residents.

- **Community presence** – We will have VCS street stalls as part of Council organised events to help raise the profile of local organisations and what they do and encourage health sector partners to do the same.

- **Dedicated champions** – We will set up a Voluntary Sector Board within the Council to advocate for the VCS. This board will support a wider network of advocates within the Council, who will help showcase what VCS organisations can do and how we can work together to deliver our shared priorities. We will also ask health sector partners to nominate champions within their organisations.

- **Officer knowledge of the Voluntary, Community and Social Enterprise Sector** – We will encourage all officers to know, and understand the offer of, the VCSEOs that work within their sphere of responsibility.

We will know we have achieved this when

- Our residents have a greater awareness of VCSEOs, the services they offer and how they can get involved.

- There are increased referrals and self-referrals to the sector (where capacity allows[12].

- Councillors and Council officers feel confident in their awareness of VCSEOs and what they do in our borough[13].

- The successes of our VCSEOs are shared and known about in our borough and more widely[14].

[9] Data taken from VCS service review 2015 – The Waltham Forest Story, pg11 [10] VCS Service Review 2015, pg 23 [11]This database will build on the work already done by the Families directorate on a borough-wide directory of services. [12]This will be measured by VCSOs in number of residents accessing their services and collated by the support service. This data is usually collected by VCSOs as it is a key performance measure expected by funders. [13]This will be measured through an internal survey conducted on a yearly basis to councillors and officers. [14]This will be monitored through number of positive news stories about VCSEOs, and the awards that they win

IMMEDIATE STEPS

Priority	May/June	July/August	Sept/October	Nov–Jan	Outcomes
Support and build VCS sector capacity to meet the needs of residents in a sustainable way.	Collaborative bid support for identified VCSEOs put in place. Mapping of all Council assets completed. Set out criteria for accessing Council resources.	New council web pages to enable VCSEOs to access key information and policies. New interim support in place. Active Communities programme launched.	Review of commissioning process. Hold knowledge sharing events with council staff and VCS.	Review of support. Host a 'Meet the contractor' event. Updated policies on grants and assets in place. Support services embedded.	• We see an increase in all bids (particularly consortia bids) for external funding and contracts from our VCSEOs • We will have a strong and effective capacity-building organisation that enables the sector to punch above its weight • We have a strong and vibrant sector who the Council works with in partnership • We see improving outcomes for local residents who can access the well-delivered services they need.
Encourage and develop local volunteering and philanthropy to help build cohesive communities.	Review of volunteering levels.	New Council webpage for volunteering and VCSO directory.	Local giving campaign launched. Local volunteering campaign launched.	Periodic review of volunteering levels.	• We see an increase in local participation in volunteering to at least the outer-London average • The existing volunteer structures are well utilized • Our residents feel greater local ownership of their community • There is greater community resilience through residents and VCSEOs, in partnership with the Council are problem-solving locally.
Develop and maintain strong relationships between the Council and the VCS through clear and transparent governance and processes.	VCS strategy in place. Interim VCS lead in place in Council.	Network event with Council directorates and VCSO chief executives. Voluntary Sector Board formed to advocate for sector vision within Council. VCSE Board identifies advocates across the Council.	Structure for VCSES participation in key Council boards in place and representatives from sector selected/ elected. Dedicated VCS lead in place in Council.		• Feedback from VCSEOs tells us that our commissioning frameworks are clear, fair, flexible and manageable • Feedback from VCSEOs tells us that policies that relate to them are clear, fair and consistent • Feedback from council officers and VCSEOs tells us that they have good working relationships and have designated points of contact • The governance structures in place encourage collaboration and participation.

Priority	May/June	July/August	Sept/October	Nov–Jan	Outcomes
Promote and champion our VCSE organisations and their role in delivering our ambitions for the borough.		Good news stories of shared in newsletters and in Council updates. Market stalls available at Council organised events to promote local VCSEOs and encourage volunteering.	Directory of VCSEOs published on line.	Communications plan in place to promote the sector and services/opportunities they provide.	• Our residents have a greater awareness of VCSEOs, the services they offer and how they can get involved • There are increased referrals and self-referrals to the sector (where capacity allows) • Councillors and Council officers feel confident in their awareness of the VCS and what they do in our borough • The successes of our VCSEOs are shared and known about in our borough and more widely.

GLOSSARY OF TERMS

VCSEO – Voluntary, Community or Social Enterprise Organisation

VCS – Voluntary and Community Sector. An umbrella term for all organisations in this sphere, including social enterprises.

CCG – Clinical Commissioning Groups (CCGs) commission most of the hospital and community NHS services in the local areas for which they are responsible. Commissioning involves deciding what services are needed, and ensuring that they are provided. CCGs are overseen by NHS England, which retains responsibility for commissioning primary care services such as GP and dental services, as well as some specialised hospital services. All GP practices now belong to a CCG, but groups also include other health professionals, such as nurses.

Services CCGs commission include:

• most planned hospital care
• rehabilitative care
• urgent and emergency care (including out-of-hours)
• most community health services
• mental health and learning disability services

Commissioning is the process of finding out about public needs, then designing and putting in place services that address those needs. In this context, it's a process undertaken by public bodies, like the Council or local NHS bodies. It's a decision making process that most frequently involves the procurement (purchasing) of services by either grant-funding or competitive tendering for contracts (a process of which voluntary and community organisations are frequently a part).

Commissioning is carried out by local and national government and public bodies (like local councils or hospitals) who have a statutory responsibility to commission services to meet needs. Commissioning has grown in significance as more and more public services are delivered by external organisations (like the VCS) and as social needs change.

Procurement – the purchasing of services by either grant-funding or competitive tendering for contracts

Care Act 2014
The introduction of the Care Act 2014 has resulted in new general duty for local authorities to "promote individual wellbeing". The duty applies to all actions taken under the Act in relation to individual care and support. The purpose of the Care Act is to transform the social care system and its funding by placing new and extended duties and responsibilities, introducing new regulations in relation to eligibility for care, changing existing charging regimes and introducing changes in the ways in which adult social care and health services are arranged. The Care Act also has a strong emphasis on prevention and early intervention, with the central emphasis on the care and support delivery being focused on wellbeing.

ACTIVE COMMUNITIES 2020

Redefining
Waltham
Forest
2020

Waltham Forest