

**Voluntary and  
Community Sector  
Commissioning  
Programme  
2007-10**



## Foreward

I am delighted to present the Waltham Forest Voluntary and Community Sector Commissioning Programme for 2007 to 2010.

The voluntary and community sector in any area is an important measure of social capital – an indicator of an involved, organised and active community. It is estimated that around 1500 community and voluntary organisations exist in Waltham Forest, bringing people together in a culture of mutual support and self help, and making a huge contribution to our quality of life.



As somebody who worked in the voluntary sector for over 16 years, I know that the sector is able to reach people and places that mainstream services find it hard to access. It has special skills in gaining the trust of the most disadvantaged in our society. It has the major advantage of flexibility, and ability to respond to changing needs and circumstances. The sector has the potential therefore to be a key partner in the development of excellence in the delivery of services.

This is our second commissioning programme. In 2004/05 we took a major step to move from grants to commissioning. This enabled us to align funding with our key priorities, and to be explicit about the services that are needed. Commissioning also enabled us to have an increased focus on outputs and outcomes and to foster innovation, while maintaining the highly valued independence of the sector.

This new programme builds on the success of the previous one, and moves us on still further. We have introduced three-year funding agreements for most services, to encourage long term financial planning and investment. We have increased resources for capacity building, and will focus on helping to develop a more enterprising social sector. We have encouraged and incentivised clustering and joint working, by increasing the number of larger contracts, enabling the sector and residents to benefit from economies of scale.

Much of our voluntary sector is made up of excellent grass root organisations that are small and in the main self-sustaining. Other organisations focus more on having a wider remit: they have management committees with vision and ambition, paid staff with great skills and expertise, and broad based business strategies. However, the number of these organisations is small in comparison to the size of the sector as a whole.

The sector in Waltham Forest is at a pivotal point in its development. Over the next three years, in order to both support the development of our voluntary sector and to provide first-class services for our residents, our aim is to enable the most ambitious amongst the sector to flourish, grow, and develop a track record of service delivery.

In setting out this programme, we believe that we have taken into account local priorities, national policy, and our sense of what the future holds for the community and voluntary sector in Waltham Forest and the country as a whole. We are determined to do all we can to ensure that it is professional and sustainable, and well placed to face the challenges and opportunities ahead.

A handwritten signature in black ink, appearing to read 'Marie Pye'. The signature is stylized and cursive.

**Councillor Marie Pye**  
**Cabinet Member for Communities and Housing**

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## 1.1 Introduction

This prospectus sets out the services we want to commission from the community and voluntary sector for the next three years, to help deliver our priority outcomes and targets.

The programme is designed to provide an accessible and equitable open-bidding process to enable all applicants to demonstrate their capacity and potential in providing high quality, value for money services. The majority of services will be commissioned through contracts. However, grant aid agreements will be used where they are the most appropriate financial arrangement, for example for services below £5,000.

Sections 2 and 3 provide a summary of services to be commissioned, guidance on the application and assessment processes, eligibility criteria and monitoring and evaluation requirements.

## 1.2 Priorities

In 2005/06, partners in Waltham Forest agreed a new Community Strategy, and a Local Area Agreement (LAA). This commissioning programme is based on the priority outcomes and targets identified in the LAA and agreed with central government, the local community via the Local Strategic Partnership, and other key partners.

We are seeking to commission services that will address the outcomes identified under the following Local Area Agreement priority blocks:

- Healthier Communities and Older People (HCOP);
- Safer and Stronger Communities (SSC);
- Children and Young People (CYP);
- Cross Cutting services, that will contribute to outcomes in all LAA blocks, have also been included (CC).

## 1.3 Equalities

The Council expects all providers to promote and deliver an inclusive service to all communities, irrespective of ethnicity, gender, disability, religion/faith, age or sexual orientation. The Council aims to remedy inequalities in relation to all six of these priority groups, as appropriate.

Providers are therefore encouraged to build up a representative service user base across all of these groups, ensuring that the needs of diverse communities are met. All services will be expected to be accessible to potential service users from all the 6 equality priority groups, as appropriate.

## 2.1 Summary of Services and Resources

LAA block	LAA Outcome	Service number	Service area	Allocation per annum
HCOP	Improve the health of the population by reducing the harm caused by smoking, and increasing the levels of exercise undertaken.	1	Community sports.	£66,000
HCOP	Increase the independence of older people and improve prevention services, providing support before the point of crisis.	2	Social care services for older people.	£150,000
		3	Support service for social care providers.	£30,000
SSC	Reduce crime, the harm caused by illegal drugs, and reassure the public by reducing the fear of crime. Build respect in communities and reduce anti-social behaviour.	4	Services to reduce crime, and support the victims of crime.	£154,000
SSC	Improve the quality of life of people living in the most disadvantaged neighbourhoods, and ensure service providers are more responsive to neighbourhood needs, and service delivery is improved.	5	Voluntary sector support and development.	£105,000
		6	Management of William Morris Community Centre.	£31,500
		7	Volunteering.	£36,000
		8	Advice and financial inclusion.	£681,000
		9	Information and advice for newly arrived communities.	£143,000
		10	Support service for street homeless.	£41,000
SSC	Public spaces are cleaner, greener and safer.	11	Development and support of Friends groups.	£25,000
		12	Community based environmental services.	£41,000
CYP	Improve learning and outcomes for children in foundation stage and key stage 1.	13	Support service for childcare providers.	£60,000
		14	Increasing childcare places (service in development).	£83,000
CYP	Young people have more opportunities to realise their potential through education, training and employment.	15	Study support.	£102,000
CC	All outcomes.	16	Services for the African-Caribbean communities.	£60,000
		17	Services for lesbian, gay, bisexual and transgender communities.	£26,000
		18-21	Arts services.	£105,000

## 3.1 The Commissioning Process

This section sets out:

- How organisations can apply to deliver services;
- A general time frame, in which applications can be made, assessed and contracts drawn up for delivery;
- The criteria to be used to assess applications, including weighting and scoring principles;
- Contracting, monitoring and evaluation requirements.

### 3.1.1 Applying to deliver services

This is an open bidding process that enables both existing and new service providers to tender on an equal basis. Applicants use standard forms that will be assessed against the criteria and service area priorities.

To obtain tendering forms and guidance notes, please complete the online form at <http://www.walthamforest.gov.uk/index/community/voluntary-sector-development/commissioning/commissioning-2007-2010.htm>. Alternatively, email Nicola.Quinn@walthamforest.gov.uk or call 020 8496 4737.

We need to know your organisation's name and address, the service number(s) of the service(s) you wish to bid for, and if you want forms A and B (for bids over £5,000) or form C (for bids of £5,000 and under).

Please return completed forms and supporting documentation marked clearly as **"Voluntary and Community Sector Commissioning Tender Documents"** to:

London Borough of Waltham Forest  
Corporate Services  
Room 18, Town Hall  
Forest Road  
London  
E17 4JF

### 3.1.2 Timetable

**The closing date for tenders to be returned is 12 noon, 10 November 2006.**

Please note that any forms received after **12 noon on 10th November 2006** will be returned to the sender, and not considered.

### 3.1.3 Assessment Process

The key stages of assessment are:

- i Initial baseline assessment to arrive at a shortlist of organisations who meet the Council's eligibility criteria. It is expected that this initial assessment will mainly involve desktop analysis. Organisations who are not short listed at this stage will be advised in writing.
- ii A more detailed technical assessment of the recommended shortlist by an assessment panel. This second stage assessment will identify applicants who have demonstrated that they have the capacity and required resources to deliver the service to be commissioned. The panel will make recommendations on levels of funding for each organisation's bid. Visits and interviews may be conducted for clarity and to ascertain the expected outputs and outcomes and agree on more detailed performance indicators to be included in the contract or agreement document. Applicants who are not successful at this stage in the process will be advised in writing.

### 3.1.4 Assessment Criteria

Applications to deliver services will have to demonstrate that they meet a number of criteria.

All applicant organisations (or lead organisation where there is a consortium or partnership applying) must meet the organisational criteria set out in section A. If these criteria are not met, no further consideration will be given to an application. Where these criteria are met, applications to deliver services will be scored against weighted quality and delivery criteria outlined in sections B and C below.

**A. Organisational Criteria (mandatory)**

Management	You must hold regular Committee meetings, including an Annual General Meeting and you must have a business plan or demonstrate that you can develop such a plan for your organisation.
Financial Systems	You must comply with all financial and accounting requirements of Charity and/or Company Law. You must follow good practice in relation to internal financial controls. Organisations with an annual turnover of £10,000 and above must publish audited annual accounts.
Equal opportunities	You must have a written equal opportunities policy and code of practice and these must comply with current relevant legislation.
Employment Practices	For organisations where staff will be recruited to deliver services, you must hold advertised, open and competitive interviews, and fill the post only through the results of these interviews. You must issue all staff with a statement of principal terms and conditions of employment and job descriptions
Insurance	Your organisation must have and maintain adequate insurance cover for your activities, events, staff, premises, equipment and vehicles, including: Public liability; Employer's liability cover if staff are employed; Property and equipment insurance against fire, theft, loss, damage; Vehicle/driver insurance if vehicles are owned and/or driven; Professional Indemnity if advice is given to members of the public.
Criminal Records Bureau	You must ensure and have evidence that all staff working with children and vulnerable adults have been vetted through the Criminal Records Bureau.
Protection Of Vulnerable Adults	Organisations working with vulnerable adults must have a Protection of Vulnerable Adults policy and procedure. Employees working with vulnerable adults must be trained in the protection of vulnerable adults.
Child Protection	Organisations working with children must have a Child Protection policy and procedure. Employees working with children must be trained in child protection.

**B. Quality Criteria**

<b>Criteria</b>	<b>Evidence</b>	<b>Weight Factor</b>
Equality	How the service will be delivered to each of the equalities categories: age, religion/faith, gender, sexual orientation, ethnicity and disability.	10
Community Cohesion	How the service will promote the creation of strong positive relationships between people from different backgrounds.	5
Resources	Evidence of adequate resources to sustain the project.	5
Long-term Sustainability	The organisation's experience and potential for leveraging additional resources to support service delivery, in particular earned income.	10
Quality Assurance	Evidence of achieving recognised service specific quality assurance standards.	10

**C. Delivery**

<b>Criteria</b>	<b>Evidence</b>	<b>Weight Factor</b>
Detailed knowledge of the borough	Evidence of understanding the needs and priorities in Waltham Forest.	10
Track Record	Track record and experience of delivering services.	10
Delivery method	Evidence that the proposed delivery arrangements are capable of delivering the service in the volume and quality required.	10
Partnership	Evidence of enhancing delivery capacity and quality, through working with other organisations.	5
Impact	Evidence of intent and ability to monitor the impact of the service.	5
Performance management	Evidence of performance management using performance indicators, that are specific, measurable, achievable, relevant and time-bound.	10
Value for money	Demonstration that the service represents value for money, for example using unit cost calculations, or comparative costs for other similar services.	5
Use of volunteers	How volunteers will be used to deliver all or parts of the service.	5

### 3.1.5 Contracting, Monitoring and Evaluation

The Council will issue standard contracts or grant aid agreements setting out the role and obligations of both the organisation and the Council in delivering agreed outcomes and outputs.

All organisations funded by the Council through the commissioning process will be subject to regular monitoring against pre-agreed performance indicators and targets. Monitoring will take the form of both paper based monitoring returns and site visits to organisations. Funding will be released on receipt of a fully completed and satisfactory monitoring report of the previous period's work.

All groups will be expected to demonstrate the added value they bring to the service through the generation of earned income, of at least 10 per cent of the contract value.

The Council's contract management officer may make unannounced visits without giving prior notice to the service provider in connection with services provided.

Where a contract or grant aid agreement is for 2 or 3 years, it will be subject to annual review to determine success in delivering contracted outcomes and outputs. Second and third year funding will be determined by these reviews.

# Service Specifications

## Healthier Communities and Older People

Outcome 1	Improve the health of the population by reducing the harm caused by smoking, and increasing the levels of exercise undertaken.
Key targets	<p>To contribute to the borough's LAA targets of:</p> <ul style="list-style-type: none"> <li>● Increasing annually by 1% number of people surveyed who have taken 5 multiples of 30 mins of moderate or vigorous activity or more in the last 7 days.</li> <li>● Increasing the proportion of children &amp; young people aged 5–16 in borough schools receiving two or more hours per week high quality physical education and sport in the curriculum &amp; beyond. The target for 2007/08 is to reach 85%.</li> </ul>

### Service 1

Service description	<p><b>A community based sports and fitness outreach programme targeted on disadvantaged groups, including residents in deprived neighbourhoods. This would include:</b></p> <ul style="list-style-type: none"> <li>● <b>A particular focus on engaging target groups named in Sport and Physical Activity Strategy 2006–2012 in sporting activities;</b></li> <li>● <b>A particular focus on reducing antisocial behaviour and/or offending;</b></li> <li>● <b>Implementing schemes and interventions that address local health priorities.</b></li> </ul>
Performance indicators	<ul style="list-style-type: none"> <li>● Number of community sports and fitness sessions delivered.</li> <li>● Number of people participating from under represented groups.</li> <li>● Number of young people participating who are known to the criminal justice system.</li> </ul>
Funding	£66,000 per annum for 3 years
Indicative awards	Maximum of 4, indicative value of award is £16,500–£66,000 to enable services to be funded at a viable level.
Responsible officer	<p>Sports Development Team          London Borough of Waltham Forest,          Adult and Community Services,          Uplands Business Park, Silver Birch House, Blackhorse Lane,          Walthamstow, London, E17 5SD</p> <p>020 8496 3693</p>

## Healthier Communities and Older People

Outcome 2 Increase the independence of older people and improve prevention services providing support before the point of crisis.

Key targets

- Increase the number of older people helped to live at home.
- Increase the number of older people receiving direct payments.
- Reduce the number of falls of older people inside and outside the home.
- Reduce the number of emergency bed days.
- Reduce level of emergency hospital admissions of people aged 65+ for all specialties.

### Service 2

**Service description** A range of services that meet one or more of the above targets and outcomes and reflect the needs of different client groups of the diverse ethnic and cultural community in Waltham Forest. We do not seek to be prescriptive about how the outcomes are achieved. This is to offer the maximum scope to organisations to come up with innovative but deliverable services. Bids must demonstrate that they are of strategic relevance to Council and care priorities. Services to be delivered must be social care services for adults and older people, and be complementary to those provided by the public sector and essentially preventative in nature, helping people to live independently at home in the local community.

Performance indicators

- Number of older people helped to live at home.
- Number of older people supported to receive direct payments.
- Number of older people engaged in initiatives to reduce falls.

Funding £150,000 per annum for 3 years

Indicative awards Not more than 10. The indicative contract value is £10,000–£30,000, to enable services to be funded at a viable level, whilst also providing a range of services.

Responsible officer Michael Jupe  
Group Manager, Procurement  
London Borough of Waltham Forest,  
Adult and Community Services,  
Uplands Business Park, Silver Birch House, Blackhorse Lane,  
Walthamstow , London E17 5SD

020 8496 3273  
michael.jupe@walthamforest.gov.uk

## Healthier Communities and Older People

Outcome 2 Increase the independence of older people and improve prevention services providing support before the point of crisis.

Key targets

- Increase the number of older people helped to live at home.
- Increase the number of older people receiving direct payments.
- Reduce the number of falls of older people inside and outside the home.
- Reduce the number of emergency bed days.
- Reduce level of emergency hospital admissions of people aged 65 + for all specialties.

### Service 3

**Service description** A professional support service to new and existing small social care organisations whose services meet the above targets and outcomes, enabling them to become sustainable.

**This will include:**

- Advice and support on business planning, financial management, quality improvement, performance management, and accommodation and staffing issues;
- The development of consortiums of providers;
- Management and administration of a grants scheme to support groups that need time limited gap funding to aid sustainability.

Performance indicators

- Number of hours of advice and guidance provided to social care organisations.
- Number of social care organisations achieving accreditation.
- Number of social care organisations agreeing business plans.
- Number of provider consortiums developed.
- Number of social care organisations becoming self sustaining.

Funding £30,000 per annum for 3 years

Indicative awards 1

Responsible officer Michael Jupe  
Group Manager, Procurement  
London Borough of Waltham Forest,  
Adult and Community Services,  
Uplands Business Park, Silver Birch House, Blackhorse Lane,  
Walthamstow, London E17 5SD

020 8496 3273  
michael.jupe@walthamforest.gov.uk

## Safer and Stronger Communities

Outcome 1 Reduce crime, the harm caused by illegal drugs, and reassure the public by reducing the fear of crime. Build respect in communities and reduce anti-social behaviour.

Key target Reduce common assault and wounding.

### Service 4

**Service description** Interventions that will reduce violent crime and support victims of crime, specifically common assault and wounding. This will include support services for victims of crime, specifically domestic violence and incest.

**Please note that the Council aims to remedy inequalities in relation to the 6 priority groups and their risk of violent crime victimisation through this commissioning process. Prospective providers will be expected to demonstrate how they will achieve this in their tender proposal.**

**Performance indicators**

- Decrease in the rate of repeat victimisation (common assault and/or wounding).
- Increase in the rate of customer engagement with the service.
- Percentage of service users rating the service as good or excellent.
- Increase the rate of Sanctioned Detections.
- Increase in the rate of successful prosecutions.

**Funding** £154,000 per annum for 3 years

**Indicative awards** 3 £20,000–£60,000

**Information Session** Thursday 12 October 2006, 3pm at Rowan House, 1 Cecil Road, Leytonstone, London, E11 3HF

**Responsible Officer** Alastair Macorkindale  
Drugs & Crime Strategy Manager.  
Community Safety Team,  
Rowan House, Cecil Road, London E11 3HF

020 8496 5067  
alastair.macorkindale@walthamforest.gov.uk

## Safer and Stronger Communities

Outcome 2 Local people have a greater voice, influence and involvement in local decision-making and the delivery of services.

Key target Build social capital – an involved, organised and active community.

### Service 5

**Service description** A professional support, development and promotion service for the voluntary and community sector, to enable it to become more sustainable, enterprising and effective. This will include:

- Practical assistance and support, including a fundraising service, a community accountancy service and training, and general support on governance, management and employment;
- Leadership of the sector, including taking the lead on initiatives to encourage and facilitate groups to network, merge or cluster, and common share services and facilities;
- Representation of the sector at strategic level, facilitating third sector involvement in the shaping and delivery of public services;
- Facilitating consultation and communication, including providing an effective liaison function between the local authority and the VCS, through newsletters and consultative mechanisms, and enabling the views of the sector to be articulated on local, regional and national policies;
- Building the capacity of BME voluntary and community organisations, to enable them to meet collectively the needs of BME communities in terms of both community leadership and service provision.

**Performance indicators**

- At least £500,000 pounds per annum levered into the borough through funding bids.
- A minimum of 30 organisations per annum supported to present bids to external funders.
- 10 organisations supported to acquire accreditation relevant to their service area. (These would include IIP, PQASSO, Quality Mark etc.)
- 3 organisations per annum supported to develop enterprise strategies
- 2 clusters/mergers facilitated between voluntary organisations per annum
- A breakdown of numbers of equalities groups reflected in all the above indicators.
- Database of voluntary community organisations updated quarterly.
- Website with funding information, updated weekly.

**Funding** £105,000 per annum for 3 years

**Indicative awards** 1

**Responsible Officer** Connie Mante  
 Voluntary Sector Development Manager,  
 Chief Executive's Department,  
 Waltham Forest Town Hall, Forest Road, Walthamstow, London E17 4JF

020 8496 4120  
 Connie.Mante@walthamforest.gov.uk

## Safer and Stronger Communities

Outcome 2 Local people have a greater voice, influence and involvement in local decision-making and the delivery of services.

Key target Build social capital – an involved, organised and active community.

### Service 6

**Service description** A management and maintenance service for the William Morris Community Centre, which includes financial management, quality assurance, implementation of transparent and promotional activities, and ensuring a proper balance between commercial use and availability for community use.

**Performance indicators**

- The number of service hours provided.
- Occupancy rate.
- Number of hours of support provided to user groups.
- Number and type of activities undertaken to maintain the building and other resources in the centre.
- Number and type of activities undertaken to share resources and facilities between the user groups.

**Funding** £31,000 per annum over 3 years (inclusive of rent)

**Indicative awards**

**Responsible Officer** Connie Mante  
Voluntary Sector Development Manager,  
Chief Executive's Department,  
Waltham Forest Town Hall, Forest Road, Walthamstow, London E17 4JF

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**This service has been withdrawn from the commissioning process**

## Safer and Stronger Communities

Outcome 2 Local people have a greater voice, influence and involvement in local decision-making and the delivery of services.

Key target Build social capital – an involved, organised and active community.

### Service 7

**Service description** A volunteer development agency, to provide services to volunteers and volunteer involving organisations. This will include:

- Developing the local volunteering infrastructure, particularly preparations for 2012;
- Developing and widening volunteering opportunities in the voluntary, statutory and private sectors;
- Targeting excluded and under-represented groups;
- Improving co-ordination and joint working between the major volunteer involving organisations in the borough;
- Working with partners to create pathways from volunteering to employment;
- Developing arrangements for recognising the voluntary contributions individuals and organisations are making to the borough;
- Provision of personal development and support to volunteers.

**Performance indicators** Increase the number of volunteers recruited and placed with organisations as follows:  
 2007/08 – 161  
 2008/09 – 185  
 2009/10 – 220

**Funding** £36,000 per annum for 3 years

**Indicative awards** 1

**Responsible Officer** Connie Mante  
 Voluntary Sector Development Manager,  
 Chief Executive's Department,  
 Waltham Forest Town Hall, Forest Road, Walthamstow, London E17 4JF  
  
 020 8496 4120  
 Connie.Mante@walthamforest.gov.uk

## Safer and Stronger Communities

Outcome 3 Improve the quality of life of people in the most disadvantaged neighbourhoods, and ensure service providers are more responsive to neighbourhood needs, and service delivery is improved.

Key target Reduce the number of Waltham Forest neighbourhoods in the 10% most deprived nationally.

### Service 8

**Service description** Modern, accessible and equitable generic advice, casework and community banking services for local residents, accredited to Quality Mark level 3 and/or registered with Financial Services Authority. All advice services must be accessible face-to-face, electronically and by telephone. The services will include:

- Dealing with advice cases to address social exclusion;
- Working with other small advice agencies to improve co-ordination of advice services, provide guidance, and deliver mentoring support;
- Providing a range of financial services, including access to banking facilities, advice, affordable loans and life insurances.

**Performance indicators**

- A minimum of 12,000 advice cases dealt with in the following areas: income maximisation/specific for welfare benefits; homelessness; employment; and, immigration and asylum per annum.
- A minimum of 12,800 hours of advice delivered per annum.
- A minimum of £1.6 million gained for clients from advice per annum.
- A minimum of £200,000 given in loans to new borrowers per annum.
- A 10% increase in savings per annum.

**Funding** £681,000 per annum for 3 years

**Indicative awards** 3

**Responsible Officer** Connie Mante  
 Voluntary Sector Development Manager,  
 Chief Executive's Department,  
 Waltham Forest Town Hall, Forest Road, Walthamstow, London E17 4JF

020 8496 4120  
 Connie.Mante@walthamforest.gov.uk

## Safer and Stronger Communities

Outcome 3 Improve the quality of life of people in the most disadvantaged neighbourhoods, and ensure service providers are more responsive to neighbourhood needs, and service delivery is improved.

Key targets Reduce the number of Waltham Forest neighbourhoods in the 10% most deprived nationally.

### Service 9

**Service description** Accredited multilingual advice services and casework for newly arrived communities. The advice will cover the areas of welfare benefits, housing, education, employment, health, immigration and asylum. The services must be accessible face-to-face, electronically and by telephone.

**Performance indicators**

- Number of advice cases dealt with, and breakdown by the area of advice, and the language in which it is delivered.
- Amount of money gained for clients from advice.
- Number of advice hours and percentage delivered by qualified advice staff.
- Percentage breakdown of advice delivery via email, telephone and face-to-face and length of time taken for response.
- Activities undertaken to develop more co-ordinated and joined-up advice provision.

**Funding** £143,000 per annum for 3 years

**Indicative awards** 3

**Responsible Officer** Connie Mante  
Voluntary Sector Development Manager,  
Chief Executive's Department,  
Waltham Forest Town Hall, Forest Road, Walthamstow, London E17 4JF

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## Safer and Stronger Communities

Outcome 3 Improve the quality of life of people in the most disadvantaged neighbourhoods, and ensure service providers are more responsive to neighbourhood needs, and service delivery is improved.

Key target Reduce the number of Waltham Forest neighbourhoods in the 10% most deprived nationally.

### Service 10

**Service description** A support service for street homeless people, to include direct access hostel provision, day services and outreach work, and the co-ordination and referral between services, in partnership with other agencies. The service will also include the collation and provision of management information and data in relation to homelessness, and outcomes for homeless people using these services.

**Performance indicators**

- Ensure number of rough sleepers in Waltham Forest is under 10 per night.
- Provide direct access hostel for up to 25 street homeless per night/ 168 hours of support per week.
- Provide day service activities for street homeless.
- Conduct outreach work to street homeless in hot spot areas including 2 street counts per year.
- Comply with all performance indicators under the Supporting People programme (housing related support).
- % of users experiencing tenancy breakdown in duration of support no more than 20%.
- % of users experiencing tenancy breakdown within 6 months of leaving the service no more than 10%.
- Number of hostel users returning to the street not to exceed 30%.
- Diversion of 10% of new arrivals.

**Funding** £41,000 per annum for 3 years

**Indicative awards** 1

**Responsible Officer** Yvonne Toms  
Supporting People Unit Head, Community Services – Housing,  
LBWF Community Services: Housing, Willow House, 869 Forest Road,  
London E17 4UH

020 8496 6505  
Yvonne.Toms@walthamforest.gov.uk

## Safer and Stronger Communities

Outcome 4	Public spaces are cleaner, greener and safer
Key targets	<ul style="list-style-type: none"> <li>● Reduce the gap between the borough and the London average for the percentage of users surveyed rating parks, playgrounds and opens spaces as good or excellent.</li> <li>● Reduce the gap in aspects of liveability between the worst neighbourhoods and the rest of the borough, with a focus on litter and detritus.</li> </ul>

## Service 11

Service description	<p><b>A professional support, development and promotion service for Friends groups. The service will include:</b></p> <ul style="list-style-type: none"> <li>● <b>Helping Friends groups to become more representative of their local community;</b></li> <li>● <b>Facilitating some groups in a move towards self-management of the sites in which they have an interest;</b></li> <li>● <b>Developing Friends groups into sustainable, self-reliant organisations with a broad membership base and appropriate organisational structure;</b></li> <li>● <b>Increasing the number of Friends groups by encouraging and helping active members of the community to initiate new groups.</b></li> </ul>
Performance indicators	<ul style="list-style-type: none"> <li>● Number of Friends groups established.</li> <li>● Number of new members recruited from under represented groups.</li> <li>● Number of groups registered as independent organisations.</li> <li>● Number of Council sites managed by Friends groups.</li> <li>● Percentage of services users/ clients who attend a one-off meeting that complete the survey.</li> <li>● Percentage of service users rating the service as good or excellent.</li> </ul>
Funding	£25,000 per annum for 3 years
Indicative awards	1
Responsible Officer	<p>Nick Burton            Head of Green Spaces, Low Hall Depot, Argall Avenue,            Leyton, London E10 7AS</p> <p>020 8496 2599            nick.burton@walthamforest.gov.uk</p>

## Safer and Stronger Communities

Outcome 4	Public spaces are cleaner, greener and safer
Key targets	<ul style="list-style-type: none"> <li>● Reduce the gap between the borough and the London average for the percentage of users surveyed rating parks, playgrounds and opens spaces as good or excellent.</li> <li>● Reduce the gap in aspects of liveability between the worst neighbourhoods and the rest of the borough, with a focus on litter and detritus.</li> <li>● Reduce the amount of residual waste.</li> <li>● Reduce enviro-crime.</li> </ul>

## Service 12

Service description	<p><b>A community based environmental service, focused on the following:</b></p> <ul style="list-style-type: none"> <li>● <b>Promoting recycling and waste minimisation, minimising pollution and energy use, particularly targeting low income households;</b></li> <li>● <b>Increasing community activities within green spaces, to improve and protect the natural environment.</b></li> </ul>
Performance indicators	<ul style="list-style-type: none"> <li>● Number of environmental awareness raising sessions held.</li> <li>● Number of community activities undertaken within green spaces to improve and protect the natural environment.</li> <li>● Number of local people participating in the activities.</li> <li>● Number of house recycling pick-ups made.</li> <li>● Number of people attending community events.</li> <li>● Percentage of participants in activities from under represented groups.</li> </ul>
Funding	£41,000 per annum for 3 years
Indicative awards	2
Responsible Officer	<p>Sue Goff Education and Promotion Officer, Low Hall Depot, Argall Avenue, Leyton, London E10 7AS</p> <p>020 8496 2575 sue.goff@walthamforest.gov.uk</p>

## Children and Young People

Outcome 2 Improve learning and outcomes for children in the foundation stage and Key Stage 1

Key target

- Increased supply of quality childcare support.
- Increased number of lone parents accessing work.

### Service 13

**Service description** A professional support service to new and existing childcare providers, to enable them to become sustainable and self-financing as quickly as possible. This will include:

- Advice and support on business planning, fundraising, financial management, quality improvement, performance management, and accommodation and staffing issues;
- The development of consortiums of providers;
- Administration of £20k per annum (over 3yrs) grant scheme to support groups that need time limited gap funding to aid sustainability and to replace equipment.

**Performance indicators**

- Number of childcare providers supported to become financially independent.
- Percentage of childcare providers rating the service as good or excellent.

**Funding** Total £60,000, per annum for 3 years

**Indicative awards** 1

**Responsible Officer** Mary O'Reilly  
 Head of Early Years and Play Service,  
 2nd Floor, Silver Birch House, Uplands Business Park,  
 Black Horse Lane, Walthamstow, E17 5SD

020 8496 3557,  
 Mary.OReilly@walthamforest.gov.uk

## Children and Young People

Outcome 2 Improve learning and outcomes for children in the foundation stage and Key Stage 1

Key targets

- Increased supply of quality support for parents, carers and children.
- Increased number of lone parents accessing work.

### Service 14

**Service description** A service to support voluntary sector childcare providers prepare for the increase of the Free Early Education Grant hours from 12.5 hrs a week for 38 weeks to 15hrs by 2010. We are currently working with the DfES /Surestart Unit to develop our policy as we want to review the options available to us. These will depend on the collaboration of the childcare providers and schools. This increase of education provision for children will help parents to access employment and training.

**NB This service is in development and will not, therefore, follow the standard commissioning timetable. Further information will be issued later this year on the priorities and process for accessing funding.**

Performance indicators Key performance indicators to be determined.

Funding £83,000 per annum for 3 years

Indicative awards 29

Responsible Officer Mary O'Reilly  
Head of Early Years and Play Service,  
2nd Floor, Silver Birch House, Uplands Business Park,  
Black Horse Lane, Walthamstow, E17 5SD

020 8496 3557  
Mary.OReilly@walthamforest.gov.uk

## Children and Young People

Outcome 3 Young people have more opportunities to realise their potential, through education, training and employment.

Key targets

- Increase the proportion of pupils in the identified schools that achieve L4+ in English and Maths at KS2.
- Increase the proportion of pupils in the identified schools achieving 5+ A\*-C GCSE Grades or equivalent.
- Improve progression opportunities for young people.

## Service 15

**Service description** Over the past year Waltham Forest has developed three geographical Area Partnerships to deliver extended services to the local community. Each Area Partnership comprises key partners including schools, Primary Care Trust, social care providers, Children's Centres, adult/family learning providers, out of school hours learning providers, libraries and voluntary and community groups.

Successful groups will be key partners in one of the three Area Partnerships to deliver study support activities to raise the academic aspirations and achievement of pupils, particularly amongst under-performing groups in the schools identified below. Priority will be given to groups that can demonstrate their partnership working with these schools and other organisations, a commitment to work with the Area Partnerships, a commitment to work towards a quality assurance scheme, evidence the service is needed and how the expected outcomes of the project meet the key targets.

The identified secondary schools for the 5+ A\*-C GCSE/GNVQ or equivalent target are:  
Aveling Park, George Mitchell, Norlington Boys,  
Rushcroft Walthamstow Academy.

The identified schools for the KS2 targets are:

*English:*

Ainslie Wood Primary, Edinburgh Primary, Chase Lane Junior, Mayville Primary.

*Maths:*

Downsell Primary, George Tomlinson Primary, Thomas Gamuel Primary, Chapel End Junior, Davies Lane Primary, Newport Primary, Hillyfield Primary, Wellington.

*English and Maths:*

Baumont Primary, The Winns Primary, Church Mead Junior, Chingford Hall Primary, South Grove Primary, Sybourn Junior, The Woodside Primary.

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Performance indicators

- Number of children receiving study support achieving national targets at Key Stage 2 and 4 in the identified schools.
- Study support activities provided by qualified staff.
- Number of individual learning plans agreed and completed.

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Funding

£102,000 per annum for 3 years.  
Services will be funded up to £5,000 per year to deliver study support activities.

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Indicative awards

25

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Information Session

Wednesday 18th October 2006 at 6pm at the Education Centre in Queens Road, Walthamstow, E17 8QS

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Responsible Officer

Amanda Daoud  
External Funding Manager, EduAction, Education Centre,  
Queens Road, Walthamstow, London E17 8QS

020 8496 5689  
Amanda.daoud@walthamforest.gov.uk

## Cross Cutting Services

Key Outcomes                      The services will contribute to outcomes in all LAA blocks.

Key targets                              Linked to all LAA key targets.

## Service 16

**Service description**            **A community based service to identify and meet the needs of the African-Caribbean communities in Waltham Forest, through the provision of key services to residents, representational services and partnership work with statutory and local organisations. The service will include facilitation of consultation, research and communication between the local authority and African-Caribbean communities** **Key services are:**

- **Appropriate adult educational initiatives;**
- **Support and advisory services;**
- **Health awareness and information services;**
- **Support and development opportunities for children and young people;**
- **Communication services, including newsletters and events.**

**Performance indicators**

- Number of hours of advocacy and support provided to individuals.
- Number of hours of adult education.
- Number of hours of education/study support for young people.
- Number of research projects undertaken into the specific needs of the African-Caribbean communities.
- Number of partnership projects delivered with statutory sector as a result of needs analysis.
- Number of advocacy/support hours provided by volunteers.

**Funding**                                      £60,000 per annum for 3 years

**Indicative awards**                      1

**Responsible Officer**            **Connie Mante**  
**Voluntary Sector Development Manager,**  
**Chief Executive’s Department,**  
**Waltham Forest Town Hall, Forest Road, Walthamstow, London E17 4JF**

020 8496 4120  
 Connie.Mante@walthamforest.gov.uk

## Cross Cutting Services

Key Outcomes            The services will contribute to outcomes in all LAA blocks.

Key targets                Linked to all LAA key targets.

## Service 17

**Service description**    **A community based service to provide a range of information and support to lesbian, gay, bisexual and transgender communities in Waltham Forest, and to undertake representational services and partnership work with statutory and local organisations.**

Performance indicators    ● Number of support hours provided.  
 ● Number of people supported.  
 ● Number of representational activities undertaken.  
 ● Number of advocacy/ support hours provided by volunteers.

Funding                    £26,000 per annum for 3 years

Indicative awards        1

Responsible Officer      Connie Mante  
 Voluntary Sector Development Manager,  
 Chief Executive's Department,  
 Waltham Forest Town Hall, Forest Road, Walthamstow, London E17 4JF  
  
 020 8496 4120  
 Connie.Mante@walthamforest.gov.uk

## Cross Cutting Services

Key Outcomes                      The services will contribute to outcomes in all LAA blocks.

Key targets                              Linked to all LAA key targets.

### Service 18

**Service description**            **A service to promote, develop and support arts in Waltham Forest. The service is to cover the whole borough, and will include:**

- **Administration of a (£20,000) small grants scheme, to support a range of small scale arts projects and events that reflect the needs of the diverse ethnic and cultural community in Waltham Forest, are accessible to people with disabilities, encourage volunteerism, are complementary to those provided by the public sector, and reflect one or more of the Arts Strategy outputs;**
- **Award five grants to local film makers annually;**
- **Provision of training and professional development support to community arts administrators and artists;**
- **Provide support to arts organisations in securing external funding.**

Performance indicators            ● Percentage of customers rating the service as good or excellent.  
 ● Percentage of total number of participants in arts and events activities from under represented groups.  
 ● Number of voluntary sector arts organisations achieving Levels 1 and 2 PQASSO quality assurance assessments.  
 ● Amount of external funding secured in support of arts and events programmes.  
 ● No of individuals from voluntary sector arts organisations completing training seminars and courses in arts and events management.

Funding                                      £45,000 per annum for 3 years

Indicative awards                      1

Information Session                  Saturday 14th October, 12 noon to 5pm at WF Theatre, Winns Terrace, London E17 5EH

Responsible Officer                  Eamonn O’Machail  
 Head of Arts, Events and Music Services, Lifelong Learning,  
 Silver Birch House, Uplands Business Park, Blackhorse Lane,  
 Walthamstow, E17 5SD

020 8496 3582  
 eamon.omachail@walthamforest.gov.uk

## Cross Cutting Services

Key Outcomes                      The services will contribute to outcomes in all LAA blocks.

Key targets                         Linked to all LAA key targets.

## Service 19

<b>Service description</b>	<p><b>Delivery of arts activities for young people of school age outside school times. Services to be delivered must:</b></p> <ul style="list-style-type: none"> <li>● <b>Make specific provision for creative learning in Black and Asian art forms;</b></li> <li>● <b>Involve work with competent and professional artists;</b></li> <li>● <b>Be complementary to those youth arts activities provided by the public sector.</b></li> </ul>
Performance indicators	<ul style="list-style-type: none"> <li>● Number of young people engaged in the public performance or exhibition of creative work.</li> <li>● Percentage of spend on BME specific arts activities.</li> <li>● Percentage of total number of participants in arts and events activities from BME groups.</li> <li>● Percentage of service users rating the service as good or excellent.</li> <li>● Amount of external funding secured in support of arts and events programmes.</li> </ul>
Funding	£30,000 per annum for 3 years
Indicative awards	2
Information Session	Saturday 14th October, 12 noon to 5pm at WF Theatre, Winns Terrace, London E17 5EH
Responsible Officer	<p>Eamonn O'Machail            Head of Arts, Events and Music Services, Lifelong Learning,            Silver Birch House, Uplands Business Park, Blackhorse Lane,            Walthamstow, E17 5SD</p> <p>020 8496 3582            eamon.omachail@walthamforest.gov.uk</p>

## Cross Cutting Services

Key Outcomes            The services will contribute to outcomes in all LAA blocks.

Key targets                Linked to all LAA key targets.

## Service 20

**Service description**    **Improve the creative opportunities for disabled and older people. Services to be delivered must:**

- **Involve older and disabled people in the design and delivery of programmes;**
- **Make specific provision for creative learning in Black and Asian art forms;**
- **Involve work with competent professional artists;**
- **Be complementary to those arts activities provided by the public sector.**

**Performance indicators**

- Number of older and disabled people engaged in the public performance or exhibition of creative work.
- Percentage of total number of participants in arts and events activities from BME groups.
- Percentage of total participants in arts and events activities that are disabled or older people.
- Percentage of service users rating the service as good or excellent.
- Amount of external funding secured in support of arts and events programmes.

**Funding**                    £20,000 per annum for 3 years

**Indicative awards**        2

**Information Session**     Saturday 14th October, 12 noon to 5pm at WF Theatre, Winns Terrace, London E17 5EH

**Responsible Officer**      Eamonn O'Machail  
Head of Arts, Events and Music Services, Lifelong Learning,  
Silver Birch House, Uplands Business Park, Blackhorse Lane,  
Walthamstow, E17 5SD

020 8496 3582  
eamon.omachail@walthamforest.gov.uk

## Cross Cutting Services

Key Outcomes            The services will contribute to outcomes in all LAA blocks.

Key targets                Linked to all LAA key targets.

## Service 21

**Service description**    **Provide creative learning opportunities that give expression to local cultural heritage.**

Performance indicators

- Number of young people engaged in the public performance or exhibition of creative work.
- Percentage of total number of participants in arts and events activities by disabled people, older and BME groups against total participation.
- Percentage of customers rating events and activities programme as good or excellent.
- Amount of external funding secured in support of arts and events programmes.

Funding                    £10,000 per annum for 3 years

Indicative awards        2

Information Session      Saturday 14th October, 12 noon to 5pm at WF Theatre, Winns Terrace, London E17 5EH

Responsible Officer      Eamonn O'Machail  
Head of Arts, Events and Music Services, Lifelong Learning,  
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