

APPENDIX

Creating Stronger Communities

1. Summary

- 1.1. This paper explains the creation of a new directorate 'Stronger Communities' within the Deputy Chief Executive's portfolio. Its core mission is to supercharge a paradigm shift towards prevention.
- 1.2. The new directorate has brought together all the preventative services and levers that are currently dispersed across the council under one umbrella, allowing a much more holistic and integrated approach.
- 1.3. A renewed Digital, Data and Technology service is included within Stronger Communities to develop an insight and evidence led approach to prevention, decision making and improving resident experience.
- 1.4. Stronger Communities will be a key enabler of cross council transformation. Early intervention in a joined-up way by the Council will deliver clear benefits to residents because they will receive the support they need at the earliest possible opportunity. Intrinsicly linked to the Benefits Realisation Model if prevention and delay is achieved there will be a reduction in users of our most acute and costly services. In the short-term there will be opportunity for savings through the identification of duplication in service delivery and appropriate rationalisation and reduction.
- 1.5. Additional transformational resource expertise and capacity is being explored and deeper service and programme design will be carried out as part of the wider transformation programme.

2. Background

2.1. The Burning Platform for Change

- 2.1.1. The web of challenges and crises that residents face is fuelling inequality and generating poverty across Waltham Forest. Increasingly this means they are accessing our most acute and costly services in greater numbers and at an earlier age.
- 2.1.2. There are primarily four burning platforms that create the case for radical change in the Council if we are to respond and provide the right support at the right time to residents:
 1. Adult social care requests are rising and people needing help at a younger age
 2. Rising unaffordability of housing and associated costs
 3. High levels of child deprivation
 4. A lack of good quality, secure, and well-paid work
- 2.1.3. Many of these challenges are shared with other local authorities and the pressure is often created by factors outside our control or decisions being made by central government. However, there are local factors at play too. Over the last five years ASC requests have increased by 32% and those needing help are getting younger. We also have the fifth highest level of child deprivation across London.

2.1.4. Stronger Communities will look to drive public reform and tackle six key problems to become a modern, data-led council:

1. Data is not used effectively to predict problems and therefore we are unable to proactively support residents.
2. When talking about prevention, we don't always know who we are talking about and there is not a clear picture of the cohorts and the point where early intervention would have the greatest impact.
3. We don't have the staff capabilities or joined-up systems to view and support families holistically. We are missing early signals, allowing resident challenges then escalate and require more acute support.
4. Resident touchpoints and front doors are disconnected which prevents them getting the right help and the right time.
5. Residents spend too much time chasing existing issues, leading to frustration and repeat contacts as well squandering council resources.
6. We do not work effectively across departments or with partners to address inequalities and preventative services are dotted around the council, meaning some residents will not get support at the right time.

3. The Council's Response – Stronger Communities

3.1.1. To address the dual issue of residents falling into greater vulnerability and the council needing to become a financial sustainable organisation, we have created a new directorate that supercharges prevention and elevates it as a core corporate mission for all staff.

3.1.2. This has provided the opportunity to pool budgets, expertise and strategic levers to assure that all preventative services are working towards common goals and residents receive an integrated, joined-up service.

3.1.3. The intention will not to be create a new silo, but to ensure there is cross-council transformation and the directorate would work particularly close with social care, housing, and Community Safety teams to support independence and keep residents safe.

3.1.4. The move to a prevention and a Stronger Communities directorate will primarily work with residents with emerging needs. It will also have strong interactions with those who may have multiple needs. Additionally, it will work with closely with those services working with individuals with complex and acute needs.

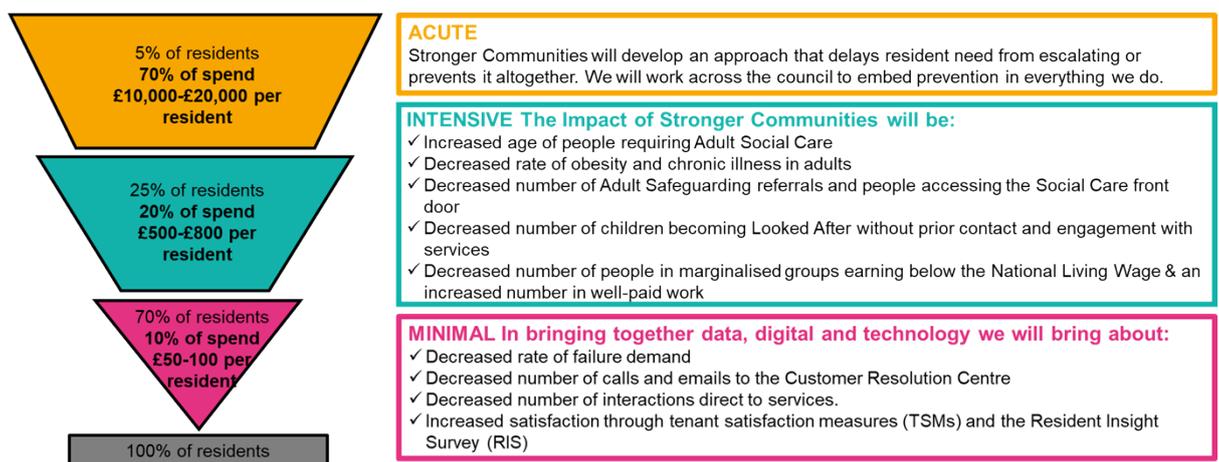
3.1.5. The services we have brought together into the new directorate take a life course approach and aim to help people access the services at the time they need them and in a place they feel comfortable.

3.2. Measuring Outcomes – Benefits Realisation Model

3.2.1. Stronger Communities is a key enabler in the success of the Benefits Realisation Model. Driven through an overall case for change where improving outcomes and experiences for residents is the number one driver for transforming and our services and creating a preventative directorate.

3.2.2. Central to this will be the long-term financial sustainability of the Council and tackling the inequalities that exist in our borough. The Benefits Realisation Model allows us to see and feel what needs to shift if we are to be successful in this mission and be able to measure against them.

- 3.2.3. Initially, we need to create the foundation that will ensure the universal services and those used by 70% of residents are running efficiently and the Council is not focusing resource on multiple contacts and failure demand. This will be achieved through the Council's Resident Experience work and the transformation programme of bringing together the Digital, Data and Technology Services in one place. Getting these services right will be crucial to freeing up time and spend on the Intensive services that around 25% of residents use.
- 3.2.4. Unifying preventative services that touch residents at key transition points throughout their life will mean they are getting the support they need at the earliest possible point. These interventions may be small when viewed in isolation but when delivered on a mass scale they will contribute to greater outcomes on a population level.
- 3.2.5. Over time, we would expect to see the age of people requiring Adult Social Care to come down, health outcomes improve, and more people in marginalised groups earning more money at work.



3.3.1 Dial up areas

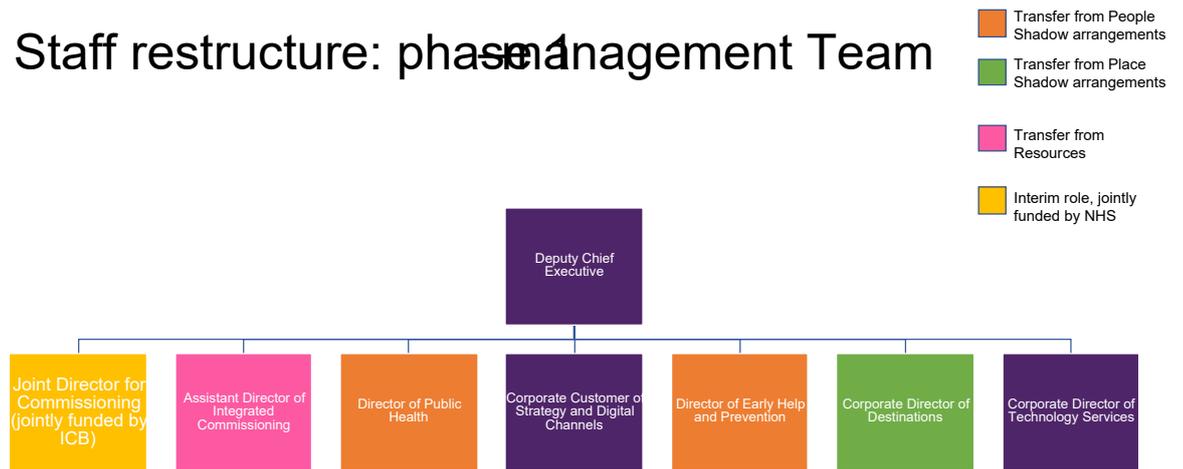
3.3.2 There are five dial up areas that the council will need to focus on to realise the vision of an embedded preventative vision and model. These are the things that the Council can do differently with the services in one place, working towards a common goal.

- Data & Insight
- Community Front Door & Assets
- Strategic Commissioning
- Community Action & Resilience
- Resident Experience & Making Every Contact Count

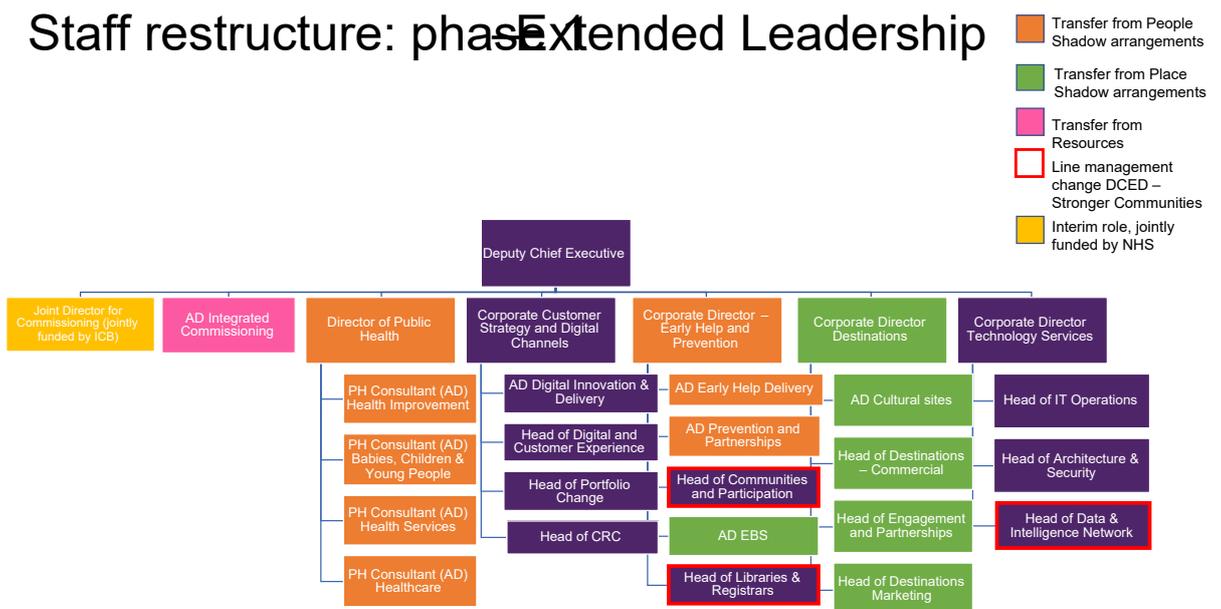
4. Organisational moves

4.1. The Initial phase of creating the Stronger Communities team took place on 2nd January 2024. This move was a simple change of management reporting lines to align the core services and 'as is' management structures. This move was made to enable immediate collaborative working and co-design of the new model. The new management structures are shown below. Due to senior officer long term absences, some of these organisational moves have been implemented as shadow arrangements as per the below:

Staff restructure: phase 1 management Team



Staff restructure: phase 2 Extended Leadership



4.2 Co-design of the organisational model

Further organisational moves may follow as the teams come together collaboratively to build the future model. The appropriate staff consultation will take place accordingly.

4.3 Mission Waltham Forest - Moves from Deputy Chief Executive to Chief Executive

In parallel to the creation of the Stronger Community directorate, three corporate director roles have moved in the interim from reporting to the Deputy Chief Executive to report to the Chief Executive. These moves have been timed to coincide with the creation, design, adoption of and delivery of Mission Waltham Forest, therefore aligning this crucial piece of Chief Executive and member led work with the supporting strategy, change, culture, workforce, and communications functions. Subsequently, the following roles report into the Chief Executive as of 2nd January in a shadow arrangement:

- Corporate Director of Strategy and Change – Jonathon Lloyd
- Corporate Director of Communications and Campaigns – Eddie Townsend
- Corporate Director of Culture & Workforce Development – Lee Witham