

## Creating Futures: Our five driving principles

### Our unique strengths

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Our greatest asset is our community, with its wealth of talent, energy and resilience. We want to build on this by giving residents the tools to strengthen their networks and improve their health and wellbeing. There are also specific challenges we want to help people tackle.

Too many of our residents are in low paid jobs or are locked out of the job market, while others cannot imagine ever owning their own home or do not even have a decent roof over their head. We need to support them with prospects, opportunity and choice.

The borough has many wonderful assets from its green spaces to its rich cultural heritage. But it is at a significant crossroads. The pace of change as east London develops is greater than

ever before. We want to harness that change, and ensure every resident gets to share in the benefits. To do this, we aim to work with our residents and businesses to provide more leisure facilities, an improved night time economy, better health and GP facilities, and the social infrastructure that will ensure Waltham Forest is a place for everyone.

Within the Council, our greatest assets are our people, who are committed to improving the life chances of our residents. We need to properly value them, support them and enable them to deliver services in an efficient and friendly way.

The Council's greatest physical asset is the Town Hall. We need to make the very best of the opportunity to regenerate this site, creating an amazing place to visit, the most efficient site to work from, an exemplar of partners working in unison, and a place open to residents who have a stake in it.

## Return on investment



Strong financial grip has been one of our core strengths over the past eight years. Independent financial assessments undertaken in Autumn 2017 have strongly endorsed our financial strategy and approach. In their words, we are in an enviable position to plan our next moves. This position not only needs to be maintained but enhanced.

Creating Futures will help us relentlessly focus on achieving maximum return on any investment made. If activity does not achieve an outcome we should not be doing it. If we are not properly managing and targeting demand, we will need to refocus. We will be looking for those interventions, innovative or traditional, that most make a difference.

We will benchmark against the best and if our return on investment is lower, we will learn, change and improve. This approach will be applied unwaveringly to our service provision. We can no

longer continue to provide services or intervention where we cannot prove strong outcomes which make people's lives better. Although this sounds hard-edged, the financial and people impacts of failing to focus reduced resources on those things which make the biggest impact is unsupportable. We will work with our community to find the best ways to deliver interventions and support.

Our investments will look to maximise ethical returns. We will invest directly and indirectly to create the conditions to encourage external investment. Through this we will achieve a competitive edge and be the first choice for investment. By reinvesting in our social and physical infrastructure, we will enable all our community to benefit from the prosperity we can achieve. This approach can already be seen in the Council's approach to redeveloping the Town Hall Campus and our wider estate, where we will bring 350 new homes into the borough while investing in service provision and our heritage buildings.



## People focussed



People are not service requests and they are not case numbers. We need to treat people like people. They are individuals with hopes, aspirations, wants and needs. Creating Futures will focus the Council on how we can better serve those that need us in a modern, friendly and efficient way, making things easier and more immediate through technology.

We will extend and enhance our 'think family' approach, helping those that need our help through their lives in a seamless way and enabling others to help themselves. We will protect and keep safe our most vulnerable residents while adopting an approach which acknowledges that self-directed care within a supportive community environment provides the best possible outcomes for individuals and families.

## New relationships



Creating Futures will create a new relationship with our residents; changing the way we work with one another, empowering residents and connecting communities. We will commit to ensuring residents are more engaged and involved in the decision making of the Council, recognising that they are often better placed to decide how services are shaped or deliver them directly themselves. By empowering residents, we aim to encourage greater citizen participation encouraging residents to support community activism, volunteer or set up a social enterprise. We will provide residents with the tools to support and help one another.

By collaborating even further with our partners, we aim to eradicate health and social inequalities in the borough and provide better value for money for council tax payers by reducing duplication. We are much stronger and more able to tackle issues such as gang crime, mental health, homelessness and radicalisation if we work together, utilising all the assets of the community.

## New ways of working



Creating Futures will shift the culture of our workforce to enable the Council's asset-based approach. We will support our staff to be more engaged with the community we serve, more commercially-minded and more technologically savvy. New technology will enable the Council to support and connect people and communities in new, more efficient and effective ways. Prototyping and piloting new solutions before adopting them will allow us to pick what works best for our community.

The skills and the way the Council deploys its resources will need to change. We will need to invest in capability to achieve maximum return on investment and demand management. We will disinvest in those areas that fail to achieve this. We will invest in productive technology and community engagement and disinvest in processes that are wasteful or not delivering sufficient return.