

## Notice of KEY Executive Decision

<b>Subject Heading:</b>	<b>Together with Communities</b>
<b>Cabinet Member:</b>	Councillor Damian White
<b>SLT Lead:</b>	Jane West
<b>Report Author and contact details:</b>	Jacqui Cayenne 01708434627 <a href="mailto:Jacqui.cayenne@havering.gov.uk">Jacqui.cayenne@havering.gov.uk</a>
<b>Policy context:</b>	The proposed programme is intended to set out the delivery model and framework to work with our communities successfully supporting the development of shared community ambition and a view of Havering as the ‘best place to live’ effectively managing the growth and change ahead of us ensuring the best outcomes for Havering.
<b>Financial summary:</b>	The proposals in this report require a one-off investment of £175,622 from January 2020, to be spent over 15 months to develop the delivery model and pilot the approach. In return for this investment, the Council will benefit from being able to identify the long-term efficiency savings needed to reduce costs to the Council.

**Key Executive Decision**

<b>Reason decision is Key</b>	Significant effect on two or more Wards
<b>Date notice given of intended decision:</b>	16/09/2019
<b>Relevant OSC:</b>	N/A
<b>Is it an urgent decision?</b>	No
<b>Is this decision exempt from being called-in?</b>	No

**The subject matter of this report deals with the following Council Objectives**

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

## **Part A – Report seeking decision**

### **DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION**

1. This paper sets out the proposal to develop a Council-wide approach for working in partnership with the Havering 'system' and our communities addressing the challenges of maintaining and building community cohesion and civic pride during an anticipated period of significant change and population shift. The purpose of the programme is to ensure that we develop appropriate solutions to the effective management of reducing resources at a time of rising population and pressure on public services.
2. Funding of £175,622 is requested from the Transformation Fund for the 'Together with Communities' programme to continue funding the Programme Management resource within the Transformation Team, to run from January 2020, to realise the long term efficiency savings in the delivery of services working with our residents which will:
  - Develop the target operating model to engage effectively with our communities across Havering
  - Pilot the new ways of working; testing our approach in Harold Hill and Rainham
  - Produce a review by the end of March 2021 of 'what works', 'what needs work' and 'what needs a re-think' and recommendations for the way forward
  - Allow time to identify options for alternative funding of this programme of work, either through reorganisation of existing Council resources, bids for external funding, or reallocation of priorities
3. This first phase of the programme will invest in the specialist resource of a Programme Manager and Project Manager to support the management and governance of the programme and will collaborate with existing projects including Local Area Co-ordination, Localities and Community Hubs joint working with Community Development, Regeneration and Housing teams to:
  - create a new community engagement framework and toolkit to increase participation
  - establish new networks; bringing local businesses, key public services, community voluntary sector together to share collective thinking and resources
  - develop a strategic and co-ordinated approach to working with communities
  - create new opportunities for residents to help themselves and each other through encouraging them to participate in delivering initiatives to improve their local areas and the communities in which they live through the Community Hubs, focus groups and online networks.

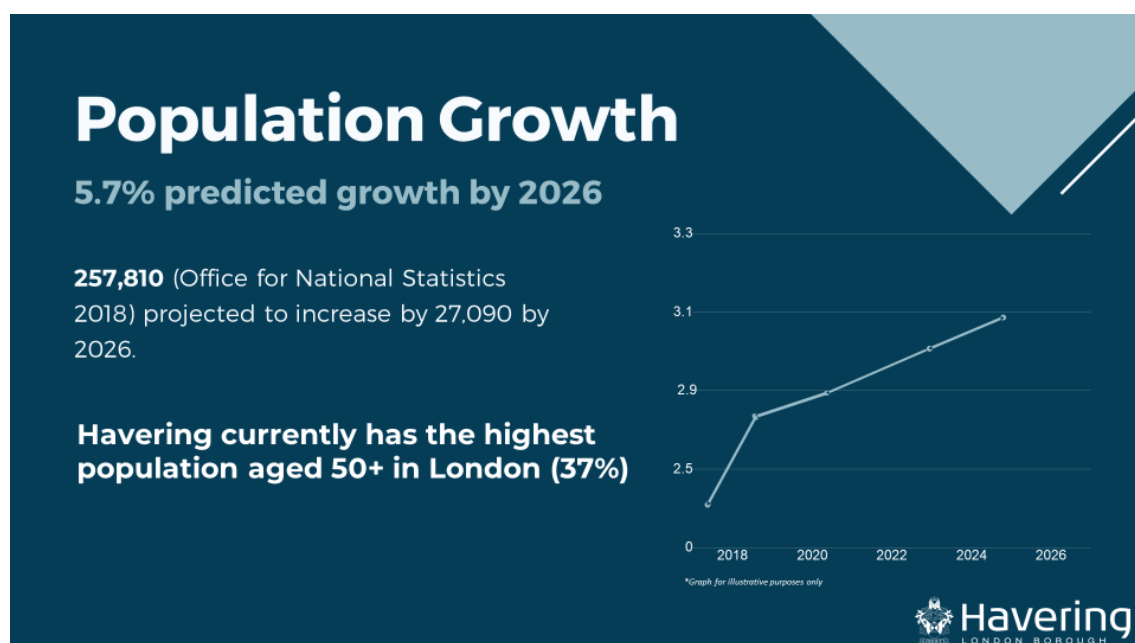
### **AUTHORITY UNDER WHICH DECISION IS MADE**

The decision is made by The Leader of The Council.

Under Part 3 Paragraphs 2.1 (d), (g) and (h) the Cabinet has authority:

(d) To determine the Council's policy, strategy and programme in relation to the area and in respect of all Executive matters.

### **STATEMENT OF THE REASONS FOR THE DECISION**



1. With the predicted population growth, it is imperative we develop greater involvement from our communities ensuring we develop appropriate solutions to the effective management of reducing resources at a time of rising population and pressure on public services. We need to create a collaborative public sector approach that is flexible and responsive to ensure our communities are sustainable and everyone is able to live a good quality of life.
2. We need to ensure that we reach out to all communities in the borough, particularly those who may find it hard to access services and those whose voices are seldom heard. In particular, we need to ensure that we engage with hard to reach communities and individuals on matters that are relevant to them and affect their lives. Havering is embarking on an ambitious period of change where there will be an increasing ask for communities to identify, design and own solutions and services within their area.

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3. The 'Together with Communities' programme is needed as part of a bigger strategic shift to:
  - a) empower our communities to do more for themselves by providing the skills they need to be self-reliant as we step back from non-statutory reducing pressure on council services to help us to manage future demand and realise long-term savings
  - b) develop greater engagement and trust working in partnership with communities increasing aspiration for the borough and for themselves
  - c) work in greater partnership with the voluntary, community and business sectors developing alternative solutions as Local Government steps back from non-statutory provision
4. The intention is to ensure we build on the things we all love about our borough, effectively plan together for our future and create independence, self-management and capacity to adapt to a changing world, for our residents and wider communities. The programme will deliver better coordination and strategic management of outcomes for our borough and communities, creating the narrative across the council what will develop the wider Place Strategy for Havering to realise:
  - a) Havering as a destination of choice to live and work – creating a vibrant economy, affordable housing and a clean, attractive environment across the borough, in partnership with our residents and partners.
  - b) A borough where we enable diverse and thriving communities to realise their best potential; working together with the Council to drive safety, well-being and civic pride
  - c) Improved engagement and dialogue with our communities about the shape and direction of the Borough – building on the best of what we already have
  - d) Developing positive plans for the challenges ahead, learning across the 'system' (public sector, voluntary sector and business communities, as well as from our residents) to address well-being, safety, resilience and cohesion challenges – as well as making best use of shared assets and resources, where sensible and practical
  - e) Collaborative planning and management of the impact and opportunities for communities, created by changes to our built environment and transport infrastructure, inward investment and our ambition to increase educational and employment aspirations for all
  - f) Working with local communities and business, learning from each other to shape services and strategies focussed on aspirations and local ambitions, as well as needs
  - g) Coherence, consistency and a strategic, collaborative approach to delivering our ambitions.
5. There are currently a range of projects that the Council are undertaking that this programme will support, harnessing the collective potential to deliver our ambitions. This programme will not duplicate delivery but will work collaboratively with programmes to strengthen existing activity and planned projects such as Regeneration; ensuring our communities are successfully enabled to shape and create the places where they want to live; by developing the framework to work

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collaboratively with residents and improving the use of limited resources by developing the toolkit to increase engagement, providing training and development for staff from across the Council.

6. We, alone cannot realise the best for our borough - to do this we have to work effectively with our partners including the Voluntary Community Sector, Public Health, local businesses and our Joint Venture Partners; whether it's making our communities safe, our town centres more vibrant or our environment cleaner. We have to have strong relationships, which means developing partnerships and working more collaboratively for the whole borough. It is also fundamental to success to create better partnerships with our residents to help us set priorities for our borough, which in turn will help us realise improved return on investment from appropriate targeting and interventions to realise long-term efficiency savings needed to reduce unnecessary costs to the Council.
7. The programme has been designed into three areas to develop the Community Borough and inform the way we deliver our Physical and Environment Borough;
  - **Community Borough** – addressing the challenges of maintaining and building cohesion and civic pride during an expected period of significant change and population shift. Ensuring that our communities value and protect everyone and that they work together to develop local solutions to challenges. We need to build employment, skills, opportunities and capabilities to encourage businesses to invest and the Community Voluntary Sector to grow in our Borough.
  - **Physical Borough** – align community engagement and development with Regeneration, growth and the Local Plan, to ensure that our communities are involved with and prepared for, the growth of the borough in terms of population, and housing. Ensuring development is well planned and responsive to emerging ambitions and needs across our communities and businesses.
  - **Environment Borough** – working with communities to address the challenges of climate change, keeping the borough clean and making better use of our green spaces, including verges and trees, supporting on-going awareness and improvement in waste reduction, re-use and recycling.
8. Together with Communities will deliver the following outcomes:

**Shared Accountability** - empowering communities to improve their local community using regeneration and growth as levers for improved ambition and aspiration.

**Working Together** – living our vision and commitments, extending our values and behaviours to the way we work with everyone ensuring we have a fair and inclusive Borough to live, work and visit.

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**Social Cohesion** – people feeling that they belong to their community, they are engaged and actively participate trusting everyone around them including those from different cultural and social backgrounds.

**Social Capital** – freedom and permission to innovate, creating opportunities to enable more people to contribute and address shared challenges building on strengths of local residents and that of the area.

9. If we are successful we should expect to see the following:

- The numbers of people requiring our services and support will be better managed
- People playing an active role in the regeneration plans for their area
- Potential to transfer services and/or Community Assets to Community or Voluntary Community Services (VCS) led delivery
- Improved wellbeing and sense of civic pride across the Borough contributing to an increase in the percentage of local people feeling they belong to their area
- Improved engagement of residents supporting the council to achieve its ambitions and vision
- Inclusion of hard to reach groups in addressing their needs and challenges in partnership with the council and VCS
- Increased opportunities for people to improve both their physical and mental health and wellbeing
- People playing an active role in the delivery of services, those who have benefitted from our services will offer their own help to others;
- People will be better able to help themselves and support provision of services locally
- Social exclusion will be reduced through more local people becoming active within their local areas through the development of online networks, community hubs and community focus groups as part of the programme
- Residents actively engaged in supporting each other and improving their local areas
- Reductions in the overall pressure on council budgets and services

10. We will test our approach in Harold Hill and Rainham working collaboratively with the Regeneration and Community Hubs programmes, and if successful to roll out to the rest of the borough in 2022.

# KEY DELIVERABLES

## APPROACH

## RESULT

**RESET**  
RELATIONSHIP WITH  
RESIDENTS

- **Create** a new communication engagement framework encouraging greater participation with us

**EMPOWER**  
COMMUNITIES WITH SKILLS  
& OPPORTUNITIES

- **Develop** networks, bringing together local businesses, key council public services, voluntary community sector to share collective thinking and resources

**REDUCE**  
WHOLE LIFE COSTS  
TO THE COUNCIL

- **Develop** a strategic and coordinated approach to working with communities

- **Create** new opportunities to enable communities to help themselves and each other, increasing funding to the voluntary community sector

**TOGETHER WITH  
COMMUNITIES**



**OTHER OPTIONS CONSIDERED AND REJECTED**

**1. INVEST IN CAPITAL INFRASTRUCTURE TO SUPPORT THE COMMUNITY**

The Council explores different ways in which it can invest in buildings, IT and open spaces to provide facilities that the wider community and community & voluntary organisations can use as a basis to deliver a range of activities / access services.

There is already a strong focus within the Council's Strategic Plan and a commitment to invest in developing physical infrastructure through regeneration, planning and economic development activity. However, an option would be to invest additional time, money and energy in providing facilities for the wider community focused on specific themes, issues and / or communities to complement existing interventions.

This option is not recommended as the delivery of area-based regeneration programmes, optimisation of assets by departments and delivery of the Asset Optimisation and Community Hubs projects are already expected to act as 'physical' enablers. The concept for this programme referenced the delivery of a range of different interventions to build the capacity of communities within the context of reducing demand and empowerment, in addition to delivering savings.

**2. INVEST IN GROWING THE COMMUNITY DEVELOPMENT FUNCTION WITHIN THE COUNCIL**

Reinvest in the Council's Community Development Function and / or other teams to build expertise and specialist skills within key parts of the Council to enable communities to become more self-reliant.

This option would result in reviewing the role and remit of the existing Community Development function within the Council, alongside mapping and identifying similar work carried out by other departments, with the view to join up teams and investment in a more holistic way (i.e. bringing together teams and budgets from different departments (i.e. community development officers, outreach teams etc.) to provide a 'total communities' offer). The assumption would be that whilst some minor savings and efficiencies would be generated, these would be absorbed / re-invested by the joint council-wide communities' team.

This option is not recommended at this point, because service areas and teams within the Council have been reduced in terms of headcount and are experiencing capacity issues with existing workload. The programme will explore a cross-Council review of resources and options for reorganisation, once there is an improved understanding of what works and how we could work better together. Not to take this opportunity to pilot and review options would risk continued dependency culture, where the Council invests in and does things for the community.

**PRE-DECISION CONSULTATION**

N/A

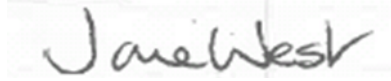
**NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER**

Name: Jane West

Designation: Chief Operating Officer

**Key Executive Decision**

Signature:

A handwritten signature in black ink, appearing to read "Jane West", is written over a light gray rectangular background.

Date: 21 January 2020

## **Part B - Assessment of implications and risks**

### **LEGAL IMPLICATIONS AND RISKS**

Very few legal risks have been identified in relation to making the decision to allocate the £175,622 for expenditure. There is always the possibility of a judicial review in relation to decision making of the Council. Decision making within the report should be as robust and full as possible. The risk of a judicial review in this case is minimal.

### **FINANCIAL IMPLICATIONS AND RISKS**

It is recommended that funding of £175,622 be allocated from the Transformation Fund to deliver the first phase of the 'Together with Communities' programme commencing in March 2020. The purpose of the funding will be to:-

- Develop the target operating model to engage effectively with our communities across Havering
- Pilot the new ways of working; testing our approach in Harold Hill and Rainham
- Produce a review by the end of March 2021 of 'what works', 'what needs work' and 'what needs a re-think'

This first phase of the programme will invest in the specialist resource of a Programme Manager and Project Manager to support the management and governance of the programme and will work through a series of engagement activities and joint planning across teams with communities to;

- create a new community engagement framework and toolkit to increase participation
- develop new networks bringing local businesses, key public services, community voluntary sector together to share collective thinking and resources
- develop a strategic approach to co-production and evidencing framework
- create new opportunities for residents to help themselves and each other through encouraging them to develop and deliver initiatives to improve their local areas and the communities in which they live through Community Hubs, focus groups and online networks.

Failure to invest in the Together with Communities programme will risk us not being able to realise or deliver the long term efficiency savings needed to reduce costs to the council. The service will ensure robust monitoring to ensure spend is within this approved budget.

### **HUMAN RESOURCES IMPLICATIONS AND RISKS (AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)**

The Together with Communities programme will not have a fundamental and significant impact on current and future employees. Implementation of the programme

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will be delivered by key members of staff, after the pilot has been delivered any changes to terms and conditions of employment as a result will be subject to the usual consultation process with employees and the Trade Unions.

### **EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS**

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

### **HEALTH AND WELLBEING IMPLICATIONS AND RISKS**

A report from the Kings Fund (2013), "Strong communities, wellbeing and resilience" highlights that there is a growing recognition that although disadvantaged social groups and communities have a range of complex and inter-related needs, they also have assets at the social and community level that can improve health, and strengthen resilience to health problems.

The approach outlined in this report, and recommended investment actions, which focus on building a person's social networks, participation and self-reliance are therefore likely to have a positive impact on their overall health and wellbeing.

### **BACKGROUND PAPERS**

None

**Key Executive Decision**

**Part C – Record of decision**

I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

**Decision**

Proposal agreed

*Delete as applicable*

Proposal NOT agreed because

**Details of decision maker**

Signed

Name: Cllr Damian White, Leader of the Council

Cabinet Portfolio held:

CMT Member title:

Head of Service title

Other manager title:

Date:

**Lodging this notice**

The signed decision notice must be delivered to the proper officer, Debra Marlow, Principal Committee Officer in Democratic Services, in the Town Hall.

**For use by Committee Administration**

This notice was lodged with me on \_\_\_\_\_

Signed \_\_\_\_\_