



Havering
LONDON BOROUGH

Notice of NON KEY Executive Decision

Subject Heading:	Extension of Community Hubs Pilot
Cabinet Member:	Councillor Viddy Persaud
SLT Lead:	Patrick Odling-Smee
Report Author and contact details:	Jacqui Cayenne Contact No: 01708 434627 jacqui.cayenne@havering.gov.uk
Policy context:	<p>The ambition of the development of community hubs is to ensure that the Council works as efficiently as possible in its delivery of services, use of assets and investment of resources to support greater community sustainability and self-management, thus reducing future demand on Council services. The key focus is addressing problems early on to avoid the need for more costly reactive services to the Council. It is proposed to extend the Community Hubs pilot to support residents suffering from the impacts of the pandemic, making the Council more visible in local areas engaging and working more collaboratively with communities to resolve issues more successfully.</p>
Financial summary:	<p>An investment of £290,000 is required to extend the Community Hub pilot to March 2022. In return for this investment, the Council will deliver cost avoidance savings of</p>

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	£461,930 and identify further cost efficiency savings.
Relevant OSC:	N/A
Is this decision exempt from being called-in?	Yes, it is a non-key decision by a member of staff

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

Communities making Havering	<input type="checkbox"/>
Places making Havering	<input checked="" type="checkbox"/>
Opportunities making Havering	<input type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

Part A – Report seeking decision

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

- This paper sets out the proposal to extend the Community Hub pilot agreed by Cabinet in July 2019, progress of which has been delayed due the national lockdown. We will build on the progress made to continue the development of the online Community Hub and the proposed Hubs in Harold Hill and Rainham, developing the strategy to establish Community Hubs in local areas across Havering.
- Funding of £290,000 will continue funding the programme resources needed to deliver the pilot, supporting our residents who have been further impacted by the pandemic, realising cost avoidance and long-term efficiency savings working collaboratively with the community and voluntary sector.

AUTHORITY UNDER WHICH DECISION IS MADE

Havering Council's Constitution:

Part 3: Responsibility for Functions, Article 3.3 Powers of Members of the Senior Leadership Team.

Members of the Senior Leadership Team (SLT) have delegated authority to act as follows within the assigned service service/portfolio of responsibilities, subject to the general provisions and limitations set out in section 3.1 above.

General powers

(a) To take any steps necessary for proper management and administration of allocated portfolios.

(b) To exercise all the powers delegated to them personally and those powers delegated to Second Tier Managers and other staff members in their directorate where circumstances require and so far as legally permissible. Exercise of such powers should be recorded where appropriate. Where possible, a SLT member should give notice to a relevant staff member that he or she intends to exercise a specified power that is delegated to that staff member.

(c) To make arrangements to secure continuous improvement in the way the Council's functions are exercised having regard to a combination of economy, efficiency and effectiveness etc. as required by external regulatory agencies.

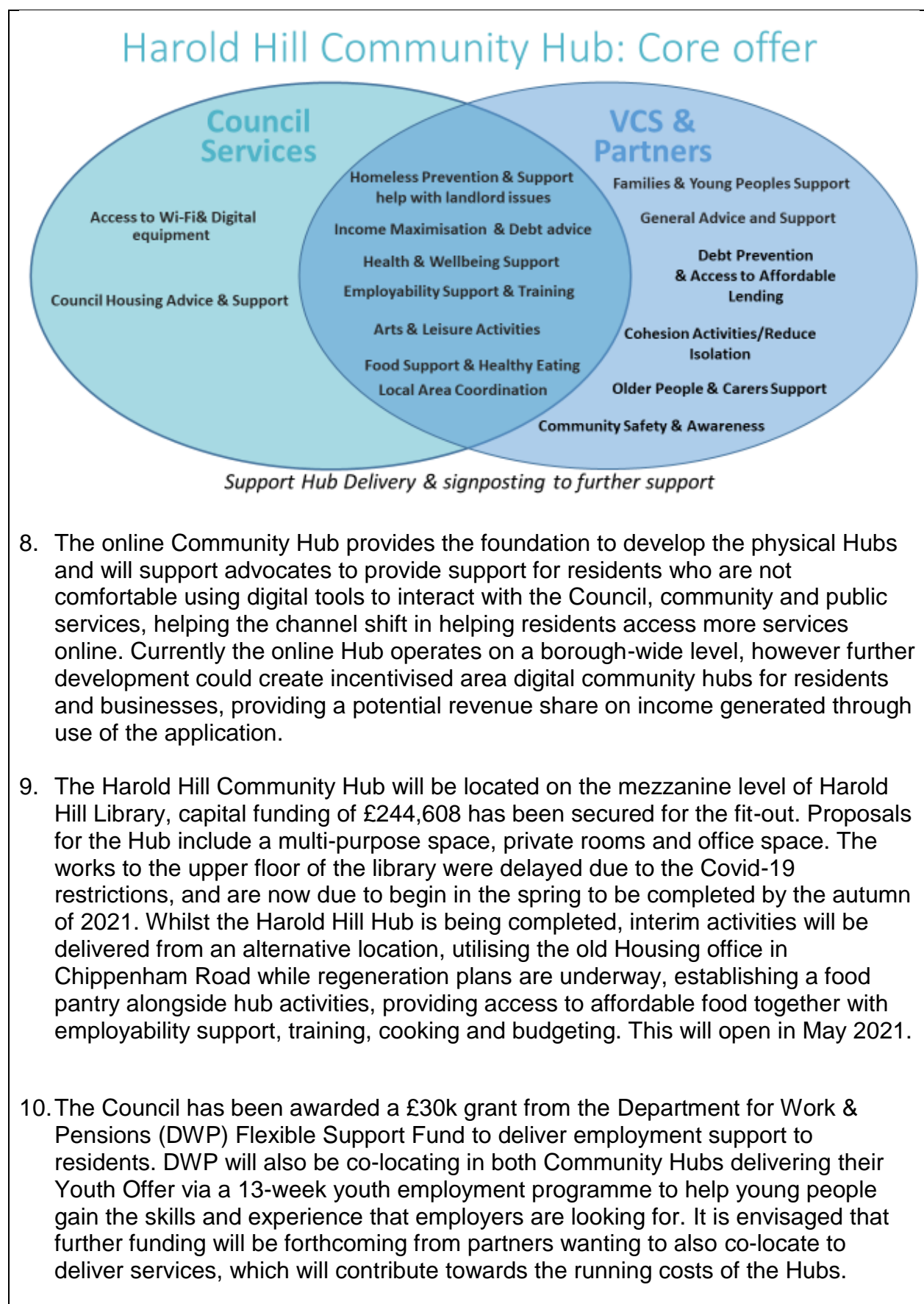
STATEMENT OF THE REASONS FOR THE DECISION

1. Covid has had a detrimental effect on our residents affecting their social and economic wellbeing. December saw a 148% increase of Universal Credit and JSA claimants since March 2020. Both Harold Hill and Rainham have pockets of deprivation. Rainham has four areas in the top 30% of deprived areas nationally and Harold Hill has eight areas in the top 20%. This presents a risk of residents falling into financial hardship and rent arrears, leading to risk of eviction and homelessness and severe impact on mental health and well-being. It has also delayed the implementation of the physical Community Hubs project.
2. As we start to recover from the pandemic, there is an opportunity to change the way the council delivers services for the better. This will facilitate a culture change within the Council and at the local level, helping us develop a better understanding of the issues and challenges residents face, making the Council more visible in local areas, working with them to resolve issues more successfully.
3. Community Hubs will help us create a new target-operating model for residents to access services and prevention and will work alongside Local Area Co-ordination in rebuilding community resilience. Community hubs will create collaborative opportunities with residents, which will enable existing communities and the incoming community to grow successfully together, live longer healthier lives and provide supporting stimulus to the creative, dynamic borough Havering aspires to be. Communities will be better engaged, individuals and businesses will be more involved within their communities, doing more to help themselves and each other and create the conditions to support the Council's ambitions of Cleaner, Safer, and Prouder by working together. Community Hubs are underpinned by a set of key principles:
 - Designed and developed with local residents and partners and tailored to meet local needs
 - Centred on the user and not the service
 - Increases access to local services and support
 - Promotes independence, not dependence
 - Helps people to help themselves and others
 - Flexible and adaptable in the face of unprecedented change due to Covid19.
4. To ensure residents were supported throughout the pandemic, an online Community Hub has been developed, facilitated by the Council and co-designed with residents and the voluntary community sector. This virtual Community Hub also tested the concept of the Hub model by bringing together support and advice in one single place for residents to access at their convenience. The online Community Hub provides a platform for the Council and partners to engage and interact with residents using familiar technology such as chat rooms, video links and online notice boards. There is also a custom-built volunteer app encouraging residents to easily sign up to volunteering opportunities on a flexible basis, encouraging people to support themselves and each other in their local areas, which has been successful recruiting over 473 volunteers to support the mass Covid vaccination programme. To date the online community hub has had over 50,000 views and 9,000 users, with an average of 1,000 new users per month.

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5. The vision is to develop hubs across Havering, developing a local Council presence, offering residents a new way to access the information, advice and support they need early to address the issues and challenges they face and to stop these issues from escalating. The vision will start with the two hubs in Harold Hill and Rainham and the online Hub.
6. Community Hubs will be co-located in libraries where possible, as they are seen as a trusted and accessible resource at the heart of local communities, we will build on this to develop the core offer of each of the Hubs. The Hubs will be local 'focal points' for those that cannot access online services and need additional support, bringing together a wide range of services and support for residents to access within their local area, building on what already exists encouraging joint working to deliver integrated and preventative services to benefit residents more effectively. Community Hubs will deliver and facilitate:
 - Building a local Council presence – offering access to localised services and other support alongside prevention developing a holistic offer to residents
 - Connecting communities – bringing together a wide range of organisations creating opportunities to improve social and economic wellbeing raising aspirations
 - Digital Inclusion – building digital skills and confidence supporting self-serve and aiding the channel shift of more services moving online creating 'virtual hubs' of activities and communities of interest
 - Community led action – increasing volunteering and active citizenship building social capital and ownership of local areas
 - Meaningful engagement – being more responsive working more closely with residents to resolve local challenges and issues
 - Community Resilience – creating a stronger Community Voluntary Sector in the borough, developing local capacity empowering communities to resolve their own issues
7. The Community Hub programme will provide a focus for community led regeneration supporting the regeneration plans in Harold Hill and Rainham through the development of local projects improving the social and economic outcomes for residents. Community Hubs will also support the Localities approach promoting community based care and individual empowerment and will also help us better utilise our Council assets making use of redundant office space and buildings.

Example of typical activities:



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11. The Rainham Community Hub will operate as a 'pop-up' around other activities in the library with the Mardyke Community Centre being used a satellite hub to ensure a broad range of service/activities are delivered across the area.
12. A series of pop-up engagement events will be delivered across the Hub locations engaging local residents to shape the Community Hubs delivery with a key focus of developing and monitoring the progress and impact of the Community Hubs. Outreach events will include;
 - an online survey seeking what services residents would like to access in their Hub
 - attendance at key forums engaging with stakeholders on what services are needed
 - focus sessions with local residents seeking views and perception of what is needed in the local area.
13. The timetable for the delivery of some project activities will be dependant on Covid-19 restrictions being lifted.
 - March – May 2021
 - Community engagement/consultation
 - Harold Hill Hub works commence
 - Interim Harold Hill location refurbished
 - May 2021
 - Food Pantry opening at Harold Hill Hub interim location
 - June 2021
 - Rainham Hub delivery commences
 - October/November 2021
 - Harold Hill Hub works finish
 - December 2021
 - Mid- evaluation
 - Jan-March 22
 - Official launch of Harold Hill Hub TBC
 - Official launch of Rainham Hub TBC
 - Evaluation & Review.
14. A Community Hub Governance Board comprising key stakeholders has been established, chaired by the Director of Housing. The Board oversees the strategic activity of the Hubs reporting progress to the Havering Borough Partnership ensuring alignment with Local Area Co-ordination and the Localities Programme.
15. Hub Steering groups have also been developed consisting of local strategic partners developing the operational strategy for each Community Hub. Chaired by a Community Partner this team includes Council Officers, Local Area Coordination, Faith Leaders, Voluntary Community Organisations, statutory service providers

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and other public sector providers. Both Hubs will be managed by the Project Team and supported by local volunteers to encourage local ownership.

16. Successful delivery of the Community Hubs will need input from frontline customer and community functions across the Council. The pilot will work closely with these teams embedding the new way of working. Post pilot and evaluation we will explore where the Community Hubs function will sit within the Council.

17. The development of a Community Impact Framework will evaluate and monitor the progress of the Community Hubs from a user and stakeholder perspective. The tool can also be used to measure the impact of community initiatives delivered across the Council. The Hub programme will use the tool to measure the following outcomes;

- Ability to support individuals with the most complex needs
- Ability to address needs / issues which prevent individuals from moving forward with other aspects of life (e.g. getting a job)
- Building confidence and capability to self-serve, reducing repeat contact
- Increased resident satisfaction living in the borough
- Reducing reliance on Council non-statutory services
- Increase of voluntary community sector funding and emergence of new groups
- Increased community cohesion and wellbeing.

18. The table below shows some of the potential savings that the project aims to deliver over the duration of the programme.

Presented Need	Anticipated Volume	Cost Benefit	Indicative cost avoidance volume x cost
Support for those becoming homeless being housed in temporary accommodation - issues with landlords, repair debt and rent issues	30 Based on 15 per Hub (currently place approx. 800 families per year)	£2,000 per temporary accommodation costs through Private Sector Lease (PSL)	60,000
At risk of eviction with help managing money/ help to find work/debt and rent arrears	70 (19/20 – 50 at risk of eviction)	£4,095 average cost per eviction from permanent accommodation	286,650
	20 (19/20 – 17 at risk of eviction)	£5,764 average cost per eviction from temporary accommodation	115,280
Total cost avoidance savings:			461,930

19. Total Investment of £290k is required to extend the pilot to March 2022 to fund the programme resources for a further 12 months to inform the strategy developing the online Hub and realisation of the Community Hubs in Rainham and Harold Hill.

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Item	Yr1 20/21	Yr2 21/22	Yr3 22/23	Total	Allocated Cost Code
Resource Cost (Programme Manager, Project Manager, Project Support and Community Hub Consultant)	~	269,700	~	269,700	A50150 Project - 602880
Ancillary Cost (Online Hub, Comms/Marketing)	~	20,300	~	20,300	A50150 Project - 602881
Total	~	290,000	~	290,000	

OTHER OPTIONS CONSIDERED AND REJECTED

Do Nothing - The Council does not invest and develop Community Hubs in local communities and continues to deliver services as per its existing operating model and partner organisations and voluntary community sector stakeholders continue to operate independently of each other. The implications of a 'do nothing' option would result in the Council having to explore alternative ways in which to provide services to make cost efficiency savings. The opportunity to engage local communities and partners by using hubs as a catalyst to reshape and rethink delivery of services post Covid would be lost.

This option is not recommended, as it would not enable the Council to deliver and identify cost savings and support the ambition to build resilient communities

PRE-DECISION CONSULTATION

None

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

Name: Jacqui Cayenne

Designation: Transformation Programme Manager

Signature: J. Cayenne

Date: 08 March 2021

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 £290,000 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 £290,000 to be allocated from the Business Risk Reserve and invested to extend the Community Hub pilot to fund the programme resources developing the strategy to establish the Community Hubs in Harold Hill and Rainham and further develop the online Hub.

Failure not to invest and continue the programme will risk us not being able to realise or deliver the cost avoidance and long term efficiency savings needed to reduce costs to the council. The programme will ensure robust monitoring to ensure spend is within this approved budget.

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

The Community Hubs programme will not have a fundamental and significant impact on current and future employees. Key members of staff will deliver implementation of the programme, after the pilot 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.

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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

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Part C – Record of decision

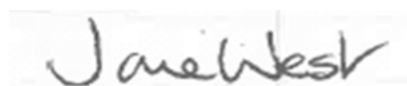
I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

Decision

Proposal agreed

Details of decision maker

Signed



Name: Jane West

Cabinet Portfolio held:

CMT Member title: Chief Operating officer

Head of Service title

Other manager title:

Date: 7th April 2021

Lodging this notice

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

For use by Committee Administration

This notice was lodged with me on _____

Signed _____