

Front doors to sustainable services



Havering Council consultation on Children's Centres & Libraries and engagement for community hubs and local area co-ordination.



Havering
LONDON BOROUGH

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Part1 – Leader's introduction



This is a consultation that does not seek to close any service or stop a single activity.

That I should need to write this bluntly is testament to what pressures local government has lived under for the last decade. Just like every council that shares the responsibilities and legal duties Havering has, over the last decade demand for many of our services, especially those that help people most in need, has increased, yet the money we have to provide those services has gone.

Given those challenges, we believe that if we want to preserve the benefits that our children's centres and libraries provide communities from all backgrounds, we must propose changes that take in to account changes to the way people use services and the need to spend less money better. These are decisions faced by many other councils across the country of all political persuasions because there are very few easy options left.

We have strong aspirations for this brilliant borough. We want to be a council that provides maximum value for money by keeping council tax increases as low as possible, spending every penny we have as wisely as possible and improving lives, health and happiness in our borough.

Why have we decided to group these consultations? Because doing so reflects how people live their lives. Our communities do not tend to use council services in isolation and many people will use both libraries and children's centres at the same time.

But there is another reason too: one way of preserving the benefits vital services like children's centres and libraries provide to all our communities is by looking at whether the savings we need to make can be made in using buildings differently, not in taking services away from people who really need them.

For our children's centres, our proposal is that the services we must provide by law and the services and activities we choose to provide to help happier and healthier children and families would be run from the three largest centres in the borough as well as local community venues such as schools, early years' settings and community spaces.

For our libraries, our proposal seeks to keep all ten of our libraries in current buildings but we propose that five of them would continue to be supported in all sorts of ways by the council, but run on a day-to-day basis by community groups. This is a model that has worked in other parts of the country to secure a sustainable library service and our consultation will work with a variety of different charities and voluntary organisations to try and identify a model that works for Havering.

Part1 – Leader's introduction (continued)

For both children's centres and libraries, we will work over the next few years to establish the extent to which the regeneration ambitions of the council can support the further sustainability of these services. That 'regeneration dividend' can provide the sustainable funding for cherished services to replace the loss of government grant funding.

Taking all of the challenges we face into account, we do not believe that there is an easy option that would mean the same services delivered in the same way located in the same buildings forever. We are keen to hear from anyone with ideas about how that might happen, but those ideas must take into account the financial realities we face.

But that does not mean that these proposals should be understood as a retreat or a decline in service. We think so-called 'community hubs', places providing convenient access for local people to connect with others of different ages or backgrounds, congregate around a shared interest or activity, or access a council service or some support could meet the needs of our borough and could group services provided by libraries and children's centres together with other activities. In addition the council is exploring with local people an initiative called local area co-ordination that looks to work with local people and the community to empower people and communities to support themselves and one another.

This is our pledge:

while our proposals mean that some buildings where people currently use services, find support or enjoy activities would not remain, the services, support and activities people were able to use in their neighbourhoods will still be there, albeit in different ways.

With community support and through the development of the idea of community hubs, we believe that this pledge can and will become a reality.

Please read the information and data supporting these consultations, as well as our proposals. Details about how you can inform the consultations and engagement are at the end of these proposals.



Councillor Damian White
Leader of the Council
www.havering.gov.uk/Leader

Part 2 – Summary of proposals

Children's Centres

Our proposal is that children's centre activities can be run from local community venues such as schools, early years' settings, community spaces (e.g. myplace) as well as the three largest centres in the borough.

This means that the centres that will remain are;

- St Kilda's
- Collier Row
- Elm Park

Keeping these centres will let us have a children's centre in each area (north, south and central) of the borough. Our idea is that these centres will coordinate activities for children and parents in the rest of our communities.

This means that services which today are run from the below centres will be moved to other venues;

- Chippenham Road
- Hilldene
- Ingrebourne
- Rainham Village

You can find more information about our proposal below and in the information at Annex A and online [here](#), [here](#) and [here](#) **HYPERLINKS**

Libraries

Our proposal is that all ten libraries in Havering would remain as part of the council's statutory library service.

The five most-used libraries – Harold Hill, Hornchurch, Rainham, Romford and Upminster – would remain as council-owned and council-run libraries. Harold Hill library would open 3 hours longer per week, Hornchurch library would open 4 hours longer per week, and Rainham library would open 4 hours longer per week. Romford and Upminster opening hours would remain unchanged.

Five other libraries – Collier Row, Elm Park, Gidea Park, Harold Wood and South Hornchurch – would continue to benefit from council support in a variety of ways but would be run on a day-to-day basis by community groups if those groups can be identified.

Community Hubs

We are asking the community to come forward with ideas and views about 'community hubs' - local places at the heart of communities, offering and hosting a wide range of services, public events and activities, and spaces to meet friends and contribute to community life.

We want to establish whether such facilities could be home to services and activities that currently take place at places like libraries and children's centres as well as providing space for all sorts of other community and voluntary activities and services.

We need to hear from ideas across all of our communities for how groups and individuals can run the hubs and where they should be, including in some of the buildings that currently house parts of the statutory library service.

While we are not proposing to build new sites in which community hubs can operate, we want to learn more about where they might be in order to be most effective.

How you can inform this proposal

You can find more information about our proposals in this document and in the information on our website at <https://consultation.havering.gov.uk/communications/haveringfrontdoors>

Part 3 – What do we need to make changes to the way children's centres and libraries are run?

We want to make sure that both children's centres and libraries can be run sustainably for the long term and that both take in to account the changing needs of a changing borough as well as the reduced funding that all councils have to operate on.

The changes we are seeing in our borough have an impact on the number of people who are able to use our children's centres.

- Between 2010-17 the population of under four year olds in Havering increased from 13,900 to 17,224 (a 23% rise)
- More children than in any London borough have either been born in or have moved to the borough between 2011-16
- The number of births increased by 20%.
- The projected population growth shows a further 6% increase in the under four population by 2023.
- The three areas of the borough where the greatest increase is predicted are all ranked highly against the government's poverty measures such as income, employment, health, education and crime.

The funding Havering Council gets from central government has reduced by over £29 million since 2014/15 and £7 million more will be lost over the next two years. We need to make sure that we can still afford to run good children's centre services without financial support from central government. The proposal we have developed means we make our savings from reducing running costs of buildings rather than reducing the number of services on offer or staff that enable us to run the services.

Our vision for the future of our libraries has to be rooted in financial reality. Although we have managed to keep all our libraries open over the last decade, the budget provision for libraries has reduced significantly and opening hours have also been reduced in previous years.

Recognising that the way people are using libraries has changed, as well as operating our libraries on less funding, means we need to look again at how the service is configured.

What are our responsibilities in law?

In making any proposal, we must have regard to the Equalities Act 2010 and Public Sector Equality Duty s149. While there is no prescribed manner in which the equality duty must be exercised, a council must have an adequate evidence base for its decision-making. Where it is apparent from the analysis of the information that the policy would have an adverse effect on equality then adjustments should be made to avoid that effect.

Our responsibilities for both Children's Centres and Libraries are also set out in law.

Children's Centres

Local authorities have a legal duty under the Childcare Act 2006 to ensure that there are sufficient children's centres, so far as reasonably practical, to meet local need. It follows from the statutory definition of a children's centre that children's centres are as much about making appropriate and integrated services available, as it is about providing premises in particular geographical areas.

Libraries

Local authorities have a legal duty under the Public Libraries and Museum Act 1964 'to provide a comprehensive and efficient library service for all persons' in the area that want to make use of it. Local authorities have the power to offer wider library services beyond the statutory service to other user groups, and the Act allows for joint working between library authorities.

In considering how best to deliver the statutory duty each library authority is responsible for determining local need and to deliver a modern and efficient library service that meets the requirements of their communities within available resources.

In providing this service, local authorities must, among other things:

- have regard to encouraging both adults and children to make full use of the library service (section 7(2)(b))
- lend books and other printed material free of charge for those who live, work or study in the area (section 8(3)(b))

The government's libraries task force has also said:

"A comprehensive service cannot mean that every resident lives close to a library. This has never been the case. Comprehensive has therefore been taken to mean delivering a service that is accessible to all residents using reasonable means, including digital technologies. An efficient service must make the best use of the assets available in order to meet its core objectives and vision, recognising the constraints on council resources. Decisions about the Service must be embedded within a clear strategic framework which draws upon evidence about needs and aspirations across the diverse communities of the borough."

Children's Centres



12,540 children aged 0-4 are registered with a children's centre



15,890 individuals attended classes and activities held across our seven children's centres between January and July 2018.



35 different activities and services on offer, delivered by a range of agencies



1,876 children aged 0-4 had sustained contact (more than three visits) at one of our children's centres in the last twelve months.



The most well attended activities at children's centres, after health services, are **stay and play** and **musical jelly beans**.

Libraries Between April – March 18-19:



1,196,805 physical visitors to the service.



758,122 stock items issued.



19,393 new members.



3,738 events held.



9% increase in active membership for 0-64.



6.9% increase in active membership for 0-17rs.



256 class visits to the library service with **7,954** 5- 11yr olds attending.



137 school assemblies visited, seeing over **16,501** children.



521 children sessions include Baby Bounce, reading buddies, story time sessions with over **8,537** children attending.



9,656 hours gifted by volunteers.



we had **3,618** children register and with **3,052** completing the scheme. Havering were joint 1st in attaining a completion rate of **85%**.

Part 4 – Our proposals for Children's Centres

About our Children's Centres

At the moment Havering Council operates seven children's centres:

- Chippenham Road Children's Centre
- Collier Row Children's Centre
- Elm Park Children's Centre
- Hilldene Children's Centre
- Ingrebourne Children's Centre
- Rainham Village Children's Centre
- St Kilda Children's Centre

Children's centres, and the services they provide, improve outcomes for young children and their families and provide a step up for children in most need.

Children's centres work together with other agencies to make sure children are as ready to start school as possible and enjoy a healthy start in life. The service is available to all children from birth to five years old.

Our children's centres offer many different activities to help parents and carers develop healthy relationships through play and being together. They promote health and wellbeing; education and learning; and parenting support and development. Examples of activities provided in children's centres include;

- Parenting courses (to offer support and guidance to expecting and to new parents)
- 'Ready steady talk' groups to support speech and language development
- Ante and post-natal services for pregnant women and new parents

Health providers also deliver services from children's centres so that parents have more understanding and confidence in starting solids and providing healthy nutritious food to stop childhood obesity. Children's centres help mothers with advice about breastfeeding children and we know that more women breastfeed when there is good partnership work between children's centres, health services and services available in the first year after birth.

The changes we are thinking of making

We want to:

- Make sure children's centre services reach families who would most benefit from them.
- Be more joined-up across education, social care and health to better identify children and families who need support earlier.
- Make sure services are designed to have the best possible outcomes for children and are in the right places at the right times.
- Make sure that families and children who need extra support and guidance have more opportunities to access targeted and specialist services which meet their needs.
- Make sure children's centre services are funded so that services can continue for a long time to come.

In October 2017 we looked carefully at how children's centres are used. We looked at how the services work now and whether they were meeting the needs of families. That work was followed by another review of the data a year later in October 2018 which showed that the number of visits to children's centres increased in 2017/18 compared to 2016/17.

We also found that only four in every ten children under five years of age who live in the most deprived areas were seen at our children's centres in 2018. This suggests that although demand for children's centre services is growing, there is more to do to ensure that the most vulnerable residents are using the services and that every child is given the best start in life.

The key findings of the 2018 analysis, which have helped us to come up with our proposals, are:

- The majority of visitors at children's centres use health services, such as midwifery appointments and child health clinics.
- 66% of classes and activities recorded less than 100 individual attendees in the seven-month period between January and July 2018.
- 60% of children who live in the most deprived areas were not seen at children's centres in 2017/18.
- All centres had the highest number of visitors from

the immediately surrounding wards.

- St Kilda's and Collier Row children's centres accounted for 41% of the total visits across all seven centres.
- There is a link between the areas with the highest levels of factors associated with deprivation and council social care involvement and domestic violence incidents.

With more people wanting to use children's centres but less money to run them, we have to look very carefully at how we might do things differently.

Most of the children's services budget is spent on safeguarding and placements for children in care, where our most important legal responsibilities are. In looking at options to deliver our services differently, with as little impact as possible, we want to protect the services that support our most vulnerable and at-risk children and young people.

Our proposal is that children's centre activities can happen in local community venues such as schools, early years' settings, community spaces (e.g. myplace) as well as the three largest centres in the borough.

We also want to explore whether in some parts of our borough 'community hubs' might be good places to host both children's centre and library services and activities.

In our proposal, the children's centres that would remain are;

- St Kilda's
- Collier Row
- Elm Park

Under this proposal, we would have a children's centre in each area (north, south and central) of our borough. Our idea is that these centres will coordinate activities for children and parents in the rest of our communities.

This means that services which today are run from the below centres will be moved to other venues:

- Chippenham Road
- Hilldene
- Ingrebourne
- Rainham Village

Below is a breakdown of what service delivery will look like for key areas of provision;

Universal Offer

Changes to the law means that since 2015 your local council is responsible for a 'universal offer' for 0-5 year olds, which includes health and social care services.¹ Through our health visiting offer we aim to have face-to-face contact with all children between birth and five years of age and their parent(s)/carer(s). This makes sure that the health and development of each child is looked at regularly, and gives us opportunities to promote a healthy lifestyle and to help as early as possible to provide extra support when needed.

Under a law called the Childcare Act 2006, we must make sure that there is a sufficient children's centre offer to meet local needs. Most of the activities held at children's centres are open to all and will continue, for example; stay and play, musical jelly beans and baby massage. The changes will mean that this universal offer will reach beyond children's centres and health centres to community venues to make sure that everyone who wants to use them can do so.

Health Services

Attendances at health sessions (such as midwifery appointments and child health clinics) are reasons why many people visit our children's centres. It is important to make sure that we keep these services easily accessible and offer groups and workshops that build on these visits.

Going to a health appointment can often be a chance for us to have for a conversation with a parent who may be struggling, or who would benefit from more advice and guidance. The co-ordination of services between health visitors, volunteers and early years staff, for example holding a 'starting solids' workshop alongside a child health clinic, provides an efficient service for parents and allows both health services and the council to make best use of their resources.

1. Following the Health and Social Care Act 2012, Local Authorities became responsible in October 2015 for commissioning universal health visiting services.

Part 4 – Our proposals for Children's Centres (continued)

Integrated Two Year Old Review

A review that brings together health and early education progress checks (carried out when a child is aged between two and two and a half years) is being tested by health visitors and an early years provider. The review takes place within the child's early years setting, giving an opportunity to see him/her playing and interacting. It supports joint discussion around a child's progress towards being ready to start school in the future, and provides an early opportunity to signpost to groups and services that will support the child's development.

We have started to carry out integrated reviews on a small scale and, if fully implemented, we think this approach can reduce the need for children's centre space (and brings services to where children and families already are). In order to do more of this we need to look at how the health visiting service works, and discussions about this are ongoing.

School Readiness (Social, Educational and Physical Development)

All of the groups and workshops that run from children's centres today are based on the legal framework of Early Years Foundation Stage², principles from the *five to thrive* programme³ and evidence from how the centres work. The focus is on helping a child to develop, learn and grow to the best of their ability. A number of these groups and sessions require few resources so they can be run from community venues as well as children's centres, for example;

- Stay and play sessions run from a community centre with the support of local authority early years staff
- Musical jelly beans run from myplace.
- Strengthening Families Programme run from school settings
- Parent Surgery run from myplace and school settings
- Ready Steady Talk run from primary school settings
- English language evening classes run from schools, and weekend class from children's centre or community centre.

- Starting solids workshop run from myplace and/or a Health/GP Clinic

Special Educational Needs and Disabilities (SEND)

The majority of our support for children aged 0-5 who have special education needs and disabilities is run today from Elm Park children's centre by the Children and Adults with Disabilities Service (CAD) and would not be affected by the proposed changes.

Collier Row children's centre also has a large sensory room which is used for sensory play groups and the CAD screening activity could also extend to Collier Row to maximise its potential. There is also a special needs sleep clinic held at Elm Park which could be replicated at Collier Row to maximise impact.

Improving delivery of targeted and specialist support

Targeted services focus on specific groups and individuals and specialist support is often required for some children and families. More people in our borough are in need of targeted and specialist support. Our review in October 2018 showed us that those with the most need are likely to be lower income, higher unemployment, benefit claimants, experience domestic violence incidents and be known to social care services.

A number of targeted and specialist services are currently run from children's centres but there is a low take-up of these services. We believe we need to both talk about and run this offer differently to those families who would most benefit from it. This includes making sure that health visitors, community midwives, GP surgeries, housing officers, education settings and community based groups know lots about the services provided, both at children's centres and community venues.

Contact Service

Children in care sometimes have a right to maintain reasonable contact with their birth families and the council's Contact Team arranges and supervises this⁴. The team is currently based at the centre in Elm Park however they use space in the centres across the borough.

What our proposals mean for people who use children's centres

We want to provide greater outreach and options for families to access services from multiple community venues. There are community venues that we currently use really well and we want expand on this work. As part of this consultation we want to hear from residents about where you would like to see services delivered from, and what places are available that could be suitable.

There are currently plans in place to deliver services from the following locations;

- Myplace
- Mardyke Community Centre
- The Cocoon, Romford
- Central Park Leisure Centre
- Upminster Baptist Church

In addition, we have agreed with ten primary schools across the borough to use school buildings for activities such as *baby massage*, *musical jelly beans*, *stay and play* and *ready steady talk*.

As part of the consultation we want to hear from all schools and early years providers, such as nurseries and pre-schools, to find potential sites to run activities and support groups.

What other options have we considered?

We have looked at other options alongside the proposal we set out in this consultation.

Option 1 –

To continue with current children's centre offer as it is.

Reason for not pursuing: This would not address the growing need within the borough and would not allow us to meet our financial challenges. We also want to strengthen our early intervention and prevention offer, and we believe our current offer does not support us to do this.

Option 2 –

no longer operate from children's centres. All services offered from community spaces.

Reason for not pursuing; this option would not enable us to meet our responsibilities set out in law and we do not believe that this option would provide the best service to residents.

Option 3 –

only offer children's centre services in areas of most need with the borough.

Reason for not pursuing; we would not be able to meet our duty in law to provide universal services to all. We know that different areas of the borough have different needs and believe that every child deserves a level of service from our children's centres.

1. Following the Health and Social Care Act 2012, Local Authorities became responsible in October 2015 for commissioning universal health visiting services.

2. The early years foundation stage (EYFS) sets standards for the learning, development and care of your child from birth to 5 years old.

3. Respond, Cuddle, Relax, Play, Talk – described as the 'building blocks for a healthy brain.'

4. This is in line with our duty under Section 34 of the Children Act 1989.

Part 5: Our proposals for Libraries

About our libraries

Our libraries see over one million visits every year from the youngest baby to the most senior members of our communities. No other council service sees so many people of different generations learning, relaxing or pursuing an interest together in the same place at the same time..

As well as lending books, libraries contribute to better connections in our communities, improve learning opportunities and reduce social isolation: from free computer and internet access to 'baby bounce' sessions right through to 'knit and natter' groups, the activities people can access in our libraries contribute to better outcomes for our borough.

But libraries are not just static buildings. Library services such as electronic books and audiobooks as well as a 'housebound' service mean that people with different needs can borrow a book without going in to a library.

The Havering library service comprises ten public libraries are located in Romford, Hornchurch, Upminster, Collier Row, Elm Park, Gidea Park, Harold Hill, Harold Wood, Rainham and South Hornchurch.

With the exception of Collier Row, no library is more than two miles from its nearest neighbour. There is also a virtual library consisting of online resources and e-books, many of which are available from home. Two libraries – Harold Hill and Rainham – have moved to purpose built premises in the last five years.

Five libraries – Harold Hill, Hornchurch, Rainham, Romford and Upminster are open for 50 hours a week. These five libraries account for 77% of visits to the service, and almost all computer use and Wi-Fi access. The remainder are open for 24 hours a week.

Fewer people are using the service as it is currently provided. Over the last six years, usage of Havering's libraries has reduced by 28%, which is more than the 23% decline in library use at a national level.

In 2016 we made changes to the service that resulted in a reduction of opening hours, particularly at the smaller branches. However, since then there has been a concerted effort by library management and staff to increase performance and this has borne fruit.

In the nine months to December 2018 our libraries worked to achieve:

- An increase of 8% in book issues;
- A 7% increase in new membership
- A 20% increase in events held

We also saw big increases in the number of school visits to libraries and Havering's libraries achieved the joint highest rate of completion among all London boroughs in the Summer Reading Challenge scheme for 5-11 year olds.

As well as providing the main function of a public library – a facility for the borrowing of books (which today includes e-books and audiobooks) – libraries provide a wide range of other services and activities, ranging from public access to computers and the internet, access to information and guidance on a range of local services.

The changes we are thinking of making

Our proposal is that all ten libraries in Havering would remain as part of the council's statutory library service.

The five most-used libraries – Harold Hill, Hornchurch, Rainham, Romford and Upminster – would remain as council-owned and council-run libraries. Harold Hill library would open 3 hours longer per week, Hornchurch library would open 4 hours longer per week, and Rainham library would open 4 hours longer per week). Romford and Upminster opening hours would remain unchanged.

Five other libraries – Collier Row, Elm Park, Gidea Park, Harold Wood and South Hornchurch – would continue to benefit from council support in a variety of ways but would be run on a day-to-day basis by community groups if those groups can be identified.

The council support for these community-run libraries would be:

- Provision of rent-free library space and maintenance
- Payment of small annual sum to community group to assist with cost of running the building
- Provision of book stock
- Provision of internet connection and PCs
- Basic support and advice from library staff about reader development, events management, other technical issues

What would happen if this proposal was implemented?

The financial implications and effect on current staffing levels and hours is shown in the table below:

Measure	Outcome
Saving on current library budget	£74,394
Change in service-wide weekly opening hours of council run libraries	-109 ⁵
Indicative change in current staff requirement (FTE)	-8.9
Stock budget	£270,000

Until and unless community groups are identified who are prepared to run the five council-supported libraries, it is not possible to determine how many hours per week these libraries would be open, nor how many library staff and at what grade would be needed to provide ongoing support.

⁵.This excludes any hours that council supported community libraries might offer.

Part 6: What are community hubs and how will they work?

As we embark on a major regeneration programme, which can meet the needs of a changing borough over the next 5-10 years and beyond, we want to grow engagement with and involvement of our communities to deliver on a vision of *Cleaner, Safer, Prouder together*.

We believe that local spaces at the heart of their communities, offering and hosting a wide range of services, public events and activities, and spaces to meet friends and contribute to community life – should be a vital part in delivering on that vision.

Community hubs link people committed to making their neighbourhood better with facilities to grow more local community activity and bring residents, local businesses and smaller organisations like charities and voluntary groups together to improve the quality of life in their areas.

The hubs would have strong working relationships with other local community services - for example, tenant halls/rooms, children's centres, libraries, nurseries, extended schools and faith groups. Community Hubs should be a base for outreach and signposting people to other local services. But community hubs could also host some of those services and activities, as well as providing flexible space and facilities for communities to determine what is the right way to use it.

Community Hubs will also create collaborative opportunities with our residents, which will enable our existing communities and the incoming community to grow successfully together, live longer, healthier lives and provide supporting stimulus to the creative, dynamic borough Havering wishes to be. Communities will be better engaged, individuals and businesses will be more involved within their communities, we will be able to move more community-facing services on-line, which will, in turn, enable communities to do more to help themselves and each other - and create the conditions to support our ambitions of *Cleaner, Safer, Prouder* by working *together*.

The range of activities and services that can happen at community hubs are only limited by the imagination and application of the people who run them – the same communities our hubs would serve.

We think that hubs could serve three broad categories of activity:

WELCOME:

Helping people from different backgrounds and different age groups connect every day on a warm and informal basis. These sort of activities might include some of the activities that currently take place at children's centres or libraries, but could also include informal coffee & cake, lunch clubs, pop-up sessions showing people how to use technology to help them in their lives and information sessions and talks built by the local community.

INTEREST:

Services and activities that target specific communities of interest, including sports, culture, leisure, supporting social and local identity, intergenerational links, safety, well-being and cohesion, ward councillor surgeries and engagement sessions.

LEARNING:

Supporting people and businesses through open learning, skills workshops, business growth support and advice sessions from groups such as Shelter, CAB, JobCentre+, Mental Health, Autism support, Community Navigators, dementia friends.

Importantly, these facilities would be for the communities running them to determine what happens there and when. The spaces used for hubs would be flexible for the demands from each individual community and we would seek to make better use of the buildings that are already within our communities as our plans begin.

Our consultation will identify whether there is an appetite in different communities across the borough to run and use community hubs and will identify how those communities might want to configure them.

Part 7: What is Local Area Co-ordination and how can it work for the community?

We would like to try a new way of providing support to local people, based in the community, with individuals and communities at its heart. This is through a concept called ‘Local Area Co-ordination’. You can find out how this approach is helping bring communities together here: <https://lacnetwork.org/>

We know that people can sometimes feel lost and unsure of where they can get support; the system can be difficult to understand, information can be confusing and services may have eligibility criteria that you don’t meet. Local Area Co-ordination seeks to change this, and to empower people and communities to support themselves and one another.

Local Area Co-ordination aims to make sure that vulnerable people are better supported to find local solutions in their community that improve their lives and allow them to be more independent and resilient as a result. On a wider level, it seeks to promote a different way of delivering services out in the community with a more personalised approach. Local Area Co-ordination will change the culture of current council services.

Local Area Co-ordination focuses on making connections; connecting people who need support to resources and people within their community who can help. Local Area Co-ordination also focuses on building up the community, and increasing the community’s capacity to support one another.

The approach is led by people called Local Area Co-ordinators

Local Area Co-ordinators:

- Are recruited by the community; people who live in the local area choose who they would like to have as their Local Area Co-ordinator
- Live in the local area; understand what it is like to be a Havering resident, know the community and the people who live here
- Can be based in community venues (for example in a Community Hub or Library) so they are easily accessible to people in the areas they work. They are based in small areas so that they can really get to know the community, understand its needs, work with local people, services and local businesses to find solutions
- Spend time supporting community building and building their local connections, as well as working with individuals
- Through mutual agreement work alongside people to identify practical solutions to problems. They also help people to plan or solve problems as a family or with friends where that makes sense to them
- Try to support local or non-service solutions wherever possible and focus on the strengths and assets people have; as well as the help that friends, family and the local community can provide
- Are highly skilled individuals from a variety of backgrounds, with different skill sets
- Can work with anyone; there are no exclusions or set criteria for getting support from a Local Area Co-ordinator

Part 7: What is Local Area Co-ordination and how can it work for the community? (continued)

Independent evaluations on Local Area Co-ordination demonstrate that Local Area Co-ordinators:

- Build individual, family and community resilience;
- Reduce need for services;
- Reduce isolation and loneliness;
- Increase choice, control and contribution;
- Build inclusion and citizenship;
- Is a catalyst for reform;
- Simplify the 'system' for local people.

The council will work in individual areas with interested local residents to explore and design the approach. This is the most important aspect of Local Area Coordination - you as residents will decide what the Local Area Coordinator role should look like, who you would like to have in the role and how it will work in your part of the borough. We are keen to hear your thoughts on this new approach and welcome your involvement in the way forward.

Our starting point for Local Area Coordination will be to begin conversations with Harold Hill residents to identify interested local people to be our community steering group. We will be running development sessions and training for those who are interested, for example in taking part in the recruitment and selection of your Local Area Coordinator and how you can support the successful implementation of the approach.

For more information contact Karen Starkey:
Karen.starkey@haverling.gov.uk

Part 8: How can Havering's regeneration aspirations provide more sustainable library and children's centre services in the future?

The opportunity to review how public buildings operate in the context of a community can be challenging as those communities often cherish the spaces they use most regularly.

Havering Council's regeneration programme presents a significant opportunity to look at how we use many of the Council's assets to bring greater benefit to the community and provide operational efficiencies and effectiveness to the Council.

Our regeneration programme will look at the prospect for significant economic growth with associated infrastructure upgrades and housing development. This is reflected in the current and proposed planning policy and the Council's successful application for Housing Zone status in Romford and Rainham. The redevelopment and reassessment of the selected sites can assist in meeting the Council's need for increased housing. The infrastructure improvements, including social infrastructure (schools/health facilities etc.), that must be provided alongside the redevelopments will assist in improving the perception of these sites as desirable places to live and work. This is encapsulated in the set of strategic objectives in developing its regeneration offer for residents.

Objectives for the programme are:

- To contribute to meeting the wider housing needs of Havering through the regeneration and transformation of the Council's existing stock for primarily residential use; to provide a choice of good quality housing for people at all stages of life, increasing tenure diversity through affordable rent, shared ownership, private rent, market sale and sheltered housing.
- To deliver high quality residential led development that is commercially viable and generates receipts for cross subsidy to ensure the programme is sustainable.
- To achieve development returns, income and/or a range of secure revenue streams for the Council through introducing revenue opportunities from uses and increased Council Tax receipts.
- Where viability permits, the developments should also aim to deliver additional affordable housing being up to 30% of all additional units above existing "all tenure" stock levels, thereby achieving over 40% affordable housing. This additional affordable housing target tenure split to be equal numbers of rented and shared ownership dwellings.
- Increased affordable housing numbers to help mitigate the homelessness pressures on the Council
- Improve the viability of the Council's property by reducing the cost of maintaining existing buildings.
- The freehold of the land is expected to remain in Council ownership enabling the Council to influence and guide long term stewardship.
- A genuine focus on local homes and commercial premises for the use and benefit of local residents and businesses

Part 8: How can Havering's regeneration aspirations provide more sustainable library and children's centre services in the future? (continued)

Regeneration is not simply about building houses. It is about helping communities develop, meeting housing need and 'place making' for the benefit of residents and providing genuine opportunity and choice associated with businesses and places for people to call home.

The promotion of housing led developments, from a viability perspective, means that opportunity can be utilised to provide a range of additional spaces, promoting new and multiple uses to be developed. This is particularly relevant where existing Council assets are situated in localities in prime settings and the regeneration of a location can incorporate multi functional community services in modern, flexible and sustainable buildings.

What could this mean for children's centres and libraries in the future?

A number of our library and children's centres are locations where accessibility to transport links and other community facilities play a key role. As part of our work on regeneration, we need to look at how we can make additional use of buildings previously built for a specific purpose some time ago.

We think that by exploring the redevelopment and wider regeneration potential for buildings like libraries and children's centres, including redeveloping existing buildings to include housing, community or commercial space alongside or above the current building, we can in coming decades provide more sustainable funding for our 'front door' services than at present.

Part 9: What happens next?

After this period of consultation and engagement closes, Havering Council's Cabinet will need to make separate decisions about the next steps for both Children's Centres and Libraries.

The consultations will run from Wednesday 26 June to Wednesday 18 September and will include an online consultation, consultations that people can fill in at home and return to us at libraries or children's centres, and a series of public consultation events where you can give us your views in person.

Public meetings will be held in all of our libraries and Children's Centres to discuss our proposals. You can find out more about those meetings at:

<https://consultation.havering.gov.uk/communications/haveringfrontdoors>

We will also be holding a workshop for community groups that want to find out more about how council-supported but community-run libraries would work. We will link interested groups up to community organisations which have experienced similar journeys across the country.

The engagement for Community Hubs will also run from Wednesday 26 June and will include on-line engagement and engagement at the libraries and children's services public meetings.