

Developing a locality-based approach in Haringey

Timeline so far

Oct-Nov 2018 ● Community engagement led by Bridge Renewal Trust

Dec 2018 ● North Tottenham launch

Jan 2019 ● Integrated Localities Framework meeting

Jan-Feb 2019 ● Deep Dive; interviews with staff, services and organisations

Feb 2019 ● Haringey Intergreat event
Groundwork and North Tottenham Deep Dive feedback

Mar 2019 ● Framework Group meeting
Update to Councillors

April 2019 ● Framework Group meeting
Preparation for Sprints

May 2019 ● Adult Social Care and Locality Working Sprints
Borough Partnership Discussion

North Tottenham

Interviews of residents and staff:

- Need **early and low level support** for mental health, housing, employment and benefits
- Need to **prevent issues** as far as possible
- Information, advice, help should be easy and joined up
- Problems to be dealt with in the round
- Long-term support should be **holistic** and come together around the person or family



Public health data:

- Higher prevalence of **diabetes and hypertension**
- Higher proportion of **alcohol-specific hospital admissions**
- Highest prevalence of **overweight/very overweight children**
- 7.7% fewer young people achieve 5+ GCSE
- Household incomes are 25% lower than the Haringey average

The socio-economic picture:

- Over **100 community and voluntary services** working in the area
- Assets in the community - Children's Centres, Community Centres, Regeneration plans, Tottenham football stadium
- 78% of residents have **good friendships and associations** in their local area
- 83% say relations between ethnic and religious communities are good
- **Vibrant Economy Index** - sits within the top third on Resilience and Sustainability, and Community Trust and Belonging

The vision

Locality
working
vision

We want to create a step forward in how well we prevent issues arising and nip them in the bud early, through more integrated public services and more resilient local communities.

This means:

- A **simpler, more joined up** local system that offers the right support at the right time that manages the growth in demand and to reduce duplication in the system
- **Integrated, multi-disciplinary** teams from across the public sector working together on the same geography and tackling issues **holistically**, focused on **relationship-building and getting to the root causes**
- A workforce who feel **connected** to each other and able to work **flexibly**, better able to meet people's needs
- A new system **partnership with the voluntary sector** to co-ordinate local activity, networks and opportunities – so that we make the best use of the **strengths and assets of our communities**

Enabled
by

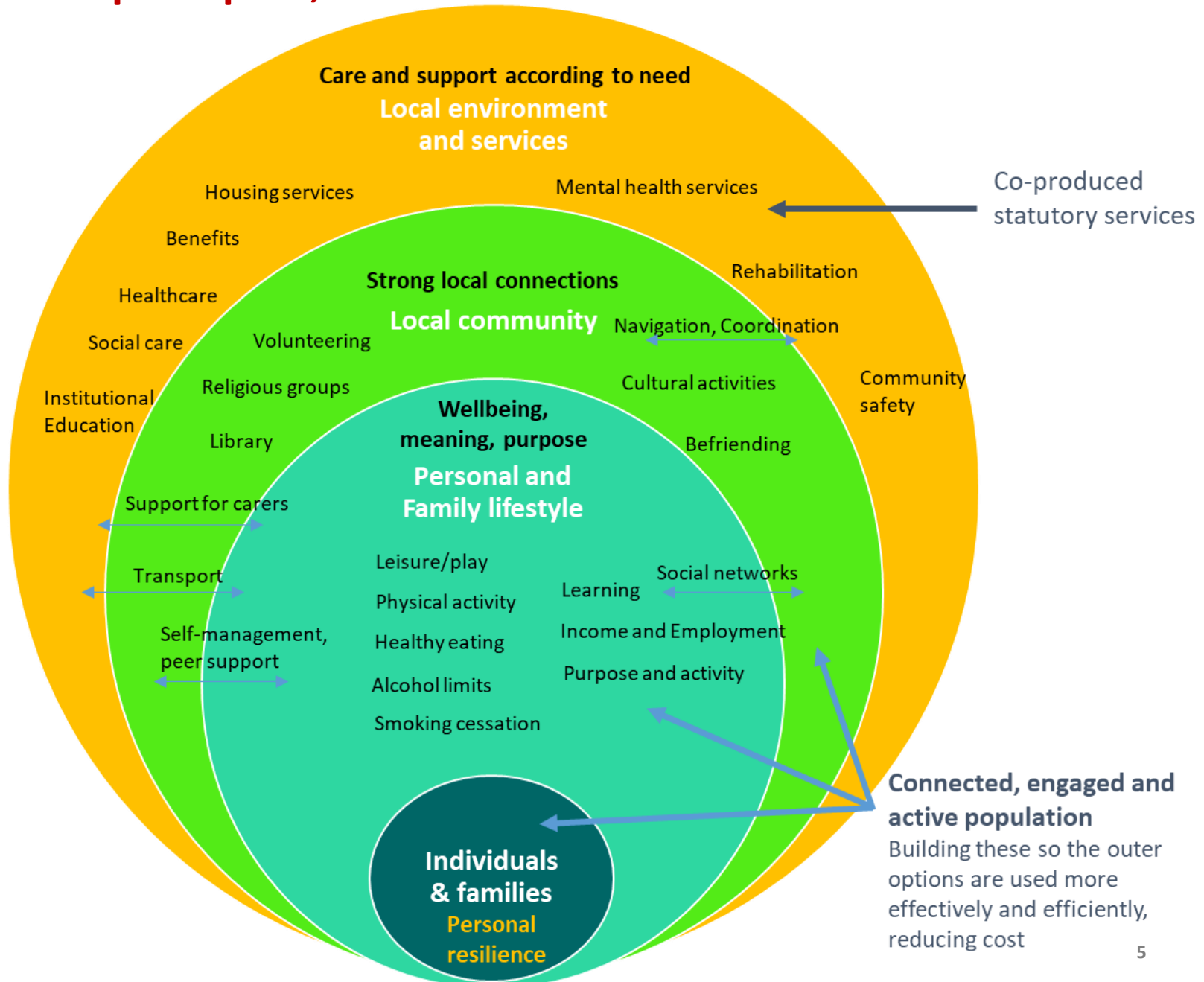
A strategic and innovative focus on **culture and behaviour** among staff and residents
A joint approach to the **shared public estate** with services delivered from fewer, better buildings, enabling estate rationalisation and new social housing.

Integrated data and systems

A **mature approach to finance**, risk and reward across the local system.

More **joined-up governance** of strategy and spend with the Council and NHS – so that we are jointly deploying our resources to achieve the most impact

Resilient people, families and communities



Our Principles

Preventative approach

- Deliver on our priorities to create more immediate change on the ground
- Strengthen early intervention and prevention options
- Community-based, all age early intervention and support

Partnerships rooted in local communities

- Build on assets and initiatives already in the community
 - For example – Community First may operate a spoke from a school or GP office – taking the service to where people are
- Grow services from the bottom up and integrate where possible and beneficial

A learning approach

- Test and learn – so we can be creative, test different options, and be responsive to what we learn – adaptable and flexible
- Work out as we learn how this can be grown across the rest of the borough

Strength-based approach

- Strengths-based approaches, empowering residents of all ages to take ownership of their lives – building resilience, self-sufficiency
- Focus on the resident's own definition of a good life
- Focus on building support networks and capacity within the community
- Dealing with problems in the round – 'no wrong door'

Fundamentally we want to:

Recognise people's own assets and strengths and support them to be more resilient

Have strong and resilient communities

Prevent rather than manage the consequences

Scope

Specialist and Emergency services (borough-wide)

- Includes Complex Care Teams, Rapid Response, Specialist health or care services: All Age

Joined-up care and support

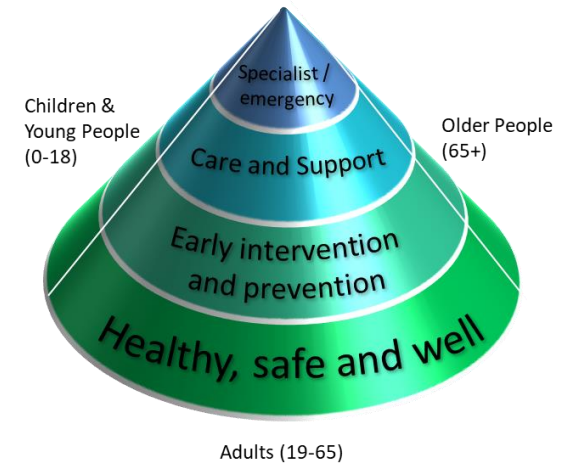
- Locality-based coordinated working with Primary Care Networks
- Building trust and connections between staff across services and organisations
- A proactive, preventative and all age approach

Strengthened early intervention and prevention

- Expanding Community First
- A coherent model for care navigation and social prescribing

Healthy, safe and well

- Building voluntary sector leadership
- Building community capacity
- Strengthening the public health offer for prevention including in early years



Place-based approach

Agreed priority areas for test and learn in North Tottenham

Enablers

Workforce development

Adopt a strength-based approach

Build shared leadership within the locality

Understand the role of the team and what they do to allow a joined-up and holistic approach

Deal with problems in the round – ‘no wrong door’

Training and development to facilitate and embed the approach

IT infrastructure

Ensure access to IT across the locality

Facilitate appropriate data sharing for joined-up care

Use data and intelligence to design smart systems of early support

Estates review

Share infrastructure and resources where possible

Open up more spaces across organisations to allow for flexible working

Identify spaces and opportunities for community participation

Align with NCL estates review

Roadmap

	May 19	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20
Joined up care and support	Sprint and programme plan	Start Groundwork group	Start test approach	Begin alignment with PCN	Check-in Children's services	Develop outcome measures	Review test approach	Check-in Children's services		
Early Intervention & Prevention Community First expansion		Trial team in place Expansion starts		Start monthly huddles	Develop demand model		Capture ICT requirements	Evaluate trial		
Build Voluntary and Community Sector leadership				Community Connection event		Workshop on coordination & communication				
Workforce Organisational Development	Map training across organisations		Identify opportunities for shared training		Develop an OD approach		Organisational approval of OD approach		Implement OD workshop	
IT infrastructure	Identify local IT and IG issues		Establish local IT arrangements		Check-in with NCL IT project			Check-in with NCL IT project		
Estates review		Explore local space options in North Tottenham		Establish local base	Check-in with NCL estates review			Check-in with NCL estates review		

Risks and Issues

No	What is the risk or issue?	How will it be mitigated?
1	Outcomes of prevention and early intervention are not met resulting in sustained or increased demand for emergency or crisis care.	<ul style="list-style-type: none"> • Build robust partnership with a shared vision to address the barriers to locality-based care • Link work to ICS development • Focus on mobilising and building on existing preventative and early intervention approaches across the health and care services
2	Current commissioning and operational delivery arrangements across the NHS and the Council promote silo working which is a barrier to locality-based working	<ul style="list-style-type: none"> • Adopt a culture of transparency to share information and resources across the NHS and the Council. • Work toward establishing joint person-centred outcomes that are measurable
3	Existing culture of the workforce in health and social care providers may be a barrier to locality-based working	<ul style="list-style-type: none"> • Staff views will be listened to and an approach to integrated working will be co-produced with staff through the Groundwork Group.
4	Enablers (IT, estates) limit the speed and scale of change	<ul style="list-style-type: none"> • Work with partners to share resources and IT infrastructure where possible • Link with North Central London Information Technology and Estates programmes to drive locality-based working