

Locality Working in North Tottenham

Adults & Health Scrutiny Panel

11th March 2021

Agenda

Introduction: Background to Locality Working

Connected Communities

Localities in practice

Working in North Tottenham

Questions and Discussion

Background to locality working

Approach

Learning to date

What are we trying to achieve with residents?

We want to work alongside residents to prevent issues arising and nip them in the bud early, through more integrated public services and more resilient local communities.

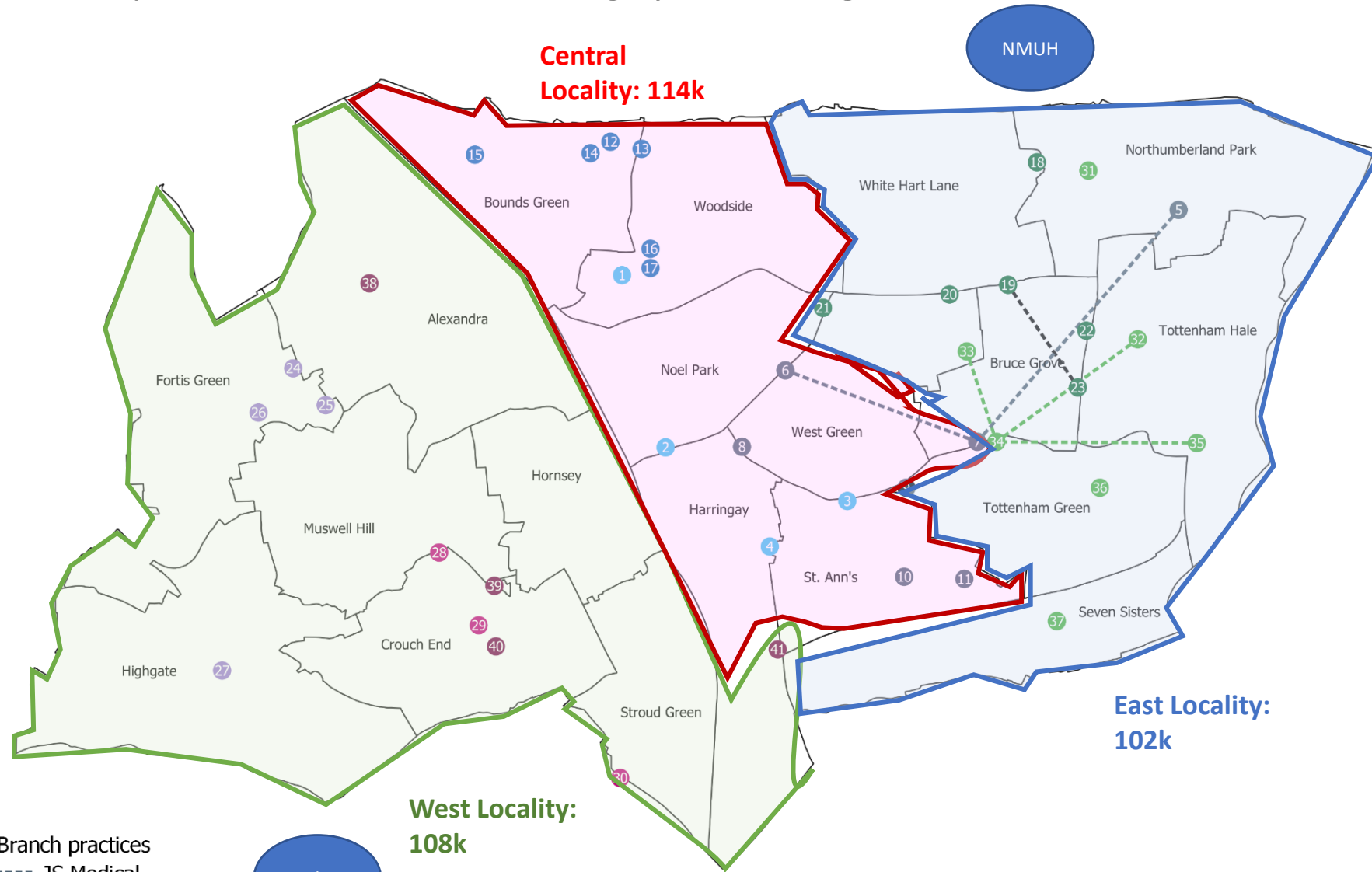
Locality
working
vision

- A **simpler, more joined up** local system that offers the right support at the right time that manages the growth in demand and reduces 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 **holistic , person-centred** approach to care
- 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.
- **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

Shape of Localities in Haringey, showing ward boundaries



- Branch practices
- JS Medical
- Bruce Grove PHC
- Lawrence House

Whit



Summary of some key locality demographics data

West	Central	East
<ul style="list-style-type: none"> • Least number of shielded and vulnerable • Most green space • Poor transport links • Increasing spread of residents over 65 years • <i>In Early help – 42% rise in cases from the West (Jan-August) taken 30% of referrals more than the Central Area. Mental health, financial hardship – COVID related. DA also increased.</i> 	<ul style="list-style-type: none"> • Moderate amount of shielded and vulnerable • Moderate amount of green space • Good transport links • Higher levels of disability • General Health bad or very bad • Higher rates of older people living in poverty • Significantly higher rates of crime • Higher density (Square km) • Higher food insecurity • More jobs at risk due to C-19 (Wood Green north and Harringay Ladder South particularly) 	<ul style="list-style-type: none"> • Highest shielded and vulnerable people • Highest deprivation • Highest prevalence of childhood obesity • Least green space • Good transport links in SE Haringey • Higher levels of disability • General health bad or very bad • Higher rates of older people living in poverty • Significantly higher rates of crime • Higher density (Square km) • Greater number of children getting Free School Meals • Significantly higher food insecurity • More jobs at risk due to C-19 (White Hart Lane particularly)

Moving to a Haringey wide localities approach

Following the successful test and learn at Northumberland Park Resource Centre in North Tottenham, the Haringey Borough Partnership agreed that this would be used as a blueprint to roll out the localities model across Haringey.

Underpinning the successful test and learn was:

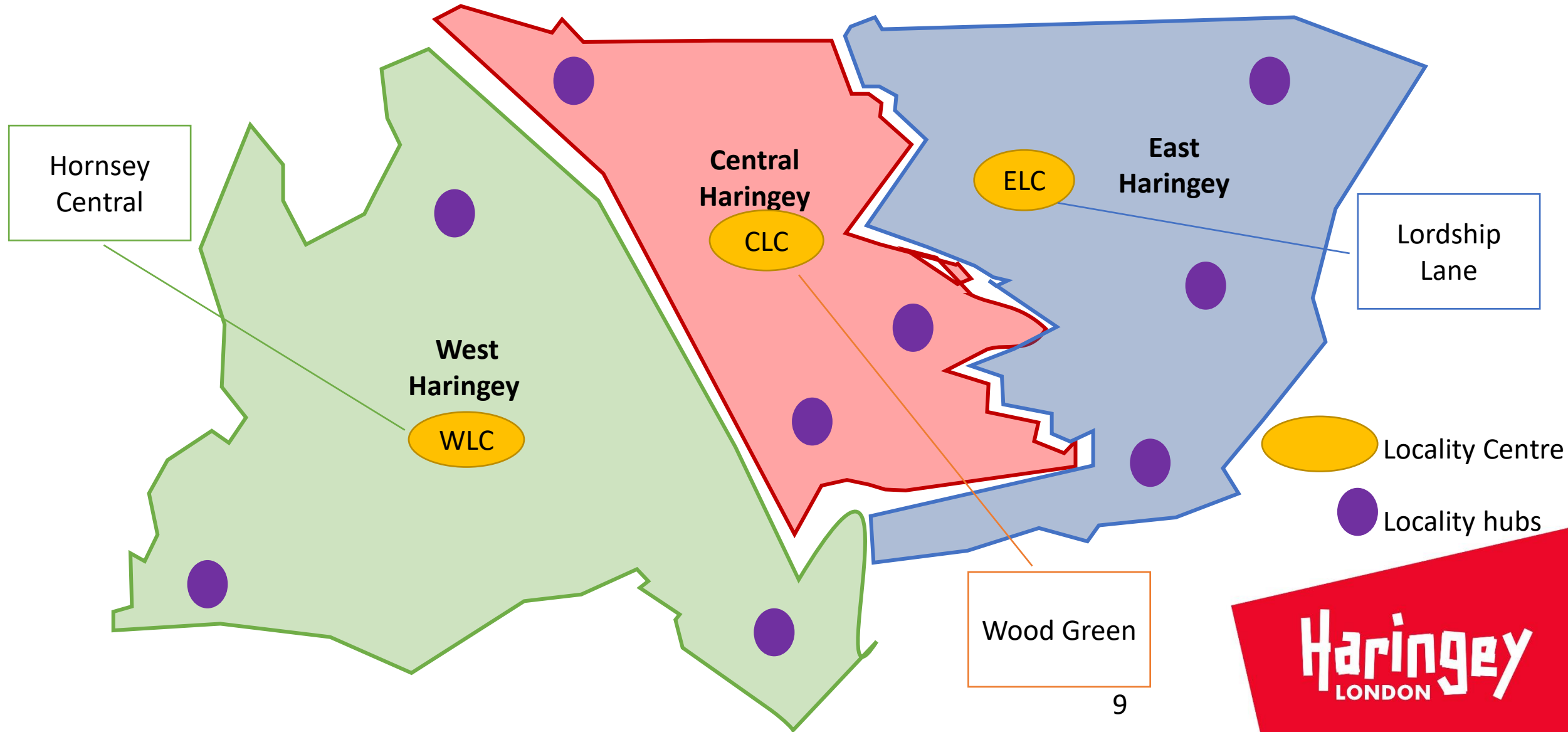
- Being accessible and open to residents
- Being located within communities and working alongside them as equal and valued partners
- A strong focus on working with people as early as possible, and collaboration
- A real and tangible commitment from the Borough Partnership, from making sure frontline staff could be there through to enabling them to work differently. This was sustained even as working together moved largely online through the pandemic

Moving to a Haringey wide localities approach

Rollout planning:

- We are mobilising transformation towards locality-based working focusing on four key areas:
 - o Locality Leadership teams
 - o Strengths based practice through workforce development
 - o A number of Community Locality Hubs to enable locality-based working
 - o An Integrated Locality Centre within each locality (estates and infrastructure)
- We are aligning localities to a number of priorities and structures across the partnership (children's networks, Primary Care Networks, etc).
- Connected Communities forms an integral part of the localities model and provide a bridge between residents and statutory services where they identify issues that require more support.
- Connected Communities will continue to support alongside other parts of the network to work towards the best result for the person / family.

Proposal to develop three Integrated Centres and wider number of Community Hubs



Connected Communities

Approach

Update and next steps

Case studies

Currently, due to C19 restrictions we are working from Wood Green and Marcus Garvey Libraries, Hornsey Health Centre, Northumberland Park Resource Centre and Commerce Road Resident Centre.

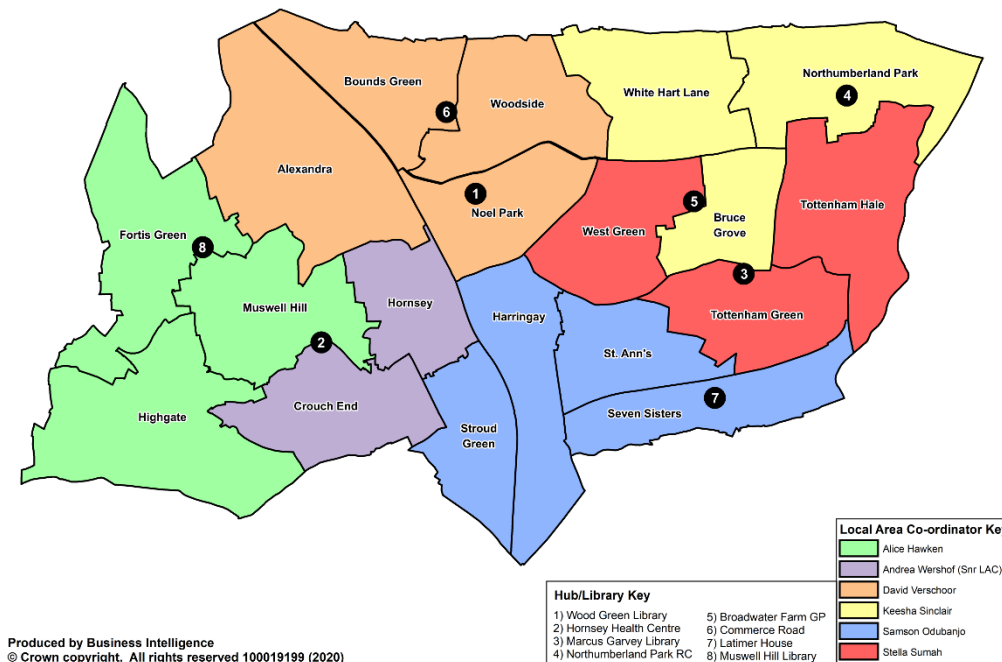
From April we hope to have daily provision (except Wednesday) in Northumberland Park Resource Centre, Wood Green, Marcus Garvey and North Middlesex Hospital. We will have weekly provision in a further four hubs: Broadwater Farm GP, Commerce Road Resident Centre, Latimer House and Muswell Hill Library. The hub staffing team across the week will include:

- Housing specialists
- Citizens advice bureau
- Employment support
- Support workers
- Health colleagues including community-based services such as drug and alcohol support, sexual health clinics etc

The patches and hub placements have been designed to broadly correlate with the 'East, West and Central' localities whilst being mindful of population sizes and how residents move across the borough.

Each patch is led by a Local Area Coordinator (LAC) who is responsible for hub development and building and fostering the strengths of local communities and community groups.

Local Area Co-ordinator Area Coverage (Oct 2020)



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There will be no geographical restrictions on residents seeking support i.e. they may live in one patch but prefer to get support from a hub in a different patch.

Each LAC will also have a thematic lead area to support partnership working in VCS i.e food, dementia friendly etc

The focus continues to be working alongside residents

We are continuing to respond to C19 for example through the phonenumber, proactive contact of all positive C19 residents, local track and trace and CEV and self-isolation support.

A key action between now and April will be to ensure that learning from this is including in activity beyond April. For example, text messages have proved a very popular means of communication.

The C19 work has also helped to engage residents who were **'surviving'** but could be supported to **'thrive'**. This includes supporting residents to be eligible for sick pay and to obtain tenancy agreements as well as wider financial work and 'connections'.

Connected Communities is the lead team in implementing the Pilot Local Welfare Assistance Scheme and in developing and implementing the long-term Scheme to be implemented from April

The linkages between Contact Tracing, the Discretionary Self-Isolation Grants and the extended Qcovid Modelling for the Shielded Patient List are being forged built on a strengths based approach

There are strong links too with building locality based working across the borough, across Health, the VCS and the Council – examples include: NRC, the libraries, the former Irish Centre building

We have run a number of proactive campaigns around pension credit, the Council Tax Reduction Scheme and Severe Disability Premium. The summer pension credit campaign increased residents income by almost £90,000 a year.

We will be planning a schedule of these proactive campaigns over the next year as part of the expansion of the Connected Communities programme. These will use data and insight to identify areas where further support could be offered to residents and use these as an entry point to help support residents from ‘surviving’ to ‘thriving.’

Our ‘Social Return’ metric continues to be developed and there are plans to use it more widely across both the Council and in funding bids. This metric is an important part of shifting our focus from what is important for residents to what is important to residents.

How will we know we have been successful?

- **September:** September is our 'anniversary' so it is always a good time to reflect on what we have achieved and a good forward marker for where we want to be. The key measures of 'success' in September 2021 will be:
 - Strong, complete data that shows our impact
 - Our Social Return On Investment tool being used for Council buildings and projects: Looking at all the value to residents and not simply just 'outputs'
 - 6 established community hubs that feel different to each other but use the same key principles
 - Strength based, person centred holistic support being 'The Haringey Way' not 'The Connected Communities Way'

Haringey Connect

Connected Communities

- Expand and broaden, as part of a network of supports located within communities
- Work collaboratively with partnership teams
- Embed as part of the locality-based model, with a focus on helping earlier and prevention
- Outbound campaigns e.g. pension credit, the Council Tax Reduction Scheme and Severe Disability Premium
- Codesign changes to address inequalities and inequity
- Review and update planning based on learning to date

The Way We Work

- Identify key themes for change
- What will be different – with specific change plans for areas impacted
- Understanding ‘how we do things around here’
- Reviewing behaviours, symbols and systems and how this shapes how we work
- Develop plan to create change
- Change management support

Direct link person between Connected Communities, Haringey Connect and policy/strategy .
From March 2021: 4 days of capacity across the Connected Communities team for staff to support in a ‘consultancy’ role the work of Haringey Connects. This will include thinking about how we integrate learning from the Covid 19 response into service delivery and some work to help services work in the Haringey Connect way.

**Connected
Communities**

Haringey
LONDON

Case Study 1

The Issue

- Recently discharged from North Mid Hospital with Covid- 19.
 - Rent arrears.
 - Issues with rent affordability.
 - Mobility for JP
- Universal credit claim declined.
- Employment support for BP.

The Solution

- Referred through to the Royal British Legion for veterans housing, grants & army pension application
 - Referral to FRT and awaiting OT assessment for JP
- Applied for CTR and SMI form, which is pending
- Referred through to SHINE London for utility arrears/grants
- Referred to CISWO for miners grants

The Outcome

- Intro to Natasha for BP employment support
- Negotiated rent reduction with the landlord from £1200 to £800 backdated to April 2020
- Attendance Allowance first payment in October 2020 for JP.

CLIENT

BP & JP

STAFF

SOPHIE

Case Study 2

The Issue

- Single mother of 2, claimed asylum in March but due to Covid-19 and Home Office backlog, hasn't heard back yet.
- She was really struggling to pay rent and pay bills and has been threatened with eviction.
- Mum doesn't speak much English

The solution

- Supported with an application for the British Red Cross grant which was awarded and helped her pay for food and some bills.
- Also supported with an application for Free School Meals that was accepted in a matter of days
 - Still meeting with Support Worker regularly for emotional and practical support

The Outcome

- Completed a referral to Children's Services via MASH as the family were destitute.
- NRPF team gave her an emergency payment to cover her for a couple of months whilst she waits for the Home Office.
- Mum wants to start ESOL classes so has been signposted to HALS

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ALICE
MYERS

Case Study 3

The Issue

- Mother to 5 children, with her 2 youngest still living with her
- She has a mild learning disability, depression and several long-term health conditions which means that she cannot walk very far or work
- Son has schizophrenia and is regularly verbally abusive towards mum.
- RN was very distressed when she was introduced because she was unable to afford food, struggling to pay her debts/rent/bills and could not afford to replace the fridge freezer which had broken
- None of her family members were able to offer financial support and she was worried about telling them she could not cope.

The Solution

- Listening and understanding how RK's was struggling to manage her children, pay the debts and bills and afford foods
- Completing grant applications and discussing her needs with the housing association who were able to pay for her to get a new fridge freezer
- Introduction to Citizens Advice Haringey for debt advice and income maximisation
- Encouraging RN to contact her GP regarding her mental health and physical issues so that she could receive appropriate medical support
- Advocating on her behalf with the housing association and St Ann's care coordinator to support with dealing with her son's mental health issues

The Outcome

- RK is motivated to complete the admin tasks because there is someone to bounce ideas off and ask questions
- She feels less isolated and more motivated
- Has identified ways in which she can manage her own mental health through dedicated time for her dancing which she does not have to feel guilty about
- RK's mum is on the waiting list for a disability parking bay and the Halliwick Centre for Personality Disorder support.

CLIENT

RN

STAFF

ALICE
HAWKINS

Localities working in practice

Leadership teams

Workforce development & deployment

Estates development

Locality services

- Not a formal 'new team'
- Brings together staff who work in the area
- Place to work together (both space and ethos)
- Benefits:
 - Developing relationships with each other
 - Linking more into the community, learn more about it
 - Shared learning / co-working
 - Reducing referrals, hand-offs and duplicated activity
 - Joint problem solving and holding risk
 - Increasing awareness, and use, of community and voluntary services and communities to support people
- Core staff include:
 - People working in the area e.g. Connected Communities, VCS, Community services, Council, Mental Health, Community Health, Department of Work and Pensions, Homes 4 Haringey



Locality Leadership Teams

- To ensure that the strategic vision of localities could be operationalised the Place Board setup three locality leadership teams.
- These teams were made up of all borough partnership organisations including the Primary Care Networks (GP's).
- The focus of initial meetings was on two central themes to understand these in relation to the specific needs of each locality area:
 1. The identification of appropriate estates to operate our hubs from (including what is needed from these community hubs)
 2. The identification and mobilisation of workforce.
- To ensure alignment and coordination during implementation, the leadership teams have been collapsed into a single leadership team to guide the work to open a physical hub in each locality by August 2021

Workforce Development – Champions Programme

- Haringey is working with Research in Practice to move to a different way of working with people across the borough called strengths based working.
- Strengths based working is a way of working that focuses on the strengths that people have, their hopes, wishes and aspirations. So that conversations start with “What matters to you?” rather than “What’s the matter with you?”.
- We are calling this new way of working as Head, Heart and Hands. The head is how we think of things, the heart how we feel and the hand is how we do things with people.



Head: This is our intellectual side, the knowledge we use understanding of situations. This can include Legal literacy, theory, community and resources.

Heart: This is about engaging at an emotional level. Practice is driven by passion, compassion and belief in ability for growth and change. The relationship is the intervention

Hands: This symbolises practical application – the doing part of practice. Creativity used to support personalised well-being.

Workforce Development – Champions Programme

- This a whole systems approach that focuses on everyone working at every level across the local system. It is a long term approach that we are hoping to develop together.
- Part of this work is the development of a champion's network, who will be promoting the work across the borough. We also see this group as being instrumental in the development of locality working in Haringey.
- The champions will be supported through a learning offer described in this paper that has been tailored to support change needed across the system.
- Champions have been identified from across the borough partnership with a large portion of those being part of the locality leadership team.



Work in progress: wider estates development

West Haringey

- Hornsey Central is Covid mass vaccination site, the empty pharmacy has been refurbished for this
- Post-vaccination, working with stakeholders around how this site could be an Integrated Locality Centre and contribute to locality working, particularly for Connected Communities and community organisations
- Model envisages Community Locality Hubs

Central Haringey

- Wood Green Integrated Locality Centre is in development
- Model envisages Community Locality Hubs

East Haringey

- Working towards Lordship Lane as main Integrated Locality Centre for health and social care delivery
- Aware of need to ensure good access and to create transport links with Community Locality Hubs
 - In the first instance with Northumberland Park Resource Centre – more detail in following slides
 - Selby Centre: exploring what health and wellbeing services could be delivered from the site
 - Broadwater Farm: Working to explore the delivery of a replacement medical centre on the estate, to align with other services such as Homes for Haringey and to provide a wider health and wellbeing offer in partnership with Connected Communities

Working in North Tottenham

Neighbourhood Resource Centre: Northumberland Park Community Locality Hub

Background Context

- Key asset in Northumberland Park
- Office spaces for hire
- Several office spaces, one large breakout room
- The premises was previous occupied by several services from Employment and Skills, VCS organisations, Children and Young people services and Housing support
- Currently two active services – space has been underutilised for some time



What has happened so far?

Test and learn at Northumberland Park Resource Centre, with a focus on practical ways to:

- be accessible and open to residents
- work alongside communities as equal and valued partners
- work with people as early as possible, and collaboration
- ensure frontline staff could be there and enable them to work differently.

North Tottenham Localities hub ran from the site from December until lockdown, and then virtually through the pandemic

- Activity on Tuesdays both started to develop a new way of accessing services & started conversations/generating ideas for use of the building
- Work to consider options for light-touch changes to space to enable better community use

NT localities hub: developing a vision

- **Increase community use** of an underutilised building to address a deficit of community space across Northumberland Park
- Provide open access to multi-agency input and support through **Connected Communities**
- Continue to focus on **working alongside residents and communities through co-production**
- **Improve access to care** by bringing it direct to residents in Northumberland Park – and link better with other services in the Locality, including Lordship Lane Medical Centre for example
- **Provide a workspace hub** for staff from LB Haringey, NHS and other statutory partners (including housing and police) and existing and new community tenants to foster new relationships and collaboration

Demand for the space:



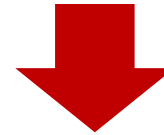
Council
services

External
Partners

VCS groups

The Vision:

The ambition is to remodel the NRC into a **holistic hub** to make better use of the assets and create a locality-based centre for the delivery of a range of services, activities and outcomes with and for the benefit of local people.



The hub will have three primary functions:

- **Locality centre** to deliver a range of services from the council and partners, with both back of house office space and space to meet and greet clients
- **Community hub** with space available for local groups and organisations
- **Office space (to rent/ in-kind support)**



Questions and Discussion

- How can we further enhance community involvement?
- Are there other perspectives, services or approaches we need to include?
- How do we make sustainable change?