

# Localities Approach: where we are and where we need to get to....

Adults and Health Scrutiny Panel  
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Charlotte Pomery

Locality working with partners

Approach

Learning to date

# Locality Approach

## Introduction

Cross cutting and partnership approach built on transformation in service delivery and property usage, which considers:

- where staff and services are based and how they are closer to communities where appropriate
- how services are integrated and deliver effective multidisciplinary working with partners and residents
- how our physical assets across the public estate are reimaged to support this approach
- how we enhance digital infrastructure across the borough to support shared information and more responsive services

Increased locality working and delivering services out of better but fewer buildings closer to the communities we serve are set out in the Borough Plan (2019 – 2023) and supported by the Asset Management Plan (February 2020) and will be even more central in the future. It is supported by the localities work driven through the Haringey Borough Partnership.

## Vision

....to act alongside residents to prevent issues arising and nip them in the bud early, enabling more resilient local communities and building better integration across a range of agencies

Working in this way will make efficient use of our buildings and deliver a more personalised service to residents. We will continue to challenge ourselves to explore how we can do things differently and better, finding the right ways to deliver good value, quality local services that meet residents' needs. Members will continue to be supported by front line officers, who work closer to the communities that they serve.

# How do we support our workforce through a localities approach?

For those Council staff who are locality based or working outdoors in the field, the localities approach enables us to envisage how this locality based and outdoors working will be an enhancement of their current model of service delivery. The intention is not to create mini-HQ offices in communities but to deliver genuinely new ways of working which reach out to communities and support them wherever possible in their locality.

Most of the thinking around this approach has been done with NHS and VCS partners through developing a Locality Model which works for the borough – of which more later – but the aim is that this model is based on 5 principles:

- Being in the right location: close to and accessible by communities and visible to residents
- Working in partnership: integrated working
- Making best use of resources: more efficient use of assets, reduced running costs, capital receipts
- Supporting a transformation in culture and practice: strengths based, improved networking, community based
- High quality and sustainable spaces: good for networking, for touchdown and for services

This means that the workplaces to support this should offer, in one place:

- **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
- **Touch down and dedicated office space**

# Localities: What are we trying to achieve?

.....to act alongside residents to prevent issues arising and nip them in the bud early, enabling more resilient local communities and building better integration across a range of agencies

Locality  
working  
vision

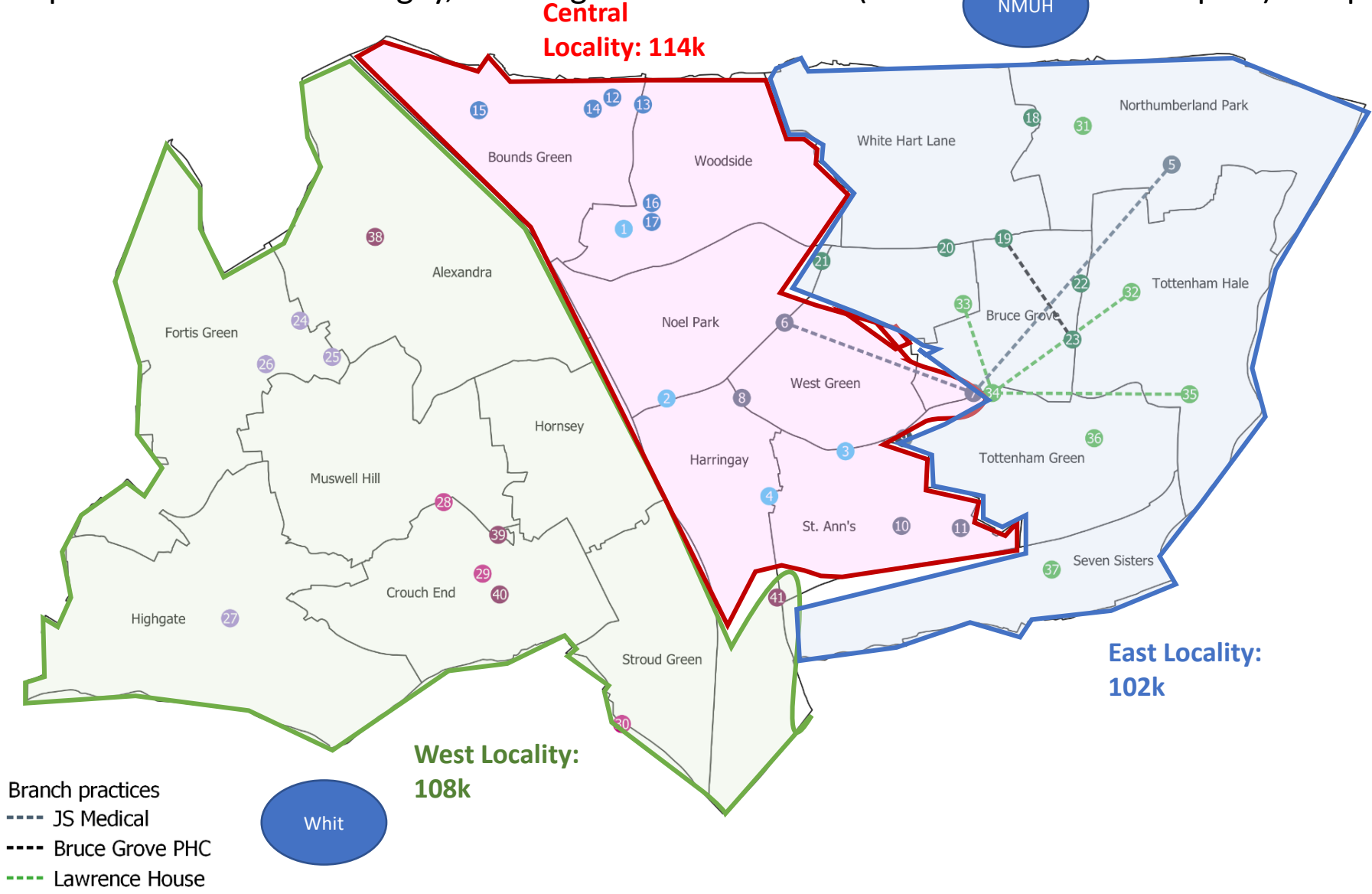
- A **simpler, more joined up** local system that offers the right support at the right time that manages the growth in demand and reduces duplication in the system
- **Integrated, multi-disciplinary** teams from across the public sector working together on the same geography and tackling issues in households, **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 household 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 recognising that benefits and savings do not always accrue to the same agency
- **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

# What is a locality?

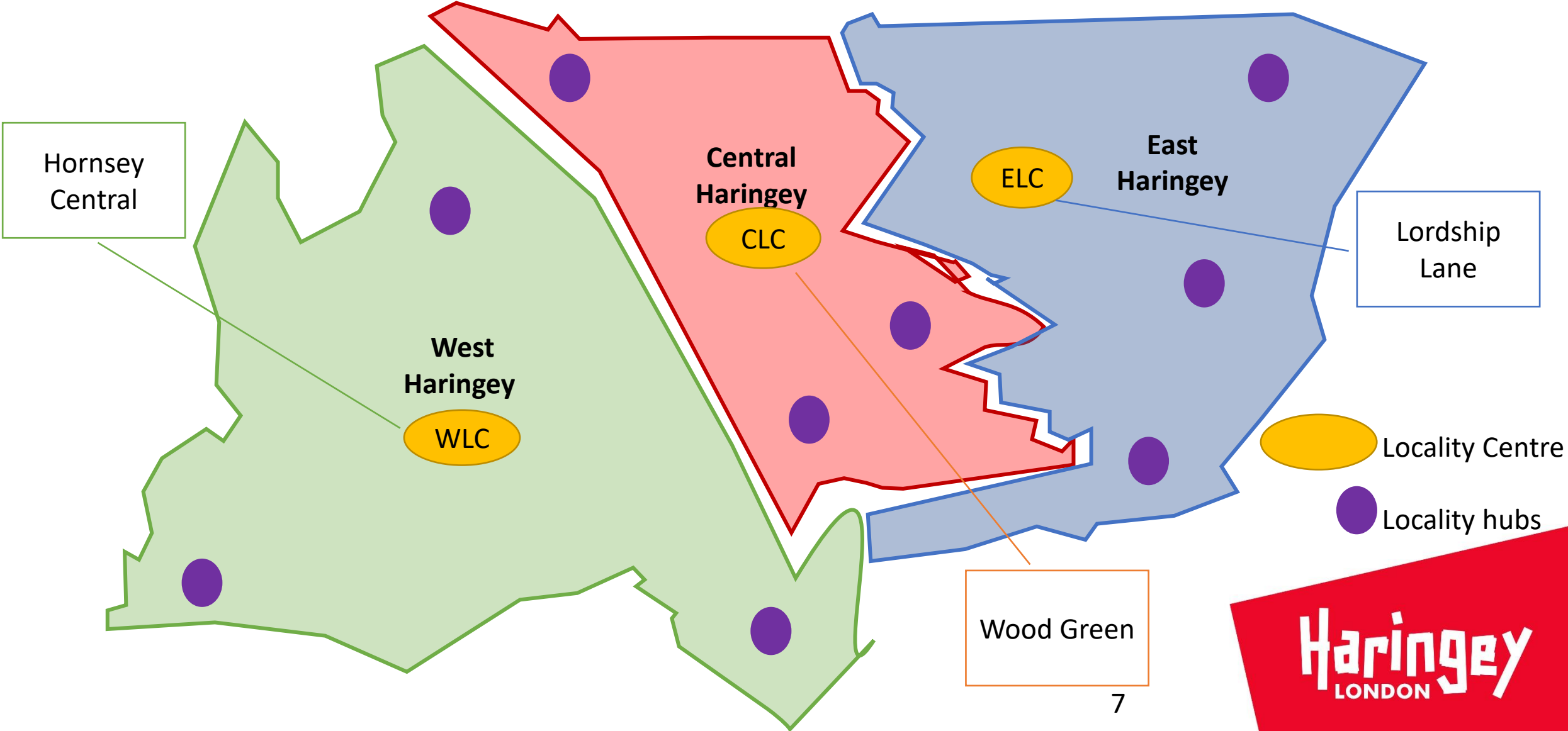
Shape of Localities in Haringey, showing ward boundaries (new ones have impact) and primary care networks



- Broadly equivalent population numerically
- Aligned with primary care networks
- Opportunity to shape services organisationally as well as on the ground
- Range of community based assets (libraries, children's centres, health centres etc. can be grouped by these localities)



# How do we see it working?



# Localities: how do we see it working?

Through the Borough Partnership Executive, we are mobilising transformation towards locality-based working focusing on four key areas:

- Locality Leadership teams
- Strengths based practice through workforce development
- A number of Community Locality Hubs to enable multi-agency locality-based working
- An Integrated Locality Centre within each locality (estates, clinical practice and infrastructure)
- We are aligning localities to a number of priorities and structures across the partnership (children's networks including children's centres, schools and the CDC, Primary Care Networks, libraries, etc). any of which can act as Community Locality Hubs in the model
- It is envisaged the three core functions of a locality base from earlier slides are delivered also through the Community Locality Hubs:
  - **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
  - **Touch down and dedicated office space** for Council and other staff



Community Locality Hub: 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



# 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)**



# NT community locality hub: developing a vision

The test and learn approach led us to creating a vision for the building, as a community locality hub within the Locality Model, which will:

- **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 dedicated touchdown and 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

This is in line with other thinking that the core functions should be delivered, but each community locality hub should also offer a response to the local community

The proposal for the required capital works to the building, changes to the management of the building and potential reworking of the financial model have now been agreed through the Council's capital approval process so acts as something of a pilot for this way of locality working.

# 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, sustained even as working together moved online in the pandemic

The Council and NCL CCG have now committed to high level programme resource to support the further delivery of Locality working on the ground over the next few months and other partners are pledging support to an integrated programme team to support across the piece.

# 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?