

# Fairer Together

An early intervention and prevention strategy and delivery plan for Islington

## Executive Summary



**ISLINGTON**  
For a more equal future



## **Introduction**

This section sets out the rationale for our Fairer Together strategy and delivery plan and introduces some key definitions

## Introduction

**Early intervention and prevention is critical to our Islington Together ambitions for a more equal future for our wonderful borough. For us in Islington, early intervention and prevention is about working with communities proactively rather than reactively, to break down barriers and build capacity, relationships and resilience in order to change lives.**

Since 2010, Islington has been on a journey towards being an Early Intervention Place and creating a fair future for all. Over that time, we have had to withstand huge challenges to our residents and our services, from austerity, to Brexit, then Covid and now the Cost of Living crisis. What we have learnt is that effective early intervention and prevention must be a partnership endeavour an inclusive movement that draws in everyone living and working in the borough. It must be a long term strategic endeavour towards securing wellness and building resilience in the Islington population. And it must be flexible enough to withstand unforeseen change national and global but with a strong moral compass that maintains a focus on responding to the issues that local people tell us will make most difference to their lives.

**This strategy and delivery plan is designed to provide that compass, articulating a clear and shared vision and ambition for early intervention and prevention under the Fairer Together banner with clear principles to direct our collective efforts and a clear description of what we will do in order to deliver.**

## Defining Early Intervention and Prevention

Early intervention applies from pre birth to adulthood. It means identifying and providing effective early support to prevent issues escalating into more complex and costly responses, often with poorer outcomes.

Effective early intervention and prevention can prevent problems occurring or reoccurring, and thereby reducing the number of people circling around the system, and instead building resilience in communities.

“Early intervention and prevention support will manifest differently across the system, but focuses on reducing the risk factors in a person’s life, whether those risks come from the individual, family, community or society”  
**Early Intervention Foundation [www.eif.org.uk](http://www.eif.org.uk)**

In Islington, we take a slightly broader view and see early intervention and prevention as:

- Proactive not reactive
- Driven by individuals and communities not by services or statute
- Focused on building capacity and relationships
- Breaking down institutional and systemic barriers
- Joined up
- Rooted in communities
- Reducing the need for crisis or statutory services

**“It is never too late to intervene early”.**



## Who is Early Intervention and Prevention for?

Early intervention and prevention focused on working with and providing support to individuals and families who have emerging needs and is designed to prevent or tackle a problem before it escalates. We call this “Level 2 needs”.

Individuals or families with at Level 1, i.e. those with no additional needs, can access universal services or seek specialist services, e.g. help from iWork or an Adult Learning course, directly.

Those with needs at Level 3 or 4, i.e. with complex and multiple or acute needs, are likely to need more intensive social care services, expert in assessing and managing risk of harm.

Although the strengths, needs and risks of children, adults, their families and/or carers rarely fit neatly into the levels outlined above – for example, within a family a father and mother may have different levels of need and their individual needs may change over time – clearly articulating levels of needs helps us to consider what the right support may be and ensure the right support is offered, at the right time.

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
<b>Independent Living and Wellbeing Needs</b>	<b>Independent Living and Wellbeing Needs</b>	<b>Complex and Multiple Needs</b>	<b>Acute Needs and Crisis</b>
<p>These are children, adults, families and carers with no additional needs, who:</p> <ul style="list-style-type: none"> <li>• Able to cope with the ups and downs and challenges that come their way</li> <li>• Require little or no involvement from those outside their circle of family and friends.</li> </ul>	<p>These are children, adults, families and carers with some additional needs, who may be:</p> <ul style="list-style-type: none"> <li>• Are at risk of poor outcomes</li> <li>• Have unknown needs or whose needs are not being met.</li> <li>• Are experiencing loneliness, social isolation</li> <li>• Have had Adverse Childhood Experiences (ACEs)</li> </ul>	<p>These children, adults, families and carers who are in need of support, due to:</p> <ul style="list-style-type: none"> <li>• Safeguarding concerns including showing signs of abuse and/or neglect</li> <li>• Mental or physical impairment or illness</li> <li>• Disability</li> <li>• Have unknown needs or whose needs are not being met</li> </ul>	<p>These children, adults, families or carers who may:</p> <ul style="list-style-type: none"> <li>• Be suffering, or are at high risk of suffering, significant harm including serious abuse with long-lasting negative impact, including risk of serious injury and/or death.</li> <li>• Have severe and/or complex physical and mental health impairment or illness</li> <li>• Very serious and/or urgent care needs and may be in crisis</li> </ul>



## The roots of trauma

Adverse Childhood Experiences (ACEs) are traumatic events occurring before age 18. ACEs include all types of abuse and neglect as well as parental mental illness, substance use, divorce, incarceration, and domestic violence. A landmark study in the 1990s found a significant relationship between the number of ACEs a person experienced and a variety of negative outcomes in adulthood, including poor physical and mental health, substance abuse, and risky behaviours.

The negative impacts that experiencing adverse events can have on a person’s neurological, emotional and social development are now well-documented. Multiple academic, clinical and social service organisations are looking at psycho-social and physiological needs in adults through the lens of adverse childhood experiences (ACEs) and are advocating ‘trauma informed’ approaches to service delivery.

Through Fairer Together, we want to intervene early, when problems first arise, or better yet, prevent them from happening in the first instance to ensure that everybody in the borough starts well, lives well and ages well. Understanding ACEs, and offering support when these situations arise, can improve outcomes for our residents in later life.

## 10 ACES

Physical, emotional, sexual abuse; physical, emotional neglect; mental illness, incarcerated family members, substance abuse in the home, mother treated violently and divorce or family breakdown.

## A collective endeavour

Everyone who works with people who live in Islington has a role to play in terms of early intervention and prevention, from the park guard to the teaching assistant, to the GP to the social worker. Wherever you are in the system, this strategy and delivery plan is for you. This strategy has been designed in partnership with a wide range of people and professionals in order to be inclusive, to speak to and address a wide range of different perspectives and draw out the commonalities and opportunities for working more closely together to provide a more coherent and effective offer to residents.

## The Islington system



**Civil society**

Community  
Community and voluntary sector organisations



**Universal public services**

Early years, schools, libraries, general practice, adult learning, parks, iWorks, iMax



**Access points**

Access Islington (digital, customer centre/s and phone line)  
Children's Services Contact Team  
"Bright Lives" central point of access



**Early help services**

Bright Start  
Bright Futures  
"Bright Lives" Alliance



**Complex, acute services**

Children's social care, adults' social care, hospitals, acute care, police, criminal justice

## Why have this strategy?

The purpose of this Fairer Together Strategy is to:

Set a shared vision, owned across the Fairer Together Partnership and, in doing so, create something which is more than the sum of its parts	Provide a framework for greater integration between services	Inform different investment decisions about how to make best use of scarce resources
Recognise the important contribution of all key partners particularly the voluntary and community sector	Provide clear expectations for how people and services will work together	Explain the offer to residents and support better communication of this, in more accessible ways, going forward
Minimise duplication and proactively respond where gaps are identified	Articulate a shared ethos and understanding for early intervention and prevention	Set priorities for delivery in order to focus energy and resource over the long term

## Fairer Together – an overview

### Aspirations

These are our aspirations for residents and the key measures we will use to assess impact

Equity	Wellbeing	Security	Belonging
<ul style="list-style-type: none"> <li>Reduced inequality gaps between different communities: health, education and criminal justice</li> </ul>	<ul style="list-style-type: none"> <li>Increased household income and reduced levels of debt</li> <li>More people into training and jobs</li> <li>Improved educational attainment</li> <li>Improved physical and mental health</li> <li>Reduced crisis interventions</li> </ul>	<ul style="list-style-type: none"> <li>Reduced evictions</li> <li>Reduced temporary accommodation</li> <li>Reduction in homelessness</li> <li>Reduction in anti-social behaviour</li> <li>Reduction in violence</li> </ul>	<ul style="list-style-type: none"> <li>More residents feel connected and positive about their local communities</li> <li>Increased volunteering and participation</li> <li>Residents know what help and support is available and how to access</li> </ul>

### Principles

These principles underpin how we will work together to achieve our aspirations for residents

We will work in partnership, and be led by empowered communities to tackle issues that are important for them	Our community is able to access support that they feel meets their needs	Our practice uses relationships as the key driver to generate sustained positive change	Our approach is consistent and shared across the whole borough and is understood by all	We are committed to understanding the impact we have and to a system which is learning led and continually improving
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### Workstreams and Delivery Programmes

And this is what we are doing to achieve our aspirations

Empowering communities	Delivering Early Intervention & Prevention Services	System change
<p>We will enable communities to increase control over their lives</p> <ul style="list-style-type: none"> <li>Fairer Together Hubs</li> <li>Community Partnerships</li> <li>Parks for Health</li> </ul>	<p>We will provide support to residents before or as soon as issues arise</p> <ul style="list-style-type: none"> <li>Bright Start</li> <li>Bright Futures</li> <li>Bright Lives Alliance</li> </ul>	<p>We will transform how we work together by consistently evaluating and improving our practice</p> <ul style="list-style-type: none"> <li>Workforce Development</li> <li>Multi-agency case based discussions</li> <li>Fairer Together Locality Networks</li> <li>Young Black Men and Mental Health</li> </ul>



# The Context

This section describes the context and system considerations which have informed development of this strategy

## The Islington Context



**16,097**  
people per square km



**14%** of Islington Residents live with a disability



**19%** of children have Special Educational Needs



**10%** of under 17s are of Black African Ethnicity



**33%** of residents were born outside of the UK

## Internal Drivers



Islington is the 6th most deprived borough of London's 32 local authorities, resulting in one of the highest rates of child poverty in the UK, with 28% of children and young people living in income deprived households.



Islington also has the 4th highest levels of poverty affecting older people in London. As well as income deprivation, Islington's older people also reported social isolation as a persistent challenge.



Racial and ethnic inequalities persist too and unfortunately, the Covid-19 crisis has further highlighted these inequalities experienced by the community.



Between 2019/20 and 2020/21, gross expenditure on Adult Social Care increased by £10m. The increase in overall expenditure was primarily due to the impact of the Covid-19 pandemic and was primarily funded by NHS Covid-19 funding.

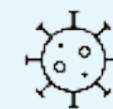
## External Drivers



Like all local authorities, Islington is subject to significant financial pressures. Central Government has cut its core funding to Islington Council by 70% since 2010 and there is increasing demand for services.



Over the last two years, we have seen increased in demand and activity across Children's and Adult Social Care and are supporting more children and residents with increasingly complex needs.



The long-term effects of the Covid-19 pandemic is still not fully understood but is likely to affect demand in future years

## Needs Assessment – Children’s

 <p><b>42,100 children and young people</b> aged 0-19 in Islington in 2022. <b>57.5% residents of Black, Asian and minority ethnic groups</b> in Islington schools in January 2022.</p>	 <p><b>2,518 children and young people</b> were supported by Early Help Services in 2021/22, a <b>40% increase</b> from 2020/21.</p>	 <p><b>1,404 families</b> were worked with in Early Help services in 2021/22, a <b>25% increase</b> from 2020/19.</p>	 <p><b>12,214 contacts</b> by 7,491 individuals to children’s social care in 2021/22, <b>10% increase</b> in both from 2020/21. <b>2,407 referrals to children’s social care</b> in 2021/22, <b>18% increase</b> from 2020/21.</p>
 <p><b>385 looked after children</b> as at the end of 2021/22, an <b>increase of 43 children</b> compared to 2020/21.</p>	 <p><b>37 first time entrants to YJB</b> in 2021/22, <b>3 fewer CYP</b> than 2020/21.</p>	 <p><b>80 children</b> with a social care assessment noted to be <b>young carers</b> in 2021/22.</p>	 <p><b>2,850 children in out of work low income families</b> based on relative low income in <b>2020/21. 16% increase</b> compared to 2019/20.</p>
<p><b>EHCP</b></p> <p><b>1,634</b> resident children and young people with Education, Health and Care Plans (EHCP) in 2021/22, <b>8% increase</b> from 2020/21.</p>	 <p><b>846</b> residents with EHCP diagnosed with <b>Autistic Spectrum Condition. 246</b> with <b>Social, Emotional and Mental Health</b> needs in 2021/22. Year on year increase.</p>	 <p><b>9.6% of primary school and 18.6% of secondary school children</b> persistently absent in 2020/21.</p>	 <p><b>14.95 – rate of secondary school suspensions</b> involving a small number of secondary schools with particularly high exclusion rates in 2021/22.</p>

## Needs Assessment – Adults

 <p><b>3,955 individuals</b> received a long-term adult social care service in they year in 2020/21, a <b>9% increase</b> from 2019/20.</p>	 <p>In 2020/21, <b>3,173</b> received support in the community during the year, a <b>12% increase</b> from 2019/20.</p>	 <p>In 2020/21, <b>347 individuals</b> were supported in nursing homes during the year, a <b>3% increase</b> from 2019/20.</p>	 <p><b>432 individuals</b> were supported in residential homes during 2020/21, a <b>1% increase</b> from 2019/20.</p>
 <p>In 2020/21, <b>2,201 individuals</b> have been accessing long term support for over 12 months, similar to 2019/20.</p>	 <p><b>3,353 safeguarding concerns</b> were raised in 2020/21, <b>4% more</b> than in 2019/20.</p>	 <p><b>1,167 Deprivation of Liberty Safeguard referrals</b> were made in 2020/21, similar to 2019/20.</p>	 <p><b>4,389 urgent response contacts</b> were received in 2020/21, <b>26% more</b> than 2019/20.</p>
 <p><b>874 carers</b> received support from the Council in 2020/21. <b>185 new carers</b> were provided support in 2020/21.</p>	 <p><b>11,714 access calls</b> Received in 2020/21, a <b>18% reduction</b> compared to 2019/20. Due to calls going to We are Islington.</p>	 <p><b>87%</b> people were still at home 91 days after discharge from hospital (2019/20).</p>	 <p><b>27% (619) service users</b> received direct payment in 2020/21 compared to 28% in 2019/20.</p>

## Islington Together – a more equal future

Tackling inequality is fundamental to all we do in Islington. Our strategic plan *Islington Together: For a More Equal Future* sets out our ambitions to realise a more equal Islington where everyone is able to thrive.

We know that inequality is deep rooted and complex, and that if we are to meaningfully shift the dial, we will need to transform the way we work with our communities and partners. Over the last year, we have engaged in conversation with over 6,000 Islington residents and convened an Inequality Task Force to critically challenge our approach to tackling inequality.

The key takeaway from the Inequality Task Force is that the council and partners should work collaboratively with communities to address three dimensions of inequality:

Poverty

Quality of Life

Power and Agency

This will require clarity and focus. However, that focus will also need to enable **wider transformation across the whole system in Islington**. Anything too narrow will lead to limited change and impact on the lives of residents.

### Community priorities

There was widespread acknowledgement of inequality within and beyond Islington. Adults spoke about structural drivers, **disparities in income and wealth** affecting opportunities and services.

Students also mentioned differences in access to opportunities, but their concept of inequality was much more **interpersonal**, giving examples of how people are treated differently.

**Housing and safety were top priorities** in VCS workshops and in the open survey across gender, ethnic groups and disability status.

There was a clear priority in the survey (housing), whereas there was much more variation in VCS workshops. Residents highlighted the **interconnections** across priority areas and importance of joined up work.

Students spoke about a broad range of **aspirations**. Adults most frequently wrote about a greener and cleaner borough, despite this being a lower priority for action.

## The Case for Change – Children’s

### Internal Drivers

What we do with children and young people will generate impact and savings for the adult population and the community.

The following factors can determine positive outcomes throughout the life course:

- Social and emotional foundations in the early years
- Capable and confident parenting amongst vulnerable families
- Healthy lifestyles
- Good education experiences set during the primary and secondary school years

They can also tackle the costly consequences of issues such as school exclusions and unemployment in later years.

### External Drivers

Recent Government policies and commissioned reviews which, when combined with our local context, can provide the commonality and opportunity to realise early intervention and prevention further::

- A clearer definition and expectations of family help outlined in Josh MacAlister’s Care Review
- Family Hubs as an approach to embed multi-disciplinary family help
- A deeper emphasis in the SEND and alternative provision system on early intervention promoted in the SEND Green Paper.

## The Case for Change – Adults

### Internal Drivers

There is an increasing emphasis from legislation and guidance on how statutory provision should support people to remain independent and avoid the need for services. This support can range from advice and guidance to ensuring that people in receipt of services are able to remain as independent as possible. Intent behind this is to prevent needs for care and support from developing where possible.

Key pieces of legislation include (but are not limited to):

- The Care Act 2014
- The Mental Capacity Act 2005 and the Mental Health Act 1983 (as amended).

White papers have recently been published on Mental Health and Health and Social Care. Further developments are also expected, such as the introduction of Liberty Protection Safeguards. All Adult Social Care departments will need to adjust in response to these changes.

### External Drivers

The main statutory driver of change for prevention services currently is the 2014 Care Act which introduces the principle of “wellbeing” as central to all social care provision.

In addition, it places an emphasis on the preventative agenda which is described as follows:

“ The importance of preventing or delaying the development of needs for care and support and the importance of reducing needs that already exist. At every interaction with a person, a local authority should consider whether or how the person’s needs could be reduced or other needs could be delayed from arising. Effective interventions at the right time can stop needs from escalating, and help people maintain their independence for longer.”

**(DoH Care and Support Statutory Guidance issued under the Care Act 2014 page 3).**



# The Fairer Together Aspirations

This section describes what will be different in Islington as a result of this strategy.

## Tackling Inequality with Early Intervention & Prevention

Our Fairer Together aspiration is to work in partnership with our community to tackle inequality through high quality early intervention and prevention

We aim to ensure everyone can access the right help at the right time in the right place through:

- improving the awareness of services
- increasing accessibility and timeliness of support
- providing inclusive, culturally competent, anti-racist services
- ensuring greater integration between services and practitioners

We will do this by:

- Putting local people in the driver's seat in terms of designing and delivering services
- Partnership working, sharing resources and knowledge
- Ensuring our impact can be measured across the partnership

Early intervention and prevention in Islington should:

- Work with local people to understand their stories and identify and achieve their goals for change
- Address social, economic and racial injustice
- Break cycles of disadvantage
- Build mutually supportive communities
- Prevent anyone suffering harm

## How communities will feel in 2030



### Families

We can face issues as a family, with support from my community	As a parent or carer, I understand my child and their needs	We can easily access affordable family activities	We can access support without judgement
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### Children and young people

I can be reassured that my needs will be met (not the needs of your organisations)	I am able to make my own decisions	I have a chance to be a child	I see people like me in the community support offer
I know someone cares about me	There are opportunities for me		



### Older adults & adults with disabilities

I am in control of my life	I have a single point of contact who is available and cares about me	I have my experiences validated	I am able to live independently
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### Everyone

I only have to tell my story once	I feel safe	I feel valued	I have my basic needs met
I know where to go to access services	I can access services when I need them (no thresholds)	I am at the centre of decisions made about me	I am listened to and heard

## Islington in 2030

### The system will be...

<b>Passionate about supporting communities</b>	<b>No longer focused on crisis</b> – resource has shifted to prevention	<b>Less complicated for residents</b> – less jargon, more accessible and clear pathways and navigation	<b>Designed and co-produced by residents and service users</b> – so it meets the needs of those it is there to help
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### The system and the workforce will...

<b>Have shared budgets</b> to work towards shared outcomes	<b>Have clear roles and responsibilities</b> and handover between services	<b>Share information</b> about risks, community assets and opportunities	<b>Be Culturally competent</b> understanding the needs of different communities
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**Deliver positive change**  
Outcomes will be tracked

### The workforce will be...

<b>Represented by Islington and its diverse communities</b>	<b>Well defined and well connected</b> with clear referral pathways	<b>Satisfied and secure in their jobs</b> and staying in them	<b>Feel like a team</b> working toward a shared vision
<b>Empowered to talk about prevention</b> supported and equipped to deliver positive change for residents	<b>Trust and support each other</b> to support residents to a consistent high standard	<b>Realise the potential of the VCS</b> and recognise them as equal partners	<b>Strongly joined-up</b> sharing insights and data

# The Fairer Together Principles

This section sets out how we will work together to deliver the ambitions

## An overview

We will work in partnership, and be led by empowered communities to tackle issues that are important for them

Our community is able to access support that they feel meets their needs

Our practice uses relationships as the key driver to generate sustained positive change

Our approach is consistent and shared across the whole borough and is understood by all

We are committed to understanding the impact we have and to a system which is learning led and continually improving

To achieve our vision, we will need to make a series of radical shifts in the way we work. These shifts are described through five key principles which we have identified in partnership with people and services across the borough to guide our approach to early intervention and prevention over the coming years.

In each instance, we are aware of positive examples of where these principles are being demonstrated in action. However, we need to see greater consistency to make the Fairer Together way of working the rule not the exception. This is how we will achieve the step change in the way we work with communities to deliver early intervention and prevention to Islington residents.

Austerity, Covid, the Cost of Living crisis – all of these events have highlighted that for too long some communities have not been well served by society or public services. We need to learn the lessons of the past few years to make support accessible for all, tailored to diverse needs and serving the priorities defined by our residents.

This requires relational working: building responsive relationships based on active listening, getting out and being alongside our communities, engaging with community, faith and other grassroots organisations so that everything we do is informed by and responsive to the lived experiences of our residents. It also means being brave enough to test new approaches and systematic enough to learn from our experiences and adapt our approaches accordingly.

By uniting around these five underpinning principles, we can ensure that wherever we work, live, volunteer across Islington that we work consistently with residents and the whole system understands the approach being taken to address needs at the earliest point possible.

## Five radical shifts in the way we work

We will work in partnership, and be led by empowered communities to tackle issues that are important for them

Our approach in Islington needs to get much better at meeting the diverse needs of our communities and recognise the multiplicity of needs.

We need to be comfortable and confident in working alongside communities to understand what they want and enable them to develop and implement solutions that are meaningful to them and meet their needs.

Our community is able to access support that they feel meets their needs

We need to ensure residents are supported in the places they go to, rather than asking them to come to us for support. This means support will be focused in settings such as community centres, libraries, places of worship etc.

The offer for communities needs to be coordinated so that it is easy to navigate. This will mean integrated teams and Locality Networks, and adopting the principles of no wrong door.

Our practice uses relationships as the key driver to generate sustained positive change

Our work with residents must be about understanding the story of their lives, their experience, the range of challenges they face. It must be about working with them to help them set and achieve their goals, rather than imposing our goals on to them.

We have two practice models in Islington -Strengths-Based and Trauma Informed (see subsequent slides). We are also committed ensuring culturally competent and anti-racist practice.

Our approach is consistent and shared across the whole borough and is understood by all

We must ensure that, at a locality level, services understand and are linked in with each other to provide seamless support to residents.

We must invest in relationship building and information sharing at this level.

We also need to get much better at communicating our offer, including digital communications.

We are committed to understanding the impact we have and to a system which is learning led and continually improving

We currently have a strong approach to a learning-led system in Islington. We need to continue to build on our work, such as Let's Talk Islington, to further improve our approach to learning what residents need and the impact our work has.

We will also embed external learning from innovation and practice elsewhere to ensure Islington remains committed to understanding the impact it has on its residents.



# Fairer Together Delivery Plan

This section sets out the workstreams and delivery programmes and how they will achieve our ambitions

## How we will achieve our ambitions

Fairer Together is highly ambitious in supporting communities to thrive and achieve greater life chances through our aspirational approach to delivering transformative programmes that are designed to deliver early intervention, tackle endemic inequalities, provide high quality services, and build resilient families and communities.

We are bold in our ambitions and strongly focused on working in close partnership and collaboration with local people to co-produce solutions in order to deliver long-term impact.

Our range of delivery programmes are aimed at mobilising effective delivery of high-quality early help services, transforming the systems around them and accelerating impact and outcomes in areas where there is the most need.

Each delivery programme is underpinned by a theory of change clearly articulating its aim, key delivery activities, outputs, impact, and outcomes as well as evaluative framework exemplifying key performance measures and evidence of impact.

### Each Fairer Together delivery programme is designed to:

- Deliver cross cutting transformation to tackle endemic inequalities leading to long term system change through delivering high quality early intervention and prevention services.
- Harness and grow local innovation and adapt impact-based innovation and learning from elsewhere.
- Grow and nurture resilient families and thriving communities.
- Be impact and outcomes led - focusing on producing short term and long-term impact and outcomes for local people.
- Build stronger collaborative partnerships through forging multidisciplinary expertise, integrated commissioning, pooling resources to deliver on strategic objectives and priorities across health, education, and social care.
- Drive forward both system and place- based transformation and innovation.
- Bring stakeholders & local people together to improve outcomes and reduce inequality, by developing a shared vision for change, designing, and testing new solutions, and mobilising new services.

## The three Fairer Together workstreams

the dial, we will need to transform the way we work with our communities and There is a wealth of activity already in train across Islington. In order to deliver the ambition and key shifts in culture and behaviour set out in this strategy, we need to prioritise activities that will be transformative, and create connections across the system. For example, the Fairer Together Hubs could become beacons and assets in communities to offer flexible one stop shops that reach out into communities and deconstruct the stigma attached to accessing support. On the following slides are the three Fairer Together workstreams current priority delivery programmes that sit underneath them. These delivery programmes will evolve during the life of the Strategy.

Workstreams		
Empowering communities	Delivering Early Intervention & Prevention Services	System change
<p><b>We will enable communities to increase control over their lives</b></p> <p>Our commitment to empowering our communities is a driving force behind our ambition to enable local people to become active and equal citizens, engaging in co-producing solutions and services that matter to them the most. Empowering communities is providing opportunities to work alongside communities, so they are leading the way in making a difference and making a positive difference to their communities.</p>	<p><b>We will provide support to residents before or as soon as issues arise</b></p> <p>Our commitment to delivering early help service is accelerating the identification of need at its earliest possible opportunity to ensure local residents get the right support at the right time in the right place. We believe accessibility and connectedness is imperative to this approach and we are designing services that provide holistic, seamless pathways into support and help.</p>	<p><b>We will transform how we work together by consistently evaluating and improving our practice</b></p> <p>We know that we are facing increasingly complex and interconnected challenges, poverty, reduction in funding and cost of living crisis – equally we recognise that the delivery of excellent and outstanding services for local communities requires understanding how well we deliver our services, continually assess our performance and quality of services and ensure strong feedback loops are in place for residents.</p>



## Community Partnerships Fairer Together Hubs Wider programmes such as Parks for Health

### The ambition

- Increased opportunities for local people to engage in service design and co producing solutions to help meet their needs
- Develop wider networks of local community ambassadors to ensure that local people are taking the lead and active participation in creating change
- Developing services through the lens of community voice and lived experience

## Community Partnerships

**The new Community Partnerships model accelerates the driving ambition to develop stronger co-production and collaborative community partnerships and ensure communities are at the heart of everything we do.**

Our ethos is about developing a community powered relational approach working alongside, learning, and understanding our communities better and putting them at the forefront of delivering change.

Working with local voluntary and community sector organisations will be key to delivering our Fairer Together Strategy.

The VCS hold trusted relationships with the community and many residents seek help from the VCS even before they approach the council and are at the very front end of early intervention and prevention. Recent research found that key to the overwhelming success of the mutual aid movement in Islington during Covid was the strong relationships with the VCS, the capacity to work flexibly together, a reduction in power hierarchies between council and communities, and a sharing of resources.

We will create a new Community Partnerships Unit focused on and driving four pillars of change:

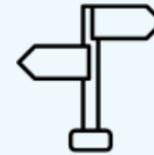
1. Developing localities, strong community voice
2. Developing joint investment into community spaces
3. Building capability of communities to design and produce for themselves and
4. Developing community spaces for local people to come together and access good quality programmes.

## What will be different in 2030?



- Fully embedded participation and engagement approach – with a strongly developed coalition of proactive citizens who are leading change in local areas
- Greater engagement and participation from the community – with a suite of community led powered initiatives led by local people for local people
- Residents feel empowered to engage as part of the change they want to see
- Council assets are fully utilised and provide a strong source of local community support

## What will we do from now until then?



- Develop a new Community Partnerships Unit with a fully recruited team Set out a clear community partnerships strategy through co-design workshops with the team to develop clear vision, priorities and deliverables over the next year
- Develop external funding strategy to capitalise and build capacity through new round of grants programme 2023-2026
- Deliver a robust approach to participatory budgeting/ grant making, working with Cripplegate to enable the council to invest in priority areas that will make a difference and tackle inequalities
- Undertake a strategic review approach to use of community spaces, looking at council assets within the team's remit and use the findings of this research to capitalise on how we best utilise our assets to support
- Develop and deliver a locality based approach building strong relationships and initiating projects that tackle local priorities of the community
- Continue to build on the strong partnership with our VCS and community to ensure that we are able to reach and support those in need earlier.
- Develop and implement an offer around Vibast and Jean Stokes Centres

## Fairer Together Hubs

### The aim of the Fairer Together Hubs is to bring services and staff closer together to wrap around local communities.

The Fairer Together Hubs model will become a flagship site for residents in Islington to access in one place a multifaceted and diverse menu of advice and support services.

Each hub will be designed to provide a cohesive 'one stop shop approach' in which residents can have their advice and support needs met in one place.

The emphasis is on connectivity and responsiveness ensuring there is a high-quality service offer that is easy to navigate and access.

The key dimensions of support to be available at and through the Fairer Together Hubs are:

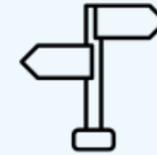
- Work
- Money
- Food
- Home
- Family
- Wellbeing

## What will be different in 2030?



- Support is person centred and holistic creating seamless support for residents that is easy to navigate and provides access to the right front door of support, at the right time and in the right place minimising multiple access points
- Local people experience greater autonomy in determining support that meets their needs
- A clearly defined network of support offer that residents clearly understand and reduces the fragmentation of service offer
- Local people feel empowered to make choices and feel positive about proactively seeking advice at the earliest opportunity
- Reduced stigmatisation associated with accessing support
- Reduced social isolation and loneliness and improved integration, cohesion and connection to community networks of support

## What will we do from now until then?



- Adopt an innovative collaborative design methodology to co-develop the Fairer Together Locality Networks of support with partners and residents to ensure we are working together and alongside our communities
- Mobilise the implementation of the Fairer Together Community Networks of support across three locations in Islington (North, South and Central)
- Embed a community pop up programme of events and activities alongside each hub offer to provide a flexible and diverse menu of support that is community led
- Expand the hub model and develop multi-channel networks of support delivering proactive outreach through digital online offer and in delivering mobile hub outreach services in community hub hotspots increasing connectedness and support
- Ensure alignment and synergy with Family Hubs and Primary Care Networks

## Fairer Together Hubs and Workforce Development

Through Fairer Together Hubs, individuals and families will be able to access a range of support on:



Each Fairer Together Hub will offer opportunities for staff across the Fairer Together Local Network to further develop practice and embed a delivery model where partnership working, collaboration and integration is the norm rather than the exception.

- **Monthly lunch and learns** with guest speakers from services and organisations across each locality to enable staff to make connections across the partnership and within the community
- **Monthly Breakfast Club** is an opportunity for workers from across the local network to come together and discuss specific topics, for example housing or domestic violence. They will be led by professionals in those areas and involve space to think about how these issues impact on practice and how they are going to use the skills and knowledge learnt day to day.
- **Robust induction** that supports all staff to work in a joined-up way, including local knowledge of the borough, information on our Fairer Together approach
- Dedicated time and space for **reflective practice**
- **Quarterly development days** across all three localities that will:
  - ◇ Offer evidence and innovation that supports, challenges and takes forward the Fairer Together vision; and
  - ◇ Facilitate challenge and discussion about how to adapt, develop and learn from this evidence.

## Wider programmes such as Parks for Health

**Parks for Health is a key early intervention and prevention delivery programme that seeks to draw out the potential of parks to support the health and wellbeing of local people.**

There is nothing more important than people's health, and there has not been a time in living memory when health has been so important. Parks can have a key role in safeguarding and

improving residents' health and reducing health inequalities. Building on the increased usage of parks through Covid-19 to improve health and wellbeing, the Parks for Health programme offers the opportunity to make this a reality.

The Parks for Health vision is that

- Public parks and green spaces are used, enjoyed and maintained as health assets for the whole community.
- Everyone feels welcome in parks. More people than ever before visit and stay for longer – enjoying nature and taking part in activities which make them healthy and happy.
- Parks are places where people can come together, or spend time alone, be active or pause and reflect.
- Parks are at the heart of community life

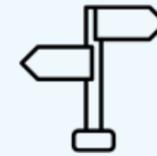
## What will be different in 2030?



Maximise the contribution of parks to prevention of ill health, early intervention and promotion of wellbeing by prioritising these five health impacts:

- Improved social cohesion
- Less isolation
- Increased physical health
- Better mental health and wellbeing
- Reduced health inequalities

## What will we do from now until then?

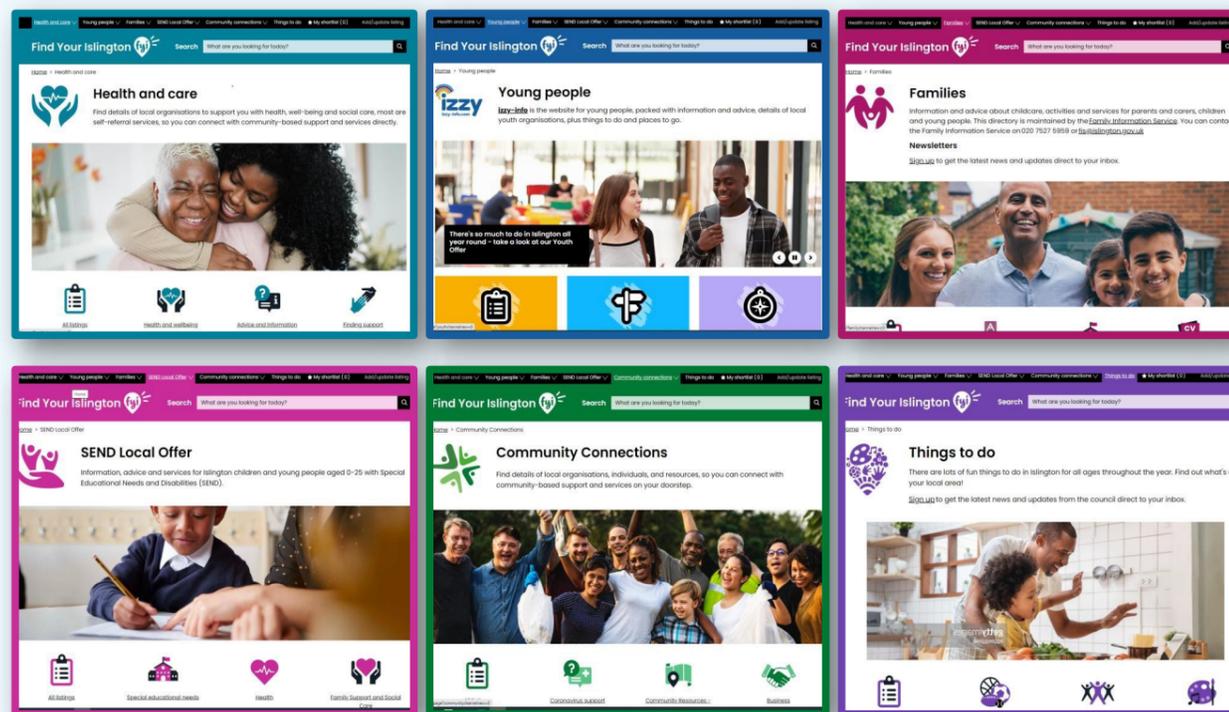


Parks for Health has set programme-wide strategic objectives for delivery:

- Increase and diversify the use of parks by different groups.
- Strengthen the case for investment in parks for community health and wellbeing benefit.
- Develop and evaluate a Parks for Health model, incorporating a 'Universal Offer' and a 'Targeted Offer', including a comprehensive Green Social Prescribing offer.
- Maximise local partnership-working between parks, NHS, social care, VCS and others to improve health and reduce health inequalities.

## Find Your Islington – our new directory of services

We have created Find Your Islington to help people to find their way to the support in the community that best meets their needs



## DELIVERING EARLY INTERVENTION & PREVENTION SERVICES

Bright Start  
Bright Futures  
Bright Lives Alliance

### The ambition

- Design and deliver bespoke early intervention and prevention services that support families at the earliest point
- Provide person centred and holistic support and help
- Radically move away from paternalistic services and empower and enable local families to access support for themselves by building agency and autonomy
- Work closely with the community and stakeholders and services to ensure we support the accessibility of early help and reduce the need for specialist early intervention

## Bright Start

**Getting a good start in life is critical to future life outcomes. Our Bright Start offer provides early intervention and prevention services for Islington children and families from conception to age 5. The aim is to support families to give their children the best start in life.**

The Bright Start offer is multifaceted and delivered by a range of partners, statutory and voluntary sector organisations, parents and carers.

Two services at the core of the offer are the Healthy Child Programme in the early years phase and the Family Hubs Programme 0-19 (or 25 with SEND).

The Bright Start offer aims to:

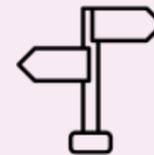
- Enable children and families to access the right support at the right time in the right place
- Improve health and wellbeing outcomes for children and families
- Improve rates of breastfeeding, particularly in most deprived areas
- Reduce child obesity rates achieved more through systematic support in early years
- Reduce the numbers of children requiring specialist social care intervention
- Improve numbers of children achieving and overall good level of development (early years foundation stage profile)
- Improve take up of free entitlement to childcare for disadvantaged 2 year olds

## What will be different in 2030?



- Children are able to thrive and grow up with the best possible start in their lives
- Children and families will receive a cutting-edge menu of evidence-based interventions that support children's emotional social development and attachment, their communication and physical health and wellbeing
- Services we deliver are compassionate, culturally competent and responsive to a diverse range of needs by shaping early help and support that takes into consideration of cultural perspectives that consider where and how families access support
- Children and families can access support that is person centred, holistic and tailored to support their needs and enable them to fulfil their potential and best outcomes
- There are fewer families requiring specialist intervention as support is targeted at an early stage through wrap around support – de-escalating risk of family breakdown and fewer children coming into care
- Early identification and support for children identified with SEND is delivered
- through high quality SEND early provision 0-5 to respond to their needs.

## What will we do from now until then?



- Mobilise and develop the new Family Hub model to provide accessible and multifaceted support through a high quality menus of childhood and health services to support children and families at critical stages of their lives
- Expand and develop Early Years SEND provision ensuring equality of access to opportunities that improve their life chances and empower them to be the best they can be
- Continue to increase use of digital services to supplement provision helping to expand service awareness for children young people and families
- Work closely with VCS partners to further embed a strong early help distributive model whereby early help and support is delivered through VCS partners enabling closer relationships with communities who are most in need of support

## Bright Futures

**Bright Futures is our early intervention and prevention service for families with children aged 5 to 19. Our vision is to empower families to access support at the earliest possible opportunities through seamless pathways ensuring they receive the right support at the right time in the right location. By doing this we will help families to thrive, to achieve their potential and improve outcomes as a whole family and support better life opportunities.**

In Islington, our families benefit from a broad offer of early help from a range of universal service providers such as children's centres, nurseries, schools, GPs, health visitors, play and youth services and the voluntary and community sector. Families build trusting, supportive relationships with these services, and they are best placed to identify need as early as possible and respond to it. Our early help offer is strength based with a strong fidelity to trauma-informed practice and supporting families. The Bright Futures offer aim is to:

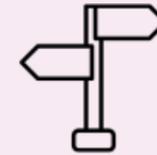
- Improve health and wellbeing outcomes for children, young people and their families
- Ensure support is targeted to risk factors and increase protective factors to prevent further escalation of need and risk requiring specialist intervention services
- Improve attendance at school and educational attainment ensuring children are able to thrive and achieve their full potential
- Reduce the number of children and young people excluded from school
- Reduce the waiting times for children and young people accessing emotional wellbeing and mental health services

## What will be different in 2030?



- There will be coordinated, integrated locality-based working through the Family Hub model to deliver the new family hub offer, working in partnership with a range of services.
- The new Family approach will provide culturally competent, coordinated, coherent early years and childhood support services to support greater resilience and outcomes for children and families
- Both professionals and service users have a clear understanding of what support is available in their locality and are able to navigate appropriate pathways easily therefore minimising fragmentation in support offer.
- The Family Hub model will integrate midwifery, maternity and locality authority early years and health visiting service to ensure there is connected and holistic support provided to families
- We will help unlock the potential of our local community by ensuring that professionals and local communities are working alongside each other to co design solutions.

## What will we do from now until then?



- Mobilise and implement the Family Hub model providing a coordinated and bespoke childhood offer and health offer to families through delivery of a co located service offer, midwifery, maternity and childhood early years services
- Develop digital and community led solutions and outreach mobile delivery models to increase accessibility to support for families
- Develop a suite of community-based initiatives and events- for local families to engage in such as health and wellbeing pop up events etc
- Expand and develop increased early years provision for children 0-5 years with SEND, to ensure equality of access opportunities that improves children and young people's life chances and empowers them to be the best they can be

## Bright Lives Alliance

**Bright Lives is our integrated early intervention and prevention offer for vulnerable adults.**

**The Bright Lives Alliance is a system transformation programme designed to reform how we work with our partners, develop stronger integrated commissioning, and work together to transform the way we deliver community mental health and wellbeing services to enable greater access and navigation to early help and support.**

We know that working collaboratively across Health, Social Care and community services makes a huge difference to residents, supporting them to improve outcomes, readily seek support, and reduce their risk of escalation.

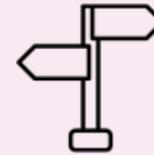
Fundamental to this will be the Bright Lives Coaching Service, a new service for adults living in Islington, who are vulnerable and have complex needs. A dedicated team of Bright Lives Coaches, working in community settings, provide one-to-one, medium-term support up to 6 months to help people build resilience and strengthen their independence and wellbeing.

## What will be different in 2030?



- Enabling residents who need EIP community health and wellbeing support to live their best life every day experiencing high levels of confidence, motivation and satisfaction.
- When they need more help or when their circumstances change, they can easily and readily access the support they need through a well-integrated localised offer of health and care services provided by clinical and non-clinical professionals working together in partnership, strengthening relationships which go beyond organisational boundaries.
- Integrated teams across health, community and voluntary sector achieve outcomes and lead the life they want. The staff who deliver this support have the right values and skills to meet their needs in different ways, complementing and supplementing in a holistic way.
- The establishment of a Black, Asian and Minority Ethnic residents' group to support and improve the experiences and wellbeing trajectory for the most adversely affected groups

## What will we do from now until then?



- Embed the Bright Lives Coaching Service across Islington and widen access through the Fairer Together Hubs offer
- Develop an alliance commissioning model with key partners internal and external

# System Change

## Workforce Development Multi-agency case based discussions Locality Leadership Networks System Young Black Men and Mental Health

### The ambition

- We are committed to driving system change through having robust quality assurance systems and ways of measuring our impact and outcomes in both short, medium and long term
- We will continually strive for excellence in learning and evaluating from where things go well and areas for improvement – we will use learning to inform and strengthen delivery of service transformation and development of new services
- Feedback from communities is imperative to delivering system change and we will consistently use feedback to inform how we shape and develop services

## Information Box

### Coaching and connecting

Effective early intervention and prevention practice involves:

- Coaching – building a strong and empowering relationship to help people to identify and achieve longer term aspirations and goal whilst helping them work through more immediate and practical challenges.
- Connecting – helping to link people into sources of support in their community that can help them achieve their goals. This could be public services, e.g. iWorks, local assets such as parks or green spaces and/or community groups that reflect their interests or experiences.

The starting point for this approach is quality conversations. Too often, conversations with practitioners can be focused on deficits, highlighting family weaknesses or focusing only on addressing one immediate need. By contrast, quality conversations are based on taking the time to ask the right questions and actively listening to understand a person's context, environment and experiences, the challenges they are facing and their views and feelings.

Once there is a good shared understanding of what the issues are, quality conversations can help to explore possible solutions. Practitioners can help people to think through what they can do themselves to address problems or stop them developing and to bring about longer term change whilst also helping to identify sources of support within the community. For example, this might include something the practitioner themselves might do, e.g. helping the individual to develop a plan, or something needed from another practitioner in the local Fairer Together Network, e.g. advice on a housing issue, or it could be about linking someone into a local park or adult learning course.

The importance of these conversations with individuals and families cannot be underestimated. In many cases, these conversations will happen repeatedly over a period of time and the relationship that is formed in the process will be critical to promoting and enabling change. Through this relationship, practitioners can work with individuals and families to explore issues, set expectations, develop skills, provide advice and challenge families to make changes where necessary.

## Trauma informed and strengths-based practice

**To deliver high quality early help and collaborate effectively across services and communities across the system we are developing a practice development programme to further enhance skills, practice, and knowledge across the workforce.**

In Islington we have two distinctive relationship-based approaches to underpin our practice with children, adults, and families.

**Trauma informed practice** helps you to make sense of a child or adults' behaviour and needs as an expression of their experience, past and present, including generational (abuse, neglect, loss, frightening events) and environmental adversity (poverty, systemic racism, discrimination and disadvantage etc). This contributes to better, responsive intervention, planning etc.

**Strengths-based practice** is a collaborative process between the person supported by services and those supporting them, allowing them to work together to determine an outcome that draws on the person's strengths and assets. It moves away from a deficiency lens and approach and concerns itself principally with the quality of the relationship that develops between those providing and those being supported, as well as the elements that the person seeking support brings to the process

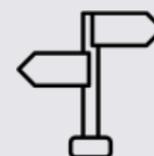
These approaches support more culturally competent practice that responds more effectively to the needs of communities that have historically been marginalised and under-served

## What will be different in 2030?



- People who have experienced trauma will have intervention that ensures they overcome and live with that trauma meaning that their lives will be improved
- Senior leaders will be better placed to articulate vision / strategy
- More responsive / available resources in community (bringing people together in places that feel safe is TIP)
- Embeds a stronger fidelity to trauma informed practice and strength-based approaches across the wider workforce
- Managers and leaders across the partnership are committed to working collaboratively, including with communities, in the best interests of residents.
- Staff across the partnership understand what Trauma informed practice and strengths based working approaches is and how they can contribute to our aims and objectives.
- Development of staff led innovation for collaboration, networking and peer learning strengthens partnership.

## What will we do from now until then?



- Roll out Trauma informed awareness training across the whole workforce – creating a whole system approach to Trauma Informed Practice
- Further embed a Trauma informed approach and practice through development of action learning forums
- We will be rolling out cultural competency training across front line practitioners and system leaders

## Multi-agency case-based discussions

**It is critical that practitioners are able to engage in multi-agency case discussions where they are concerned about a child, individual or family they are working with. This will enable them to seek support and advice and also to draw in additional support from other services as necessary.**

One route for this is through INCs and PINCs. The INC's (Integrated Networks of Care) are network meetings that take place involving Adult professionals from across the system to provide earlier integrated care

PINCs are (Paediatric networks of care) focused on children and bringing in professionals from secondary level care, primary care and community services, mental health and physical health; health and social care; early years and schools

We also have the Community MARAC [Further detail to be added].

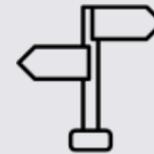
The establishment of Fairer Together Hubs offers the potential to further develop these approaches including through the provision of clinical group supervision.

## What will be different in 2030?



- Develop a stronger whole population approach to social needs, complex health needs and complex long term health condition as well as Mild (acute, SEND, Mental health conditions
- Reduction in referrals to outpatients services
- More efficient use of resources across adults and children's services
- Networks that increase access to local communities, supports whilst focusing attention and resources on children, families and young people and the unique needs of older populations and people with disabilities of all ages.

## What will we do from now until then?



- Evaluate the learning and development of the pilot Integrated Paediatric network sites
- Further embed the Integrated Paediatric networks into the North and South Localities – ensuring the networks are aligned with the Fairer Together Hubs, Adult Hubs and Family Hubs
- Design and develop joint clinics to support with the delivery of coordinated intervention and support to families at the earliest possible stage
- Explore and develop other methods for case based consultation and multi agency working.

## Fairer Together Locality Networks

**The Fairer Together Locality Networks will provide an underpinning infrastructure in helping to enhance, shape and influence the delivery and mobilisation of early help and support as well as drive forward local innovation to support delivery of greater outcomes for residents in Islington.**

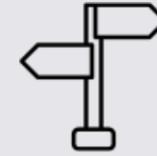
The aim of the locality networks is to bring together community, third sector and statutory services is to share and generate ideas for local innovation built around the lived experiences and voice of local communities. Through collaboration with stakeholders and service providers the aim is to identify and address gaps in provision locally. The locality Team networks will specifically enhance integrated working across health, education and the VCS across the North, Central and South localities.

## What will be different in 2030?



- Build strong, lasting connections between services, groups, individuals, and local businesses
- Develop and deliver good quality early help services, activities, and facilities
- Work with communities to identify and address issues that affect them
- Create more holistic, joined-up services across individual networks

## What will we do from now until then?



- Evaluate the learning and development of the Locality Leadership Networks so far
- Develop a new refreshed vision and strategy for the Locality Leadership Networks
- Develop new Locality Leadership Network model to support and generate local community innovation and to support the development of the Fairer Together Hubs / networks of support
- Implement and mobilise new Locality Leadership Network model

## Fairer Together Locality Networks

### These networks include:

- **Bright Start** provides a comprehensive universal and early help offer for families with young children. Our 16 children's centres not only provide childcare but also access to health services and a wide range of other support services. Bright Start Teams in each locality will offer coaching support to those families who need a bit more help.
- **Bright Futures** provides Early Help for families with school aged and post 16 children. The team works closely with the 0-5 team in recognition of the fact that families can have children in both age groups. Alongside the universal offer through our Youth Hubs, the team provides one to one coaching support for families who face more complex issues and need a bit of help to navigate a way through.
- **Community organisations and groups** comprises the vast offer of support provided by the Voluntary and Community Sector in Islington – including services commissioned by the council and other partners, grant funded organisations, and charities.
- **Community learning and libraries** – our Libraries and Adult Learning Centres support family learning and help people build basic skills and skills for work. They also provide digital access and support, as well as hosting outreach support from a range of other services.
- **Housing advisers** – officers from Homes & Communities and Housing Needs teams will be able to help people find and maintain a tenancy, pay their rent, and explore housing options to avoid homelessness.
- **Parks and Green Spaces** are critical for social, emotional, mental health and wellbeing, not just in terms of supporting physical activity and exercise but also in enabling connection to nature and as spaces for solution and reflection. Colleagues from parks and green spaces will be key members of the Local Wellbeing Teams helping to connect people into activities and facilities across the borough.
- **Community Policing** – officers in our local Safer Neighbourhood Teams are often first to spot potential problems and underlying issues – for individuals, families and communities. These often manifest themselves as community safety issues – involvement in ASB or gangs – but can highlight underlying needs.
- **Economic Wellbeing Advisors** will help residents to secure a sustainable income and lift themselves out of poverty. The iWork Team and wider Islington Working Partnership will help people to find good jobs and progress in work. The IMAX team, together with our advice partners, will help people to claim the benefits and support to which they are entitled and to tackle problem debt.
- **Integrated Health and Care Teams** will provide access to the wide range of health and social care support available, including through GPs, Camden & Islington Mental Health Trust, Primary Care Networks, Whittington Health, and the range of Public Health programmes commissioned by the Council to tackle the key determinants of ill health.



## Young Black Men and Mental Health

**Young black men and mental health is vital to our Fairer Together early intervention and prevention strategy in its aims to create more equitable opportunities and better life chances for young black men living in Islington.**

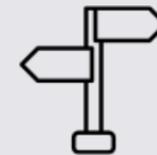
Islington Council and the NHS were successful in receiving investment funding of £1.6 million to lead a pioneering programme designed to tackle mental health inequalities which will help to create a better future for young black boys and men and support the council's and NHS efforts to tackle inequality. This three-year programme, named 'Elevate Young Black Men and Mental Health', will see a much more holistic approach to addressing mental health issues among young Black boys and men in Islington, with the aims of improving personal mental health and wellbeing, aspirations, and life chances.

## What will be different in 2030?



- Improve the aspirations, life chances and life opportunities of young black men
- Reduce stigmatisation around mental health and wellbeing
- Increased accessibility to community early help services & reduction in admissions to psychiatric hospitals and secondary level care
- Significant reduction in school based exclusions
- The interrelationship between exclusions and youth offending is significantly reduced
- A well developed and trained coalition of community mental health ambassadors exist across Islington
- Culturally competent practice is embedded across the workforce enabling long term system change in tackling mental health inequalities
- Thriving action learning and practice sets are well embedded cross council and NHS. Reduction in nihilistic cultures – (sense of hopelessness) greater sense of belonging and community trust and cohesion

## What will we do from now until then?



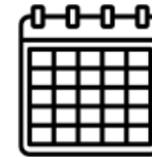
- Mobilise BAM (Becoming a Man programme and BAM counsellors across selected secondary schools
- Mobilise and embed the Elevate Innovation hub and team
- Roll out Culturally competent and anti racist training across the workforce for system leaders and front line practitioners in Islington and NHS
- Embed the Barbers Round Chair Project and expand development of the Community Mental health ambassadors network
- Work collaboratively with schools to develop investment models to consider the scalability of BAM across all secondary schools in future
- Work with Mental health foundation to develop community powered initiatives that young black men lead.
- Develop an early intervention and prevention offer for primary schools local community innovation and to support the development of the Fairer Together Hubs / networks of support
- Implement and mobilise new Locality Leadership Network model

# Making it happen

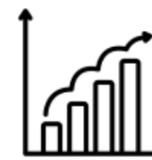
This section sets out:

- Roles, responsibilities, commissioning and review
- Communications
- Measuring impact

## Roles, Responsibilities, Commissioning and Review



Given the Strategy lifespan is to 2030, and change will be long-term, the Fairer Together Board will hold partnership meetings every six months and review the progress on an annual basis.



To review the progress of the Strategy, the Board will draw on a diverse range of evidence sources, including qualitative and quantitative and use peer-based researchers to get to the heart of community issues.



The Board will have a joint KPIs dashboard against which to monitor milestones. Impact will be shared through thematic reporting, which will spotlight innovations and bring programmes together under the early intervention and prevention umbrella.



The Fairer Together Board will have a role in reviewing and joining up commissioning plans to prevent the proliferation of multiple services and offers which are hard for residents to navigate. Individually and collectively, partners will need to make difficult decisions, not to go it alone, to put organisational imperatives ahead of the interests of local people, and to ensure plans and investment decisions are guided by the principles outlined in this Strategy. Using the same locality footprints will bring people and asset together to provide a more coherent and integrated offer for residents.

**The Islington Together Leaders Group** will be responsible for developing and overseeing delivery of the shared vision for Islington and is the accountable body for this Strategy. This group of senior leaders across Islington will be champions for early intervention and prevention and ensure alignment with other activities happening within and outside of Islington.

**The Fairer Together Board** will be responsible for the delivery of this Strategy and reports to the Islington Together Leaders Group

This needs to be an inclusive movement for change – a range of people have been involved in developing this strategy. We are all leaders in this space. We need to support and empower people to get involved and to be part of delivery.

## Communications plan

**This Strategy will only be successful if people know about its existence and know their role in its implementation. We will develop a public-facing version for residents and the wider partnership. The first draft of this Strategy needs to be iterated and informed by Islington residents. It is also important that you celebrate and raise awareness of milestones that have been reached. Below is a table of who needs to be informed, the key messages and the mechanism that will be used to socialise the Strategy.**

### **What is our message for Residents?**

- What we are planning to do with them and how they can be involved
- What they can expect from us
- Have we asked the right questions?
- Are these the issues that are important to them?
- Where should we spend money?
- You told us X, we did Y, has it made things better?

### **What is our message for community groups and faith groups?**

- How this will impact their day to day
- How it will benefit them and their community
- How they can be involved
- Where they can feedback
- How can they help shape it
- How they can support people to access support they need

### **What is our message for the workforce, colleagues, partners, VCS?**

- How the Strategy will impact how they work
- What support can they expect
- Why it is important
- Navigation

## The Impact of our Aspirations

**The aspiration of this strategy is to have impact in the following four areas:**

### **Equity**

Challenging racism and injustice is critical to Islington's work on tackling inequalities. All Islington residents should have access to equal opportunities and to be involved in the decisions that affect their lives.

### **Wellbeing**

Enabling residents who need EIP community health and wellbeing support to live their best life every day, experiencing high levels of confidence, motivation and satisfaction.

### **Security**

Creating stable and safe communities across Islington will enable residents to live their lives with a sense of security.

### **Belonging**

Ensuring residents in Islington feel they belong and are connected is integral to the sustainability of this Strategy. Building on community networks and ensuring awareness of what is available is central to our work.

### **To measure the impact of the Strategy we will ensure we have:**

- A clear and shared mechanism for measuring impact – a shared dashboard
- A basket of measures which captures change across the system and captures evidence
- A baseline from which to start measuring
- Recognition of the mobilisation period- different process indicators
- Indicators and targets sets for each of the outcomes
- Greater collaboration with other local authorities
- More evidence-informed practice
- Indicators that measure change at different levels: cohort, individual, system and partnership
- Acknowledgment of the challenging context over the next few years which may impede progress, and the trickiness of attribution
- Flexibility to use a cycle of learning and evaluation to review our aims and impact on a continuous basis

**The following slide shows some indicators that could be used to measure impact of this strategy against our aspirations.**

## Aspirations and indicators of progress

Equity	Wellbeing
<p><b>Employment opportunities</b></p> <ul style="list-style-type: none"> <li>• Reduced long term unemployment in minority communities</li> <li>• Decrease in long term unemployment for young black men</li> </ul> <p><b>Improved School outcomes</b></p> <ul style="list-style-type: none"> <li>• More children with better GCSE/A level results (75% 4+ for English and Maths for all children)</li> <li>• Improvement in attainment</li> <li>• Fewer school exclusions</li> </ul> <p><b>Improved social equity</b></p> <ul style="list-style-type: none"> <li>• Social progress index</li> </ul> <p><b>Residents and Council work together to design support that works for Islington</b></p> <ul style="list-style-type: none"> <li>• Number of co-produced services in a given timeframe</li> <li>• Number of residents on boards and steering groups</li> <li>• Increase in service user survey satisfaction</li> <li>• Regular feedback</li> </ul>	<p><b>Improved Mental Health</b></p> <ul style="list-style-type: none"> <li>• Reduced mental health crisis call outs/ referrals</li> <li>• Reduction in psychiatric admissions</li> <li>• Reduced suicide rate</li> </ul> <p><b>Holistic support is offered</b></p> <ul style="list-style-type: none"> <li>• Increase in early intervention and health services</li> <li>• Increase in schools taking trauma-informed approaches</li> </ul> <p><b>Improved Family health</b></p> <ul style="list-style-type: none"> <li>• Strengthening Families outcomes</li> <li>• Fewer children living in poverty</li> <li>• Reduction in A&amp;E attendance</li> <li>• Reduction in social care</li> <li>• Reduction in secondary level care</li> </ul>
Security	Belonging
<p><b>Residents have financial security</b></p> <ul style="list-style-type: none"> <li>• Reduced levels of debt</li> <li>• Local Living wage</li> </ul> <p><b>Residents have secure housing</b></p> <ul style="list-style-type: none"> <li>• Reduced evictions</li> <li>• Reduced homelessness rates</li> </ul> <p><b>Residents have Job security</b></p> <ul style="list-style-type: none"> <li>• Increased people in employment, education or training)</li> <li>• Career progression routes for residents, e.g. apprenticeships and Health and Care Academy</li> </ul> <p><b>Islington has reduced crime rates</b></p> <ul style="list-style-type: none"> <li>• Reduction of FTE into youth justice system</li> </ul>	<p><b>Residents feel social connection</b></p> <ul style="list-style-type: none"> <li>• Decrease in isolation referrals</li> </ul> <p><b>Residents feel a sense of community</b></p> <ul style="list-style-type: none"> <li>• Increased volunteering and participation</li> <li>• Increase in community activity</li> </ul> <p><b>Residents understand the support available</b></p> <ul style="list-style-type: none"> <li>• People know where to go</li> <li>• Integrated pathways of support (where necessary)</li> <li>• Improved coordination between step up and step down support</li> <li>• Increase of referrals through friends</li> <li>• Increase in self referrals</li> <li>• Fewer inappropriate GP appointments</li> </ul>

# Case Studies

## Delivering Early Help



## Impact Case Study 1 – Maria

### Family composition

The family consists of mum, dad and three children; two girls aged 14 and 7 and one boy aged 3. Mum and Dad were both born in Turkey and have lived in the UK for several years. All three children speak both English and Turkish fluently. The family are Muslim.

### Presenting needs/ issues

Maria aged 14 was referred to targeted youth support following an initial Rapid Response Assessment team referral.

Maria was not attending school and experiencing some challenges around emotional dysregulation and wellbeing. A referral was received from CAMHS and school following the young person attending A&E with her father, as she was reportedly expressing suicidal ideation in school.

The school followed up with another referral with concerns around the young person's mental health and concerns around significant weight loss.

### Fairer Together Response – early help and support:

Following a referral into the Targeted youth support team – work commenced with Maria and her family.

- Targeted youth worker commenced regular direct Work sessions with the young person to build a trusting relationship
- Direct work was undertaken around the young Person's wishes and feelings and in exploring her emotional wellbeing. In addition to an introduction to Lift Youth Hub to support with engaging in positive activities
- Joint work was undertaken with CAMHS Practitioner around her suicidal ideation which resulted in a referral to the Eating Disorder Service
- Direct work was undertaken through parenting sessions which resulted in empowering mother around parenting strategies and implementing guidance and boundaries within the home
- Further liaison with Housing and support to complete a medical needs application
- Regular Team around family meetings with all professionals involved to ensure a robust plan of support was in place

### Outcomes

- Both mother and daughter reported a positive change within the young person, which has improved relationships within the home
- Maria is now attending school daily, is engaging with her lessons and is building positive friendships
- The young person is making use of the support in place for her within school which has had a positive impact on her overall wellbeing as well as her attendance
- Maria is engaging well with the Eating Disorder Service and her weight has now increased to a healthy level
- Mother feels confident in her parenting and is implementing positive guidance and boundaries within the home
- Mother has enrolled onto an ESOL course at her local College
- The family are making use of the 15 hours free childcare available to their 3-year-old



## Impact Case Study 2 – Sarah

### Family composition

Sarah is a 14-year-old girl living in the UK with her mother. Both her parents are from Ghana and are separated due to domestic abuse. Father resides out of borough.

### Presenting needs/ issues

Sarah has additional needs and is currently awaiting an ASC assessment. She has several challenges at school and recently had a fixed term at exclusion from school due to challenging behaviour. Sarah has started to display challenging behaviour at home and mother is finding it difficult to manage. Sarah has experienced exposure to her parent's domestic abuse in the past and this has an impact upon her mental health. At times she has displayed outburst of anger to her peers. Sarah has a limited social network and has struggled to make friends and she is currently receiving extra support in school. The family are living in unsuitable housing conditions and have been plagued by damp conditions.

### Agencies mobilised/involved

Children's Social Care, School, Play and Youth Services, CAMHS, CSCT, YUVA(DVIP), Health (Dietitian), Housing, Environmental Health and DCT

### Fairer Together Response – early help and support:

- The family were referred to Bright Start for early help support by school as there was growing concerns about Sarah's behaviour and the emotional distress she was often displaying at school.
- The Bright start practitioners started working with the family coordinated a TAF (team around family) meeting using a strength- based approach to understand where things are working well and identify areas of where support is needed
- Direct work was undertaken with Sarah to help understand her wishes and feelings and involve her in individual goal setting for her support plan
- Mother was supported through 1-1 sessions with parenting strategies, building her resilience and confidence. Through the support mother was able to be referred to I Cope and access therapeutic services.
- Targeted youth support become involved in direct work with Sarah in engaging her in youth activities and helping her to expand her social network

### Outcomes for Sarah

- As a result of the Fairer Together early help support Sarah's school attendance increased and there has been no further fixed term exclusions
- Sarah and her mother's relationship has improved through joint sessions and both report better communication and improved relationship
- Mother's confidence in parenting improved and was more consistent with implementing rules and boundaries particularly around mealtimes and bedtimes.
- CAMHS commenced ASC assessment
- Mother was able to access and engage with counselling support to explore further the trauma she experienced and abuse from a past relationship and its impact upon her emotionally
- Young person engaged with universal Play and Youth services – expanding her social network
- Good communication with Environmental Health and Private landlord in relation to living conditions (home had significant damp and mould and insufficient warmth)
- As a result of the triangulated support from both housing and environmental health team – the Family were supported moved into a permanent 2-bedroom property



## Impact Case Study 3 – Paul

### Family composition

The family consist of Mother and her three children, a 3 year old daughter, and 15-year-old and 6-year- old sons.

The parents have recently separated and are residing in separate homes. The family originates from Albania.

### Presenting needs/ issues

There were concerns regarding Paul's behaviour including a violent outburst towards staff which resulted in two fixed term exclusions.

There were concerns regarding verbal parental conflict and exposure to domestic abuse as well as concerns regarding all children's low school attendance and Paul's frequent exclusion from school.

Mother's mental health and concerns regarding the children being neglected.

Mother being isolated with no contact with her family and financial abuse.

### Fairer Together Response – early help and support:

- The family were supported through robust team around the family – engaging a range of professionals to develop a plan of support and intervention.
- Direct work with mother on building her resilience and seeking support from counselling services
- Mother supported by employment advisor to find employment

### Outcomes

- Mother is accessing employment support and enrolled for ESOL classes
- Relationship between family members improved.
- All children's School attendance increased to 98%
- Mother has repaired and built a positive, trusting relationship with school.
- Paul is engaging in CAMHS support in school.
- Mother has separated from the Father and is adapting to changes and tenancy has transferred to her name
- Family have implemented a strong routine in the mornings when getting ready for school and evenings at home.



## Impact Case Study 4 – Svetlana

### Resident in need: recovering from abuse and isolation

- Svetlana is 38 years old
- Svetlana had recently separated from an abusive partner of 10 years
- She has low self-esteem and anxiety following the COVID-19 pandemic lockdowns.

### The Fairer Together Response

- Svetlana contacted the coaching service and told us she wants to make connections in the community, make friends and develop a social network
- The coaching service started working with Svetlana through one-to-one sessions to discuss healthy relationships, emotional wellbeing and forming local connections.

### Outcomes for Svetlana

- After a couple of sessions, Svetlana developed the confidence to join a Women's support group at her local Community Centre – a safe space for her to talk about her past abusive relationships and the impact it has had on her wellbeing and the fear of developing a future relationship.
- Svetlana now volunteers in a local community kitchen which provides her with the opportunity to develop new skills and meet new people
- She joined a local group connected to Parks 4 Health programme where she started growing flowers and vegetables and is aiming to win Best Community Gardener for next year's Islington in Bloom awards



## Impact Case Study 5 – David

### Resident in need: Urgent help and long-term support with finances

- David, a disabled resident was very distressed when he called the 'We Are Islington' helpline
- David was in urgent need of food and his boiler was broken so had no access to hot water
- David was also worried about his finances and needed help to apply for additional support and benefits

### The Fairer Together response

- Access Islington is the first point of contact for all enquiries about social care
- Access Islington took immediate action and contacted all the relevant services to make sure that David does not have to tell his story several times
- Access Islington recognised that he needed support to resolve both his immediate and long-term issues
- Within the same day, his case was picked up and dealt with straight away
- An emergency food parcel and fuel top-up were immediately provided to him
- His case quickly was referred to the Income Maximisation Team that helps disabled residents with their benefits, Adult Social Care, and the repairs team
- The next day the Islington Repairs Service had fixed David's boiler
- An Islington Mental Health team got in touch with David and made a home visit and supported David through the issues he was experiencing which were having a negative impact on his mental health
- Access Islington kept David informed throughout the process

### Outcomes for David

- Income Maximisation Team got in touch and helped him with his benefit entitlement queries which as a result his monthly benefits income increased
- David was referred to local community groups where he could socialise and feel part of the community
- He joined several activities at the local community Centre including playing his favourite game snooker, as well as bingo, cards, and darts

**Accessing  
Fairer  
Together**

## Glossary of Services

### Islington SEND Community Support Service

The Service provides free, legally based, impartial, confidential and accessible information, advice and support on all matters relating to special educational needs and disabilities (SEND) [islingtonsend@family-action.org.uk](mailto:islingtonsend@family-action.org.uk)

### Bright Start Services

Support for families from pregnancy until your child is five. Families can self-refer to most Early Help services or professionals can refer with parental consent. Professionals can request support by completing a request form. Referrals to Children's Services Contact Team (CSCT) can be made by downloading and completing our referral form. Send your completed form to the CSCT mailbox.

### Bright Futures

Provides family support, primary and secondary school age support. Family Support, primary and secondary school age: **020 7527 4343**

### Targeted Youth Support, TYS

Focuses on providing early help to young people aged 10 to 21 years old (12-21 for Youth Counselling), who require additional support to enable them to make informed choices and maintain positive pathways [TYS@islington.gov.uk](mailto:TYS@islington.gov.uk)

### Children's Social Care

Children's Services Contact Team (CSCT) is the single point of contact for all services for children, young people, and families in Islington who may need extra help and support. If you are worried about a child, please phone CSCT first: **020 7527 7400**

### Adult Social Care Services

The 'front door' to adult social services provides information, advice and care support for people with physical disabilities, sensory disabilities, older people, their friends or family. The office is open from 9am to 5pm, Monday to Friday. **020 7527 2299**  
For emergencies outside of normal office hours, please call the Emergency Duty Team on **020 7226 0992**

### CAMHS – Child and Adolescent mental health services

The aim of Islington Child and Adolescent Mental Health Service (CAMHS) is to provide high-quality specialist and multi-disciplinary diagnostic assessment and treatment services for children and adolescents experiencing a range of emotional and behavioural difficulties or suffering psychiatric disorders **020 3316 1824** [whh-tr.icamhs@nhs.net](mailto:whh-tr.icamhs@nhs.net)

**The Disabled Children's Team** is part of the Disabled Children's Service at the Northern Health Centre. The team works with disabled children with severe and complex needs to provide statutory social work services as set out in National and Departmental legislative frameworks **020 7527 3366** [disabledchildren.team@islington.gov.uk](mailto:disabledchildren.team@islington.gov.uk)

### Access Islington Team

Our contact centre at 222 Upper is closed for general inquiries, please do not visit as we will not be able to provide face-to-face support. However, our service is available for emergency cases, only. **020 7527 2000**

Full details of the range of services in Islington can be found in the **Find Your Islington directory**

## Referral Pathways

### Bright Start 0-5

Support for families from pregnancy until your child is five. Family Support Surgeries, Monday-Friday between 9am-12 noon: If you have a question, need some information, advice or guidance our family engagement workers are still here to talk over the phone. If lines are busy, leave a message we will get back to you when we can.  
Monday, Wednesday and Friday, 9am-12 noon  
Tel: **020 7527 8376**

If you are not sure which Bright Start area you are in, please contact Islington Family Information Service: **020 7527 5959** [fis@islington.gov.uk](mailto:fis@islington.gov.uk)

### Bright Futures, Early Help 5-19

Family Support, primary and secondary school age: **020 7527 4343**. If you think a child may be at risk of neglect or abuse, call the Children's Services Contact Team (CSCT) on **020 7527 7400** who will make sure the family are referred to the right service including Children's Social Care teams.

### Referral Pathways: How to refer into Early Help Services

Families can self-refer to most Early Help services or professionals can refer with parental consent. Professionals can request support by completing a request form. Referrals to Children's Services Contact Team (CSCT) can be made by downloading and completing our referral form. Send your completed form to the CSCT mailbox. Where possible, please send any completed forms or any personal or sensitive information by secure email.

## Where to go if you need help? No wrong door

### North

#### Fairer Together Hub

tbc

#### Libraries

Archway  
North

#### Community Hubs include

Manor Gardens Welfare Trust  
Brickworks  
Andover

#### Children's Centres include

Archway  
Hornsey Road

#### GP Practices and Medical Centres include

Archway  
St Johns Way

### South

#### Fairer Together Hub

Finsbury Library

#### Libraries

Finsbury,  
Lewis Carroll  
West

#### Community Hubs include

The Peel Institute  
St Lukes  
Jean Stokes

#### Children's Centres include

Moreland  
Kate Greenaway

#### GP Practices and Medical Centres include

City Road  
Killick Street

### Central

#### Fairer Together Hub

222 Upper Street

#### Libraries

Central,  
Mildmay  
N4  
South

#### Community Hubs include

The Arc  
Elizabeth House

#### Children's Centres include

Packington  
New River Green

#### GP Practices and Medical Centres include

Highbury Grange  
River Place



**For further information please contact:**

FairerTogether@islington.gov.uk

