

fairer together.

A strategy for early intervention
and prevention in Islington.



ISLINGTON
= For a more equal future

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Foreword.

We're determined to build a more equal future for Islington. We want this to be a place where everyone – whatever their background – is able to thrive.

Our borough has great strengths. It's a place of fantastic energy, diversity and assets: thriving businesses, a passionate and committed voluntary and community sector, excellent public services with a long history of working well together and – most importantly – the 240,000 people who live here.

However, despite these strengths, life is still not fair for too many people in our borough. Over the last ten years, austerity and spiralling living costs have exacerbated poverty and inequality. 21.7% of people live in income deprived households with 38.2% of our children growing up in poverty.

Too many people in our borough are in danger of being left behind: the disaffected young boy being sucked into youth violence, the parents struggling to raise their children in a context of poverty and poor housing conditions, the pensioner who hasn't spoken to anyone in weeks.

So what can we do? Despite the challenging context, we are committed to working together, across Islington, to ensure that tackling inequality is at the heart of everything we do. We believe that the best thing we can do locally to build a more equal future is to intervene early where problems occur, or better still, prevent them from happening in the first place.

We have bold ambitions – we want to be the best in the world at prevention and early intervention, and we recognise that bold ambitions require bold action. This is not about a series of small projects, but a long-term, fundamental shift in our approach. We believe that if we put our collective energy and resources behind shared goals, principles and ways of working, we will be able to deliver a stepchange in outcomes and experiences across our borough.

This strategy sets out how we will draw on all of our skills, experiences, assets and resources, to tackle inequality through high quality early intervention and prevention, so that everyone in Islington is able to thrive.

**Kaya Comer-Schwartz,
Leader of Islington Council**



Intro.

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 fairer 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 wellbeing 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.

“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

What is early intervention and prevention?

Early intervention and prevention is relevant 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 pressure on public services, and instead building resilience in communities.

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

Who is early intervention and prevention for?

Early intervention and prevention is focused on working with and providing support to individuals and families who have emerging needs. It is designed to prevent or tackle a problem before it escalates. These are known as “Level 2 needs” as per the table right.

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

Those 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 below – for example, a husband and wife 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:
No additional needs

- No extra help needed from services

Level 2:
Emerging or wellbeing needs

- Help, support or advice needed in order to thrive
- Loneliness, social isolation
- Adverse Childhood Experiences (ACEs)
- Risk of poor outcomes without help being provided
- Early signs of physical or mental ill health

Level 3:
Complex and multiple needs

- Multiple needs across a range of areas
- Mental or physical impairment or illness
- Family conflict
- Adverse Childhood Experiences (ACEs)
- Risk of poor outcomes without help being provided

Level 4:
Acute needs and crisis

- Suffering, or are at high risk of suffering, significant harm including abuse or neglect
- Severe and/or complex physical and mental health impairment or illness
- Very serious and/or urgent care needs

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 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.

There are 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 community organiser.

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.

Why have this strategy?

The purpose of this Fairer Together Strategy is to:

- set a shared vision, owned across the Islington 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 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
- support improved communication of the offer to residents
- reduce overlaps and duplication and fill gaps in support offers
- set priorities for delivery in order to focus energy and resource over the long term.



Context.

A picture of growing inequality

Islington is bursting with opportunities – for partnership, for innovation, for prosperity. But alongside all of these opportunities, persistent and pernicious poverty and inequality continue to blight the lives of too many. Islington has one of the highest rates of child poverty in the UK and is home to one of the highest proportions in London of working age people claiming out-of-work benefits.

And we know that some groups, such as those from some Black and Minority Ethnic backgrounds and our LGBTQ+ community face worse outcomes and can feel marginalised or excluded.

Alongside this growing inequality our public services are facing unprecedented pressure. Since 2010, Islington Council alone has had to make savings of £250 million. Rising demand and an ageing population are creating huge challenges for the NHS.



23% of Islington residents (aged 16+) have a common mental health disorder



14,575 people per square km



16% of Islington Residents live with a disability



21% of children have Special Educational Needs



17% of under 17s are of Black African Ethnicity



40% 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 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.

Thirteen years on from the ground-breaking Fairness Commission, things have changed more rapidly than we could have ever imagined.

And they will continue to change over the years ahead. Covid 19, Brexit, demographic change, digitalisation, the 'gig' economy, global warming – these are just some of the major changes which have made life even more challenging for our residents.

Too often as public services we are approaching these issues in silos. If we view local people's complex lives solely through the lens of our own delivery we will fail to see the bigger picture and tackle the underlying causes. To solve interconnected challenges we need interconnected services: that means holistic thinking, coming out of our comfort zones to develop new ways of working built around the needs of local people.

The national context

Early intervention and prevention continue to be prioritised by national government. Early help is recognised in Working Together to Safeguard Children (2018) as “more effective in promoting the welfare of children than reacting later”. Local statutory partners are required to work together to provide “early help services... as part of a continuum of support to respond to the different levels of need of individual children and families”.

In March 2021, the government announced its commitment to taking the Troubled Families Programme into a new phase – the Supporting Families programme – with a refreshed vision, strengthened objectives and an even stronger momentum to tackle barriers and create lasting change.

The focus is on building the resilience of vulnerable families, enabling system change locally and nationally and ensuring that every area has joined up, efficient local services, able to identify families in need and provide the right support at the right time.

This new Supporting Families phase of delivery recognises the need to work with families not just to avoid poor outcomes, but to enable them to thrive. This means building their resilience as well as strengthening community connections which support people to find their own solutions to problems. Therefore, there is greater emphasis on partnership working and the fact that all services that support families have a role to play. This includes specialist services, but also acknowledges the important role of voluntary and community sector organisations, and communities themselves.

More recently we have seen the commitment to early intervention and prevention highlighted in:

- the Josh McAllister Review of Children’s Social Care, which reimagines “family help” bringing together support for children in need and targeted early help into locality based teams.
- the family hubs programme which builds on the children’s centre model to provide support for children and families from conception to 19 (up to 25 with SEND)

For adults also there is an increasing emphasis from legislation and guidance on how statutory provision should support people to remain independent through early intervention and prevention. Key pieces of legislation include (but are not limited to):

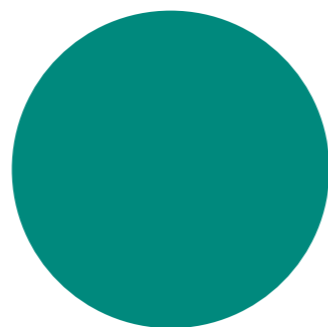
- The Care Act 2014
- the Mental Capacity Act 2005 and the Mental Health Act 1983 (as amended).

The 2014 Care Act introduces the principle of “wellbeing” as central to all social care provision. It places an emphasis on the preventative agenda which is described below:

The Care Act 2014 stresses 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”

Department of Health, Care and Support Statutory Guidance issued under the Care Act 2014, page 3



The local context

In Islington, we have a long and proud history of high quality early intervention and prevention. So, in developing this strategy we are starting from a strong base, with significant local investment in and commitment to early intervention and prevention.

We have outstanding children’s services, a strong, and committed voluntary and community sector, effective multi agency partnerships in many areas, and high quality early help services embedded in the community, supporting families without escalation to more specialist services. We have also invested in motivational, trauma-informed practice across the partnership.

However, despite these strong foundations, we are not complacent about the need for change. As highlighted about, despite our strong track record of excellent service delivery, inequality persists not just in

terms of income inequality but in terms of access to and the quality of the response provided by many of our services. Some communities, including those from the LGBTQ+ community, feel marginalised and unable or reluctant to access the support

we provide to tackle problems at an early stage and improve their lives. A radical shift is needed in this regard.

We have made tackling inequality absolutely fundamental to all we do in Islington. Our Islington 2030 Plan 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.

We also know that years of austerity, followed by the pandemic and, most recently the cost of living crisis have had a negative impact on the mental wellbeing of many of our residents. It is imperative that we proactively identify early onset of mental health conditions as well as in delivering early intervention and prevention to those with pre-existing conditions.

Our Let’s Talk Islington dialogue with over 6000 Islington residents highlighted the key issues for residents. They have told us that the council and partners should work collaboratively with communities to address three dimensions of inequality:



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.

This Fairer Together strategy is one of the key pillars of our Islington Together 2030 Plan.

What we’ve learned so far about effective partnerships

Shared vision: Partnership and integration can be superficial if staff don’t know why they’re doing it and local people don’t know what’s happening. The vision needs to be clear, owned by everyone and continually communicated with identifiable branding and reliable timescales.

People-centred services: Services should be designed around the needs of local people and be embedded within community assets for ease of access, for example, social, emotional and mental health services being delivered from youth and community centres rather than in clinical spaces.

Leadership: Strong leadership at all levels helps manage anxiety around change and brings people on the journey. Leaders engage stakeholders to ensure all are involved from the beginning of the vision development and the transformation process. This may require investment in leaders through training, development and time together to build relationships.

Time: Effective partnerships take time. People need time to understand and engage in the process. It’s important not to rush and to get the details right to reduce anxiety and confusion.

Shared space and information: Sharing spaces and information helps to create shortcuts, speeds up delivery and enables staff to build relationships and identify common themes and priorities.





an overview.

Aspirations

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



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

Key Delivery Areas

And this is what we are doing to achieve our aspirations

- Empowering communities**
We will enable communities to increase control over their lives through
 - Access Islington Hubs
 - Community Partnerships
 - Parks for Health
- Delivering early intervention & prevention services**
We will provide support to residents before or as soon as issues arise through
 - Bright Start
 - Bright Futures
 - Bright Lives
- Driving system change**
We will transform how we work together by consistently evaluating and improving our practice through
 - Fairer Together Locality Networks
 - Workforce Development
 - Multi-agency case based discussions
 - Young Black Men and Mental Health

The Fairer Together delivery plan.



In order to deliver the ambition and key shifts in culture and behaviour set out here in this strategy, we need to focus on action that will be transformative, and create connections across the system.

We have identified three key priorities or delivery areas which will evolve during the life of the Strategy to respond to local need.

Delivery Area 1: Empowering strong and supportive communities

We will work alongside our community to understand their circumstances, the challenges they face, and empower them to lead change, developing solutions that address their needs. This means moving away from a paternalistic model and instead recognising that everyone has strengths and something to contribute. The focus will be on exploring what we can do together to create a more equal borough where everyone feels like they belong, are cared for, and empowered to thrive.

We will encourage local giving of time and resources, supporting people to help each other. We will put communities in the driving seat in terms of making change in their local area and focus on growing the level of influence that people have over the things that are impact their lives. We will explore new ways of engaging communities to identify local priorities, giving them tools and mechanisms to make decisions on how best to use local resources to respond to local need.

- Key elements of our approach include:
- Developing a new Community Partnerships approach to community led development
 - Investing in community engagement to enable a more community powered approach
 - Introducing new Access Islington Hubs to make it easier for people to access help from the Council and partners



Community Led Development

Community-led development is the process of working together to create and achieve locally owned visions and goals.

It is a planning and development approach that is based on a set of core principles that set vision and priorities by the people who live in that geographic community, put local voices in the lead, build on local strengths (rather than focus on problems), collaborate across sectors,

is intentional and adaptable, and works to achieve systemic change rather than short-term projects.

Our collective experience of taking an asset-based, community-led approach is one that is rooted in first building trusted relationships, which will provide a strong foundation for supporting communities to develop their own solutions and strategies.

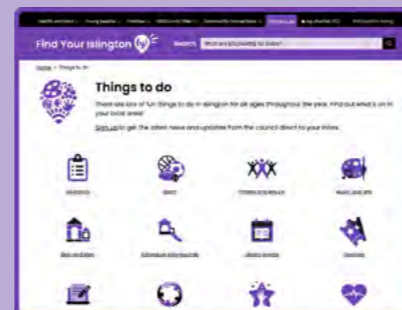
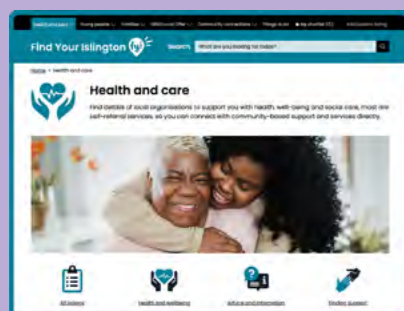
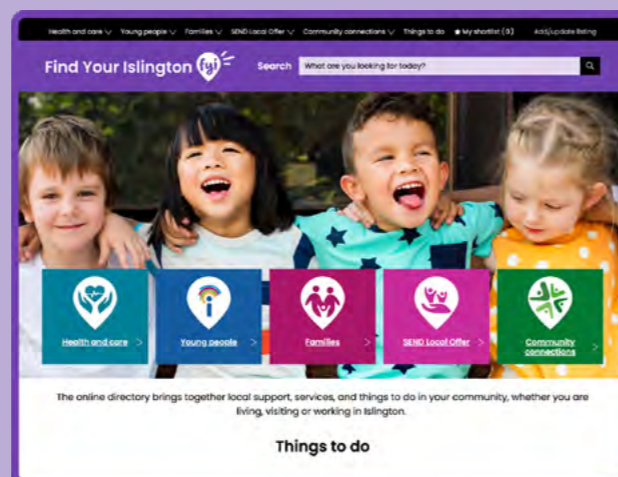
Where to go for help and support in Islington?

North	
Community Hubs include:	Manor Gardens Welfare Trust, Brickworks, Andover
Children’s Centres include:	Ambler primary school and CC, Archway CC, Hornsey Rd CC, Willow CC, North Islington Nursery school & CC, Hungerford CC, Margaret McMillan Nursery School & CC one of which will become the North Locality Family Hub for children....by Summer 2023
Libraries:	Archway, North
GP Practices and Medical Centres include:	Archway, St Johns Way
Access Islington/Hub	Site to be confirmed
Central	
Community Hubs include:	The Arc, Elizabeth House
Children’s Centres include:	New River Green children’s centre, Packington, Paradise Park CC, Factory CC, Conewood CC, one of which will become the Central locality family hub for children and families 0-19 (15 with SEND)
Libraries:	Central, Mildmay, N4, South
GP Practices and Medical Centres include:	Highbury Grange, River Place
Access Islington/Hub	222 Upper Street
South	
Community Hubs include:	The Peel Institute, St Lukes, Jean Stokes
Children’s Centres include:	Golden Lane CC, Moreland PS and CC, Kate Greenaway Nursery School & CC, Bemerton CC one of which will become the South locality family hub for children and families 0-19 (15 with SEND)
Libraries:	Finsbury, Lewis Carol, West
GP Practices and Medical Centres include:	City Road, Killick Street
Access Islington/Hub	Finsbury Library

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.

www.findyour.islington.gov.uk



Delivery Area 2: Delivering high quality early intervention and prevention services

We will continue to deliver and develop high quality early intervention and prevention services to ensure local residents get the right support at the right time in the right place.

We have strong foundations to build on in terms of effective and integrated approaches to early intervention and prevention for children and families which we are extending to support working age adults and older people.

Key elements of our approach include:

- Delivery of Bright Start as an integrated offer to families from conception to age five
- Delivery of Bright Futures to provide early help to children and families from age five to 19
- Development of a new Bright Lives integrated early help offer to working age adults and older people.



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 goals 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.

Delivery Area 3: Driving system change that supports more effective, joined up early intervention and prevention

We will learn from experience that we need to focus on culture as a key driver of change.

We know that we are facing increasingly complex and interconnected challenges, poverty, reduction in funding and cost of living crisis.

We need to ensure we bring people together to share ideas and experiences, to make and develop relationships, to get help and support for individuals and families they are working with and to test and learn from new approaches to effecting change for communities.

Key elements of our approach include:

- A shared workforce development offer to develop and promote effective early intervention and prevention practice building on the success of our investment in trauma informed practice
- Fairer Together Locality Networks bringing together practitioners working across each of our three Islington localities
- Multi-agency case based discussions to enable people to access advice and support in relation to individuals and families they are working with
- The Young Black Men and Mental Health programme testing a radical new approach to working with this underserved group

Trauma-informed and strengths based practice

Motivational practice is a relationship based approach grounded in principles and skills of motivational interviewing, good (ethical and effective) use of authority and trauma informed practice.

- Motivational interviewing (MI) provides a helpful way of communicating with individuals and families that supports collaborative goal based planning for behaviour change.
- Good (ethical and effective) Use of Authority encourages you to be aware of the power and authority you have to focus on safety and welfare whilst also treating

individuals and families with respect and clearly communicating concerns using skills in MI to maximise engagement and the possibility of achieving change.

- Trauma Informed Practice helps you to recognise the role that adversity might play in the lives of people coming into contact with and delivering services and the impact this may have on their behaviour within relationships. This awareness contributes to better, responsive intervention, etc.

Motivational Practice sets out how you work with individuals and families (and other professionals), provides a language about practice, and a focus on the experience of the families it serves. It anchors attention on the relationships you build and observable and quantifiable practice skills that support staff to effectively perform their role.

Who will be in the Fairer Together Local Networks?

- **Bright Start** provides a comprehensive universal and early help offer for families with young children. Our 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 support to families who face more complex issues and need a bit of help to navigate a way through.
- **Bright Futures** provides Early Help for families with children aged 5-19 including support for families who face more complex issues and need a bit of help to navigate a way through.
- **Bright Lives** is an early help service for adults which provides 1-1 coaching support for up to six months to build resilience, independence and wellbeing
- **Voluntary and Community Sector** including services commissioned by the council and other partners, grant funded organisations, and charities.
- **Libraries** which 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** who help people find and maintain a tenancy, pay their rent, and explore housing options to avoid homelessness.
- **Economic Wellbeing** Advisors who 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.
- **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 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 who 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.

Learning and development in localities

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

- 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 and make connections across the partnership and within the community. 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 and information on our Fairer Together approach
- Dedicated time and space for reflective practice
- Termly development days across all three localities that will:
 - * Facilitate challenge and discussion about how to adapt, develop and learn from our experience
 - * Offer evidence and innovation that supports, challenges and takes forward the Fairer Together vision



Case study.

1 David's story:

David needed urgent help and long-term support with finances when he contacted Access Islington.

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



2 The Fairer Together response

Access Islington is the first point of contact for help with getting food and support with financial worries. They took immediate action by contacting all the relevant services to make sure that David did not have to tell his story several times.

- Access Islington recognised that he needed support in order 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 council's 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.
- Islington Mental Health team made a home visit to David to support him through the issues that were having a negative impact on his mental health.
- Access Islington kept David informed throughout the process.

3 Outcomes for David

- The Income Maximisation team helped David with his benefit entitlement queries resulting in an increase in his monthly benefits income.
- 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.

Delivery Area 1: Empowering communities

	Our ambition	What will be different by 2030?	Key actions
A new approach to Community Partnerships	<p>We are developing a new approach to Community Partnerships working with communities and the voluntary and community sector.</p> <p>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.</p>	<p>We recognise and support the voluntary and community sector as key providers of early intervention and prevention – they are the first port of call when we are considering how best to support residents.</p> <p>Shared approach to participation and engagement – with a strongly developed coalition of proactive citizens who are leading change in local areas.</p> <p>Greater engagement and participation from the community – with a suite of community initiatives led by local people for local people.</p> <p>Examples of working with community and the voluntary and community sector to better meet the needs of underserved groups.</p>	<p>Develop a new Community Partnerships approach to working together on a locality basis to build strong relationships and initiate projects that tackle the local priorities of the community.</p> <p>Continue to invest in, protect and seek increased funding opportunities for our local voluntary and community sector including through a new grants programme that recognises the unique and essential role they play in supporting our local community.</p> <p>Grow our capacity and expertise for community engagement, exploring and initiating new approaches including citizens panels and community champions.</p> <p>Deliver a robust approach to participatory budgeting to enable investment in priority areas that will make a difference and tackle inequalities.</p> <p>Undertake a strategic review of community spaces looking how we can best use the range of spaces available to meet community need including through strong and responsive community hubs.</p>
Access Islington Hubs	<p>We will deliver three Access Islington Hubs, one per locality as one stop shops for early intervention and prevention from the Council and wider partners.</p> <p>The key dimensions of support to be available at and through the Access Islington Hubs are work; money; food; home; family; wellbeing.</p> <p>Access Islington Hubs will also offer a programme of learning and development for staff in each locality to support high quality early intervention and prevention practice and strong and supportive working relationships.</p>	<p>Support from Access Islington Hubs 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.</p> <p>Access Islington Hubs are part of a clearly defined, integrated and cohesive network of support across each locality.</p> <p>Residents understand how to access support and where they can go for help and reduces the fragmentation of services.</p> <p>Residents value the support they get from Access Islington Hubs.</p> <p>Reduced stigmatisation that is associated with accessing help and support including from the Council.</p>	<p>Work with communities to co-develop Access Islington Hubs</p> <p>Ensure a responsive offer in each Access Islington Hub throughout the week, including a clear programme of events and activities with a flexible and diverse menu of support that is community led.</p> <p>Ensure proactive outreach through mobile delivery that responds to communities, e.g. through estates, faith organisations, schools, etc. and a digital online offer to increase connectivity and accessibility.</p> <p>Ensure alignment and synergy with other key sources of support in the locality including children's centres, libraries, community centres, primary care networks, etc.</p> <p>Enable co-location and a high quality learning and support offer for early intervention and prevention staff across the locality.</p>
Flagship programmes that deliver community-based early intervention and prevention such as Parks for Health	<p>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. The Parks for Health vision is that:</p> <ul style="list-style-type: none"> • 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. 	<p>Through these programmes we will ensure:</p> <ul style="list-style-type: none"> • Improved social cohesion • Less isolation • Increased physical health • Better mental health and wellbeing • reduced health inequalities 	<p>Parks for Health has set programme-wide strategic objectives for delivery:</p> <ul style="list-style-type: none"> • 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.

Delivery Area 2: Delivering early intervention and prevention services

	Our ambition	What will be different by 2030?	Key actions
<h3>Bright Start</h3> <p>(for families with children aged 0-5)</p>	<p>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.</p> <p>The Bright Start offer is multifaceted and delivered by a range of partners, statutory and voluntary sector organisations, parents and carers. Two programmes at the core of the offer are the 0-5 Healthy Child Programme and Start for Life which is core to the Family Hubs Programme through which some of our children's centres will provide services to families with children aged 0-19 (or 25 with SEND). Our targeted family support offer is strengths based with a strong fidelity to trauma informed practice and supporting families</p> <p>The Bright Start offer aims to:</p> <ul style="list-style-type: none"> • 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. 	<p>Children are able to thrive and grow up with the best possible start in their lives.</p> <p>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.</p> <p>We will provide culturally competent, coordinated, coherent early years and childhood support services to support greater resilience and outcomes for children and families.</p> <p>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.</p> <p>Families access targeted support at the earliest opportunity de-escalating risk of family breakdown and fewer children coming into care.</p>	<p>Mobilise and develop the Start for Life offer via the new Family Hub model providing accessible and multifaceted support through a high quality menu of integrated early childhood services to support children and families at key stages of their lives.</p> <p>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.</p> <p>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.</p> <p>The Bright Start Strategy is implemented in collaboration through the maternity and early childhood integrated partnership to deliver our ambition</p>
<h3>Bright Futures</h3> <p>(for families with children aged 5-19)</p>	<p>Bright Futures aims to improve outcomes for families such as improve health and wellbeing, improve children's school attendance, household finances, family relationships, secure stable housing, understanding and managing children's behaviour.</p> <p>Our early help offer is strength based with a strong fidelity to trauma-informed practice. The Bright Futures aim is to:</p> <ul style="list-style-type: none"> • 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 • Work with children, families and schools to reduce the number of children and young people at risk of exclusion from school 	<p>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.</p> <p>Services we deliver are compassionate, culturally competent and responsive to a diverse range of needs.</p> <p>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.</p> <p>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.</p> <p>Families access targeted and specialist support at the earliest opportunity de-escalating risk of family breakdown and fewer children coming into care</p>	<p>Develop digital and community led solutions and outreach mobile delivery models to increase accessibility to support for families.</p> <p>Develop a suite of community-based initiatives and events- for local families to engage in such as health and wellbeing pop up events etc.</p> <p>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.</p> <p>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.</p>

Delivery Area 2: Delivering early intervention and prevention services (continued)

	Our ambition	What will be different by 2030?	Key actions
<p>Bright Lives (for working aged adults and older people)</p>	<p>The Bright Lives Alliance brings together VCS, Council and NHS partners to provide an integrated early intervention and prevention offer for working age adults and older people.</p> <p>This includes a new dedicated team of Bright Lives Coaches, working in community settings, providing one-to-one, medium-term support up to 6 months to help people build resilience and strengthen their independence and wellbeing.</p> <p>The Bright Lives aim is to:</p> <ul style="list-style-type: none"> • Improve wellbeing • Prevent escalation into crisis • Support engagement in community based services and activities • Increase safety and reduce risk • Increase independence and personal resilience • Increase choice & control. 	<p>Residents who need early intervention and prevention receive high quality support that improves their wellbeing</p> <p>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.</p> <p>Integrated teams across health, voluntary and community 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.</p> <p>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.</p>	<p>Establish the Bright Lives Alliance through:</p> <ul style="list-style-type: none"> • A new partnership agreement setting out ways of working • New integrated locality teams bringing together VCS, Council and Community Mental Health staff • Clear communications materials and a communications plan to communicate the offer to local people • Good engagement with local people including service users to inform the development of the offer • Review of current commissioning activity to explore further opportunities for the Alliance in future. <p>Embed Bright Lives teams in Access Islington Hubs alongside other locality based early intervention and prevention practitioners.</p> <p>Develop relationships with wider community and faith organisations to ensure wider reach including into underserved communities.</p>



Delivery Area 3: Driving system change

	Our ambition	What will be different by 2030?	Key actions
A shared workforce development offer	<p>We recognise that culture change is key to the effective delivery of this strategy.</p> <p>We will continue to develop and promote a shared practice model, building on our commitment to trauma-informed and strengths-based practice.</p> <p>We will continue to embed these approaches across the partnership as well as enhancing our focus on ensuring culturally competent practice that responds more effectively to the needs of communities that have historically been marginalised and underserved. We will also look for opportunities to upskill our workforce in effective community engagement and development approaches including encouraging volunteering with local voluntary and community sector organisations.</p>	<p>All early intervention and prevention practitioners will feel confident in trauma informed practice.</p> <p>Practitioners will have been trained and supported in culturally competence practice and we will see improved engagement from and outcomes for previously underserved communities.</p> <p>Practitioners will feel confident understanding what local services are available including from the voluntary and community sector and know how to support local people to access these services.</p>	<p>Develop a promote a clear Access Islington workforce development programme.</p> <p>Continue to put Trauma Informed Practice at the heart of this programme.</p> <p>Review and commission training in culturally competent early intervention and prevention approaches.</p> <p>Train practitioners in community engagement and development approaches.</p>
Fairer Together Locality Networks	<p>We will support the development of three Fairer Together Locality Networks bringing together community, third sector and statutory services to improve and enhance local early intervention and prevention and address local priorities.</p>	<p>Strong, lasting connections between services, groups, individuals, and local businesses that improve the quality of early intervention practice and more seamless and joined up support for people who need help.</p> <p>A clear and accessible network of support for local people including the Access Islington Hubs.</p> <p>Effective relationships with communities that enable identification and improved responses to issues that affect them including reaching into communities that have previously been underserved.</p>	<p>Evaluate the learning and development of the locality leadership networks so far.</p> <p>Provide learning and development opportunities to Locality Networks including sharing information and intelligence about what’s available locally.</p> <p>Work with Locality Networks to explore opportunities for improving and joining up local service delivery.</p> <p>Provide opportunities for Locality Networks to work together to identify local priorities and develop innovative local solutions to addressing them including through local budget setting.</p>
Multi-agency case-based discussions	<p>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.</p> <p>The establishment of Access Islington Hubs offers the potential to further develop these approaches including through the provision of clinical group supervision.</p>	<p>All early intervention and prevention practitioners know where to seek support if they are concerned about an individual or family.</p> <p>More joined up support for individuals and families – not having to keep retelling their stories.</p> <p>Reduction in referrals into statutory services.</p>	<p>Review existing mechanisms for multi-agency case-based discussions and identify opportunities for improving and refining our approach.</p> <p>Design and develop joint clinics to support with the delivery of coordinated intervention and support to families at the earliest possible stage.</p> <p>Explore and develop other methods for case-based consultation and multi-agency working.</p>
Innovative programmes such as the Young Black Men and Mental Health programme which test radical new approach to working with underserved groups	<p>Our Young Black Men and Mental Health programme is a vital element of our Fairer Together early intervention and prevention strategy. It aims to transform the way the system works to achieve more equitable opportunities and better life chances for young Black men living in Islington.</p> <p>We have succeeded in securing 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 demonstrate system change in action.</p> <p>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.</p>	<p>Improved aspirations, life chances and life opportunities of young black men.</p> <p>Reduced stigmatisation around mental health and wellbeing.</p> <p>Increased accessibility to community early help services and reduction in admissions to psychiatric hospitals and secondary level care.</p> <p>Significant reduction in school-based exclusions.</p> <p>The interrelationship between exclusions and youth offending is significantly reduced.</p> <p>A well developed and trained coalition of community mental health ambassadors exist across Islington.</p> <p>Culturally competent practice is embedded across the workforce enabling long term system change in tackling mental health inequalities.</p>	<p>Mobilise the Becoming a Man (BAM) programme with counsellors across selected secondary schools.</p> <p>Mobilise and embed the Elevate Innovation Hub and team.</p> <p>Roll out culturally competent and anti racist training across the workforce for system leaders and front line practitioners in Islington and NHS.</p> <p>Embed the Barbers Round Chair Project and expand development of the Community Mental health ambassadors network.</p> <p>Work collaboratively with schools to develop investment models to consider the scalability of BAM across all secondary schools in future.</p> <p>Work with Mental Health Foundation to develop community powered initiatives that young black men lead.</p> <p>Develop an early intervention and prevention offer for primary schools.</p>

Case study.

1 Maria's story:

Maria needed urgent family support and ongoing care to help her and her children.

- Maria, a single mother of three children, aged 16, ten and two was struggling with finances on a low income and suffers from anxiety and depression.
- Her ten-year-old daughter Isabella was having difficulties because of her autism and her 16-year-old son Mateo had been excluded from school.
- Maria contacted Islington Council via the Bright Futures helpline.



2 The Fairer Together response

Immediately, Bright Futures (who support families with school-aged children up to 19 years old) took action to provide a seamless, integrated, child and family-centred approach.

- There was intensive family liaison with professionals and services who collaborated to provide wrap around care and much needed support.
- They organised a new school for Mateo which avoided him being placed in a pupil referral unit. Bright Futures spoke with the school, so they were aware of his needs.
- The multi-agency response also focused on Maria's ten-year-old daughter Isabella, to support her to regulate her emotions and provided practical resources to help her cope under stress.
- A Bright Futures family support practitioner arranged home visits to communicate views and feelings and consider shared solutions.
- The practitioner also referred Maria to the employment team to help her find better paid work or more hours, and referred her to the free iCope service to help her manage stress and anxiety.

3 Outcomes for the family

- Mateo is doing well at his new school.
- Isabella has a support plan in place to help meet her additional needs.
- The family is now better equipped to have more positive communication and emotional regulation.
- Maria now has full-time work and accesses ongoing mental health support.

Making it happen.

We are determined to work together to ensure effective delivery of our Fairer Together vision and delivery plan over the long term.

This will require clear and committed leadership and governance, effective communication and engagement and a focus on learning from and adapting our approach to ensure we deliver on the outcomes we have set for ourselves.





Leadership and governance

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 is a group of the most senior leaders from key organisations working in Islington who will be champions for early intervention and prevention and ensure alignment with other activities happening across the borough.

The Fairer Together Partnership Board will be responsible for driving delivery of this strategy and will report to the Islington Together Leaders Group.

However, effective delivery will require contributions from a range of other stakeholders including the Children's Partnership Board, the Health and Wellbeing Board and the Integrated Care Board.

Delivering our Fairer Together ambitions needs to be an inclusive movement for change – a range of people from across Islington have been involved in developing this strategy and will be fundamental to its delivery.

We are all leaders in this space and we need to support and empower people to get involved and play a part.

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 assets together to provide a more coherent and integrated offer for residents.

Given the Strategy lifespan is to 2030, and change will be long-term, the Fairer Together Board will hold Fairer Together Stocktake meetings every six months with representatives from across the partnership to review progress, identify key challenges for leaders across the system and provide leadership development opportunities.

Communications

This strategy will only be successful if people know about its existence and know their role in its implementation.

It is also important that we celebrate and raise awareness of milestones that have been reached.

Below we set out the key questions we intend to address for key stakeholders as we move ahead with delivery.

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 feed back
- 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.

Measuring outcomes

To measure the impact of this 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 set 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.

We will use the following indicators to measure the impact of this strategy and ensure indicators to measure the impact of this strategy and ensure we are delivering better outcomes for our diverse communities so that everyone in Islington is able to thrive.

Equity	Employment opportunities	<ul style="list-style-type: none"> - reduced long term unemployment in minority communities - decrease in long term unemployment for young black men.
	Improved school outcomes	<ul style="list-style-type: none"> - improvement in attainment - fewer school exclusions.
	Improved social equity	<ul style="list-style-type: none"> - social progress index.
	Residents and Council work together to design support that works for Islington	<ul style="list-style-type: none"> - number of co-produced services in a given timeframe - number of residents on boards and steering groups - increase in service user survey satisfaction - regular feedback.
Wellbeing	Improved mental health	<ul style="list-style-type: none"> - reduced mental health crisis call outs/referrals - reduction in psychiatric admissions - reduction in suicide rate.
	Holistic support is offered	<ul style="list-style-type: none"> - increase in early intervention and health services - increase in schools taking trauma-informed approaches. - Improved family health
	Strengthening Families outcomes	<ul style="list-style-type: none"> - fewer children living in poverty - reduction in Accident and Emergency attendance - reduction in social care - reduction in secondary level care.
Security	Residents have financial security	<ul style="list-style-type: none"> - reduced levels of debt - London Living wage.
	Residents have secure housing	<ul style="list-style-type: none"> - reduced evictions - reduced homelessness rates.
	Residents have job security	<ul style="list-style-type: none"> - increased number of people in employment, education or training - career progression routes for residents, e.g. apprenticeships and Health and Care Academy
	Islington has reduced crime rates	<ul style="list-style-type: none"> - reduction of FTE into youth justice system.
Belonging	Residents feel social connection	<ul style="list-style-type: none"> - decrease in isolation referrals.
	Residents feel a sense of community	<ul style="list-style-type: none"> - increased volunteering and participation - increase in community activity.
	Residents understand the support available	<ul style="list-style-type: none"> - people know where to go - integrated pathways of support (where necessary) - improved co-ordination between step up and step down support - increase of referrals through friends - increase in self-referrals - reduction in inappropriate GP appointments.

Contact details for key services.

Bright Start is a universal and targeted integrated service for families in Islington from conception to the age of five.

This integrated model comprises of Whittington Health and Islington Council bringing together services for families such as Health Visiting, Early Years, CAMHS, Family Support and Speech and Language Therapy to meet the needs of children under the age of five and their families, particularly those most in need.

Bright Futures is a multi agency family support and outreach service for families with children aged 5-19. Based in all three localities plus a team based in New River College.

Together Bright Start and Bright Futures deliver outreach, parenting programmes and targeted family support services connected to children and families from conception to 19 (up to 25 with SEND).

Bright Lives is for working age people who need extra help and support. The Coaching service can provide one-to-one support for up to six months to build resilience, independence and wellbeing.



Referral pathways:

Professionals and parents can request a service from Bright Start and Bright Futures family support through the Children's Services Contact Team.

Families can also self refer by attending one of our outreach sessions in the community or by contacting:

Bright Start North - 020 7527 8441

Bright Start Central - 020 7527 8465

Bright Start South - 020 7527 4089

Bright Futures:

Call our helpline on **020 7527 4343**
9am-5pm Monday to Friday

Bright Lives

BrightLivesCoaching@islington.gov.uk

Access Islington

For general enquiries or assistance
020 7527 2000

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

020 7527 2299

For emergencies outside of normal office hours, please call the Emergency Duty Team on **020 7226 0992**

fairer
together.



ISLINGTON
= For a more equal future