

Item No. 9.	Classification: Open	Date: 16 March 2015	Meeting Name: Health and Wellbeing Board
Report title:		Southwark and Lambeth Early Action Commission update	
Wards or groups affected:		Southwark wide	
From:		Gordon McCullough, CEO, Community Action Southwark	

RECOMMENDATIONS

1. The board is requested to:
 - a) Note progress made on the Southwark and Lambeth Early Action Commission.
 - b) Note that the Health and Wellbeing Board will receive recommendations from the Commission in July 2015.

BACKGROUND INFORMATION

2. In July 2014 the Southwark Health and Wellbeing Board approved of the creation of an independent Early Action Commission. The broad aim of the Commission is to make a series of recommendations about how organisations such as the local council, NHS, police and voluntary sector can work together to prevent problems that damage people's lives and trigger future demand for services.
3. Following a competitive procurement process the New Economics Foundation (nef) were appointed to carry out the secretariat, research and engagement functions of the Commission.
4. The commission is chaired by the Rt. Hon. Margaret Hodge MP and is composed of a range of experts in early action and intervention across a range of policy areas. The commissioners are Dr Sue Goss (Office for Public Management); Carey Oppenheim (Chief Executive, Early Intervention Foundation); Dr. Jonty Heaversedge (Chair, Southwark CCG); Prof. David Colin-Thome (Trustee, Guy's and St Thomas' Charity); Helen Charlesworth-May (Strategic Director of Commissioning, Lambeth Council); and, David Robinson (Community Links).
5. An Implementation Advisory Group, of key decision makers, budget-holders and other key stakeholders in Southwark and Lambeth, has been established. Its role is to advise on the practicalities of implementing the recommendations developed by the Commission and suggest practical interventions to embed the outcomes of this initiative.
6. In January 2015 it was agreed that Lambeth would join the Commission and the local authority and CCG in Lambeth have contributed additional resources to cover the expansion of the commission. The inclusion of Lambeth has meant the overall reporting timetable for the Commission has been amended with a final

report/recommendations being presented in July 2015.

KEY ISSUES FOR CONSIDERATION

7. Between October and November 2014 nef conducted secondary data analysis to pinpoint local problems that the Commission could focus on. Four policy areas emerged: childhood obesity; unemployment /employment insecurity; social isolation among older people; and violent crime. Lambeth concurred these were problems that were consistent with their own assessment of local issues. The four themes have been used to think about the upstream links between problems and to provide a way to ground the theory of early action into policy and practice.
8. The researchers have also mapped and reviewed council strategies, initiatives and a range of activities and services (which are preventive in nature and draw on local assets) offered by community organisations in Lambeth and Southwark.
9. Around 140 cases, across the four policy areas, are currently under review in order to:
 - assess the level of or prevalence of prevention and early action elements; and,
 - inform the development of lines inquiry with relevant stakeholders to explore barriers and opportunities for early action
10. An engagement event was held in November 2014 with over 50 participants from the voluntary and community sector in Southwark in attendance. The aim of the event was to gather information on the prospects, barriers and current experiences of early action and prevention.
11. At the engagement event, upstream causes of social problems and barriers to early action were discussed. The barriers identified by participants included:
 - **Information limitations:** this was conceptualised in terms of demand-side and supply-side information limitations. On the demand side, participants pointed to a lack of information on patterns of need and at risk groups. On the supply side, participants noted a lack of information / awareness of available services and / or local assets that can be mobilised.
 - **Organisational siloes:** linked to the above is the perception of a silo culture among statutory agencies. As well as leading to a lack of information sharing, participants argued that a silo culture leads to: service delivery that is responsive to the needs of government agencies and not service users; generates co-ordination problems between agencies; and, counter-productive incentives for service commissioners and providers.
 - A culture of **short termism and risk aversion** as a barrier to prevention. This is because early action strategies deliver results in the long-term which may come at short-term costs, and risk aversion obstructs innovation which is what many felt was needed in order to move towards prevention.
12. A number of early recommendations (based on the research and engagement events) have begun to emerge. These include:
 - **Changes to commissioning and assessment of services:** through (a) more strategic and long term approaches to commissioning and evaluating services, which would provide time for preventive action to demonstrate

outcomes, (b) decreasing risk aversion and encouraging innovation amongst commissioners and service providers in ways that incentivise upstream investment, and (c) the use of approaches to evaluation such as social return on investment to capture the value of preventive services more fully.

- **Joining up and integrating agencies:** through (a) information sharing initiatives such as networking events, 'community asset atlases', (b) the pooling of budgets, (c) multi-agency service delivery and strategic oversight of early action initiatives and (d) a shift to an outcomes-based culture.
 - **Citizen participation and engagement** was seen as a good way to gather information on local needs and assets, and participants felt that prevention would be realised through community development processes that build social capital through participatory and place-based.
13. The Commissioners have instructed the researchers to focus on the community and asset based approach to prevention with a view to exploring how it builds the resilience, capacity and autonomy of communities and of individuals.
 14. The next stage is to identify two sub-localities in Southwark and Lambeth. The aim will be to bring people together to get them to design and consider what an 'early action place' would look like and what assets exist to help achieve this. The exercise will also look at what are the barriers to prevent this from happening and what could the system do to help communities to flourish and build resilience.
 15. Following this stage the Commissioners will consider the evidence and respond to the following questions in order to begin to frame their recommendations:
 - **Systems and structures:** how preventive are local policy frameworks, strategies, organisational structures and practices, in Lambeth and Southwark? How far are the policies and governance arrangements relating to the sources and destinations of local government funding, costs, and savings conducive to prevention?
 - **Local assets and activities:** What is already happening at local level that is actually or potentially helping to prevent harm? How can this be harnessed?
 - **Relationships between formal systems and structures, and local assets and activities:** To what extent do systems and structures in the two boroughs help these local assets and activities to flourish and fulfil their potential? How far do they constrain them?

Next steps

16. The Commission will meet again once the engagement exercise in the two sub-localities has been completed. The Commission will meet three more times between now and July 2015, when it will provide its final report and recommendations to the Health and Wellbeing Boards in Lambeth and Southwark.

BACKGROUND PAPERS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
None	

Lead officer	N/a	
Report author	Gordon McCullough, Chief Executive, Community Action Southwark	
Version	Final	
Dated	5 March 2015	
Key decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer title	Comments sought	Comments included
Director of Legal Services	No	No
Strategic Director of Finance and Corporate Services	No	No
Date final report sent to Constitutional Team		5 March 2015