

Item No. 8.	Classification: Open	Date: 21 October 2015	Meeting Name: Health and Wellbeing Board
Report title:		Southwark and Lambeth Early Action Commission Final Report	
Wards or groups affected:		Southwark wide	
From:		Gordon McCullough, CEO, Community Action Southwark	

RECOMMENDATIONS

1. The board is requested to:
 - a) Provide a response to the Commission's recommendations as set out in the report
 - b) To consider the next steps to oversee and take forward the recommendations of the Commission.

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. 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).

KEY ISSUES FOR CONSIDERATION

4. The Commission has identified four goals for early action in Southwark and Lambeth. These are designed to reverse the balance of spending and to address problems as far upstream as possible. They focus what can be done locally in the context of extreme budgetary constraints. They interact with dynamic effect and are intended to be mutually reinforcing and sustainable over time.
 - **Resourceful communities** where residents and groups are agents of change, ready to shape the course of their own lives. To achieve this people need actual resources (but in the broadest sense), connections and control.

- **Preventative places** where material conditions have a positive impact how people feel and enable them to lead fulfilling lives and to help themselves and each other.
- **Strong, collaborative partnerships** where organisations work together and share knowledge and power, fostering respectful, high-trust relationships based on a shared purpose.
- **Systems geared to early action**, where the culture, values, priorities and practices of local institutions support early action as the new 'normal' way of working.

Recommendations

5. Effective early action depends on changing whole systems, not just launching new initiatives. These recommendations build on good practice already underway in Southwark, Lambeth and elsewhere. To make a real difference, they must be placed at the heart policy and practice in both boroughs and pursued forcefully and consistently over time. Taken together, they contribute to the four goals as stated above: resourceful communities, preventative places, strong, collaborative partnerships and systems geared to early action. Action to change systems should not wait until resources are found, nor should changes in practice wait for systems to be geared to early action.

Step 1: Prepare the ground

- **Establish senior leadership and commitment.**
Health and Wellbeing Boards must ensure that early action is a central feature of their strategy, with Board members firmly committed to implementing it. The Public Health department should play a key role in driving the changes.
- **Map assets across both boroughs.**
Asset mapping, already practiced in both boroughs, identifies human and social resources, which are abundant in every locality and play a vital role in early action. This should be strengthened to locate, develop and connect local assets.

Step 2: Find resources

- **Co-ordinate charitable funding for early action.**
Bring together independent funders across both boroughs to share knowledge about early action and work together to offer grants for activities that tackle problems more systemically and further upstream.
- **Set up a dedicated Change Fund to support systems change.**
This could be financed partly or wholly by a suitable local grant-giving foundation and dedicated to stimulating profound changes in the way local systems are designed and operated.
- **Review and strengthen community returns from regeneration.**
Opportunities to generate funds through sale of redevelopment sites, Section 106 negotiations and the Community Infrastructure Levy should be maximised, with funds used to prevent problems, e.g. through housing and spatial planning.

- ***Pool budgets between organisations and departments.***
This can help to support early action and make resources go further, by consolidating existing funds and focusing them on early action, as well as strengthening collaboration between the boroughs, and sharing risks and rewards.
- ***Tap into community-based assets.***
Unlock human and social assets in the community (see asset mapping above), by working more closely with VCS organisations, and by applying the principles of co-production.
- ***Strategic use of Social Impact Bonds.***
These involve raising investment from the private sector to finance service provision (usually by the VCS). They are useful in *limited* conditions, especially as a tool for experimenting with new initiatives in the transition to early action.

Step 3: Gear local systems to early action

- ***Classify spending to distinguish early action from downstream coping.***
Spending bodies should know whether the money they spend is allocated to coping with problems or preventing them. Spending should be loosely classified – as a rule of thumb - adapting guidance from the Early Action Task Force.
- ***Establish a long-term plan, across 5-10 years, with specific milestones.***
To avoid local systems defaulting to downstream coping, leading decision-makers and budget holders in Southwark and Lambeth should commit to a step-by-step transition to early action, over the longer term, with specific milestones.
- ***Commit to shifting a significant % of spending each year to early action.***
Both boroughs should commit to shifting a specific – and significant - proportion of total spending each year towards early action. Targets should be subject to yearly revision but we suggest 5% as an initial goal.
- ***Establish clear oversight arrangements, with regular monitoring and reporting.***
Health and Wellbeing Boards should oversee the shift to early action, supported by Public Health, with a shared evaluation framework (see below), quarterly reporting to the HWB, and reporting back to a reconvened Early Action Commission.
- ***Transform the commissioning process to support early action.***
Decisions about what services and other activities are required should be taken in partnership with local people, with commissioning focused on assets, on how to prevent problems, and on outcomes, and encouraging collaboration.
- ***Develop a shared evaluation framework.***
For use by VCS grant-holders and contractors, and public sector bodies, this would establish a theory of change reflecting a shared understanding of early action, and shared criteria for monitoring progress, including wellbeing

indicators.

- **Assess community assets alongside needs.**

Asset assessment should be integrated with the Joint Strategic Needs Assessment (JSNA), changing the focus of data collection generate a more rounded view of the local community and higher priority to early action.

Step 4: Change practice

- **Improve connections, co-ordination and knowledge-sharing.**

This involves linking up people and organisations, improving communications between them, and enabling them to exchange information, build a shared sense of purpose and complement rather than duplicate each other's efforts.

- **Stronger partnerships and more integrated working.**

Stronger partnerships, promoted through information-sharing and the commissioning process, as well as by pooling budgets and more integrated working, should strengthen the momentum towards early action.

- **Create and support more spaces for people to get together.**

There should be more opportunities for people in Southwark and Lambeth to use parks, open spaces, schools, underused public buildings and empty properties for meeting each other, building networks and doing things together.

- **Make more use of "place shaping" powers to support early action**

Councils should take stock of their "place-shaping" powers and make the best possible use of them to create conditions that help to prevent problems, working with local people and building on existing good practice in the two boroughs.

- **Devolve more power to neighbourhoods.**

Local councils and their partners should look for ways of devolving more power and resources to communities and community groups, and transferring community assets to residents.

- **Promote and support local early action.**

Health and Wellbeing Boards and their constituent bodies should support local preventative initiatives and draw out lessons that can stimulate similar action elsewhere and contribute to wider, systemic changes.

- **Increase participatory budgeting.**

This aims to deepen public engagement in governance by empowering citizens to decide on how public funds are spent, engaging citizens in democratic deliberation and decision making.

- **Promote and apply the principles of co-production.**

Co-production, already applied in some programmes and initiatives in both boroughs, should become the standard way of getting things done, encouraged through commissioning and adopted by choice in all sectors.

- **Strengthen the focus and funding of the VCS in Southwark and Lambeth.**

The local VCS should be encouraged and supported to strengthen its focus on upstream measures, and to adopt an inclusive and participative approach to their activities. Funding should be better co-ordinated and directed at early action.

Next steps

5. The Southwark and Lambeth Early Action Commission report will be formally launched on 16 November 2015.

BACKGROUND PAPERS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Southwark and Lambeth Early Action Commission Final Report
Appendix 2	Southwark and Lambeth Early Action Commission Summary
Appendix 3	Southwark and Lambeth Early Action Commission Case Studies
Appendix 4	Southwark and Lambeth Early Action Commission Methodology

AUDIT TRAIL

Lead Officer	N/a	
Report Author	Gordon McCullough, CEO, Community Action Southwark	
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Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Director of Law and Democracy	No	No
Strategic Director of Finance and Governance	No	No
Cabinet Member	No	No
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