

Total Place in Lewisham

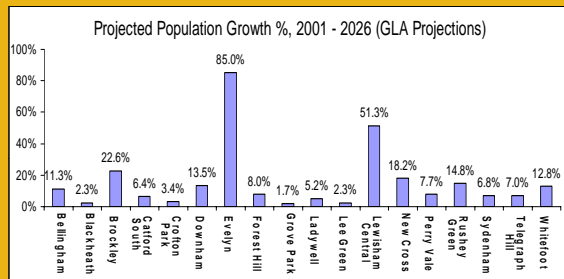
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The local context

- Second largest inner-London borough (fourth largest in terms of population with over 260,000 residents)
- Young population, quarter of all residents aged 0 – 19
- 5% of the population are aged over 75
- 15th most ethnically diverse local authority in England with over 167 languages spoken
- Active local communities – over 800 voluntary and community organisations and more than 200 faith groups
- Strong neighbourhood and area identities – majority of residents recognise their neighbourhood as ‘my street and neighbouring streets’

The local context

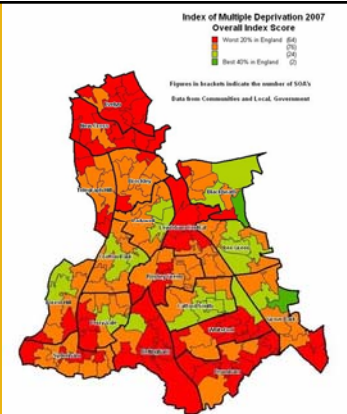


By 2026 as many as 35,000 more people living in the borough

Of 354 local authority areas in England, Lewisham is the 39th most deprived

Lewisham has 166 ‘localities’ (LSOAs) of these:

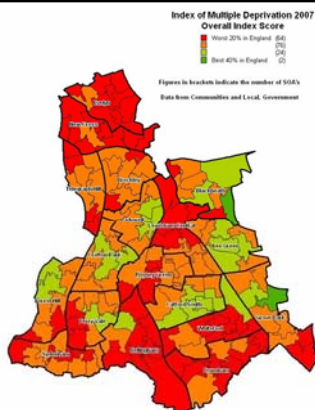
- 64 are in England’s 20% most deprived
- 8 are in England’s 10% most deprived



33% of children in families on key benefits

Over 30,000 adults with non-functioning literacy and numeracy

14.3% of adults with no formal qualifications



Lewisham in London



MY PLACE, YOUR PLACE, OUR PLACE: lessons from the "place survey"

place:
topography
geography
culture
clustering
inter-dependencies

spatial scale:
locality
local area
neighbourhood
ward
estate
street

Place and the assumption that people stay still

	resident adults	children	adult workforce	ratio of adults to children
central London boroughs*	434,000	104,000	1,121,000	from 4:1 to 11:1
inner south east London boroughs**	573,000	187,000	319,000	from 3:1 to 2:1

* Westminster, Camden and K&C
** Lambeth, Southwark & Lewisham

Each day over 82,000 travel from Inner SE London to work in Central London; less than 9,000 travel the other way. The overall ratio is 9:1. The actual ratio for Lewisham is 57:1!!

Total Place: lowering costs and improving services

overlaps differ from gaps

- GAPS focus: stresses missed needs and improved effectiveness – can often result in increasing overall costs
- OVERLAPS focus: stresses duplicated effort, resources and improved efficiency – can often result in lowering overall costs

gaps and overlaps can exist between policies, services, activities and service users

Framing our focus: priority driven while sensing opportunities

issue being tackled has the attribute of

	service performance	social problem
opportunities for reducing costs and improving services exist more in	<ul style="list-style-type: none"> •Commissioning of health and social care services •Assets & energy 	<ul style="list-style-type: none"> •Offender management
organisation design & overlaps		
service design & delivery	<ul style="list-style-type: none"> •Worklessness & unemployment 	

Commissioning of health and social care – lines of enquiry

- From a solid existing foundation how much further can joint working between the Council and NHS Lewisham go to deliver better outcomes at lower cost?
- What is needed to make the integrated pooled budget arrangements proposed for adults work well?
- Where next on children's joint arrangements?
- What about a single commissioning function across all health and social care?
- What about a single management structure across health, social care and other council functions?

Health and social care – what we are testing

- Clarity about what commissioning is, where it starts and ends, how it fits with other management arrangements
- Possible duplication of work between commissioning and 'traditional' service management
- Pooling or aligning budgets – what is the difference in what they can achieve?
- The benefits of the commissioning model up to now and where future benefits lie
- Where does acute commissioning fit in?
- What can be learnt from others who have tried different arrangements?

Health and social care – progress

- Main partners
 - NHS Lewisham, Council
- Activity to date:
 - Standing on the shoulders of a great deal of work nationally
 - Starting internal interviews
 - Setting up meetings at DH, NHS London
 - Setting up external visits to eg Hammersmith and Fulham, Herefordshire, Hertfordshire

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Worklessness & unemployment – lines of enquiry

- Are the resources that go into tackling worklessness and unemployment deployed most effectively?
- How are interventions and resources distributed across a Journey to Employment framework?
- What is the effect on customers? Are there distinct customer groups?
- Could more integrated collaborative working put resources where they will have most effect and stop wasting money on, say, multiple overlapping training initiatives?

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Worklessness & unemployment – what we are testing

- Where is there duplication of provision?
- How much do funding stream requirements (eg by outputs) acts as a barrier or perverse incentive?
- Could better information sharing keep track of individuals better and reduce duplicated contacts and interventions?
- Where is spending currently determined (locally, regionally, nationally) and how does this affect the effectiveness of the system in Lewisham?
- Would pooling of budgets lead to more effective use of resources?
- Is there learning from experts elsewhere about what has most impact in supporting entry to employment?

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Worklessness & unemployment – progress

- Main partners:
 - Council, College, Job Centre Plus
- Activity to date
 - Journey to Employment Framework developed
 - Started interviews and focus groups with providers, commissioners, service users and employers
 - Completed rapid literature and evidence review
 - Interviewing national experts eg Cllr Stephen Houghton
 - Lewisham to take lead on informal pilot theme group along with Luton and Central Beds, Birmingham and others

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Offender management – lines of enquiry

- What attention and interventions do ex-offenders receive over time and as their circumstances change?
- Is the resource going in the right way to where the greatest risk of reoffending is?
- What is the effectiveness of the range of interventions?
- Where are the success stories and other examples of best practice?
- Could a more integrated and rigorous approach mean less resource is targetted to better effect?

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Offenders – what we are testing

- Do prolific offenders receive less support and intervention because the pattern of reoffending disrupts the support programme?
- What makes ex-offenders want to engage with support?
- Does statutory offender management end too early, on expiry of licence conditions?
- Do targets, performance regimes and information issues create barriers to better offender management?
- Is the balance right between interventions that change an ex-offender's mindset and those that address the material causes of reoffending?

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Offenders – progress

- Main partners:
 - Council, Met Police, Probation, Lewisham Homes, Victim Support
- Activity to date
 - Partner workshop
 - Started mapping service provision across agencies
 - Started developing offender 'pathways' and better ways to understand interactions from an ex offender perspective
 - Early links with other related pilots in Birmingham and Bradford

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Assets and energy – lines of enquiry

- Building in various collaborations already in place is there scope for:
 - More co-location
 - Rationalisation of estate assets
 - More joint procurement of energy and facilities management
- Might it be possible to manage all the public estate in Lewisham and its related running costs as one? What scale of benefits might that bring?

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Assets and energy – what we are testing

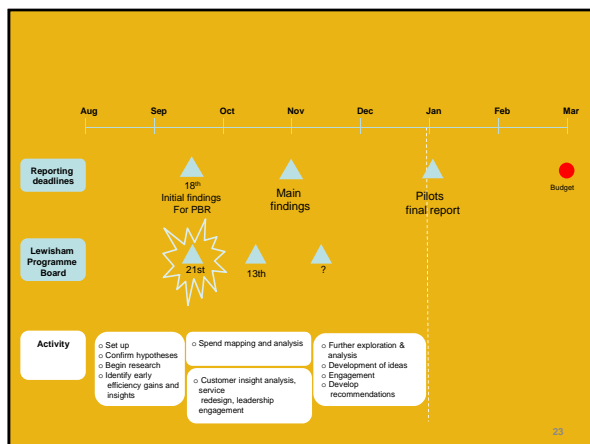
- What are the benefits of:
 - locally integrated information exchange and decision-making on public assets?
 - a single benchmarking model for performance indicators?
 - a single Borough-wide strategy for assets linked to the Borough's planning framework?
- What is the balance of generic and specialist requirements?
- What is the investment to achieve different levels of integration?
- How much of this makes sense at a Borough level, are there greater feasible benefits at a wider level?

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Assets and energy – progress

- Main partners:
 - Council, Met Police, Fire Service, NHS Lewisham, Lewisham Hospital, SLAM, Goldsmiths College, Lewisham College, Job Centre Plus
- Activity to date:
 - Assembling data and strategic documentation across partners
 - Researching areas of best practice in Lewisham and nationally
 - Preparing to work through the findings with partners

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Our experiences so far as a pilot

- Tight timescales to fit with budget process:
 - influencing the themes we chose and how we approached them
 - Pre Budget Report deadline for interim 'findings'
 - importance of going beyond high-level count



Our experiences so far as a pilot (2)

- Rising profile: from Total What? to the Today programme
 - Dealing with requests for information
 - Involvement of multiple agencies
 - Is Total Place seen as answer to all our problems?
 - High profile as way to ensure buy-in



Our experiences so far as a pilot (3)

- A great opportunity for Lewisham
 - A chance to build on existing strong partner relations and reinvigorate local change
 - A head start for dealing with future challenges
 - A chance to develop relations with government departments
 - An opportunity to deliver real outcomes for our citizens



Questions

