

# Total Place in Lewisham

## Use of Customer Insight

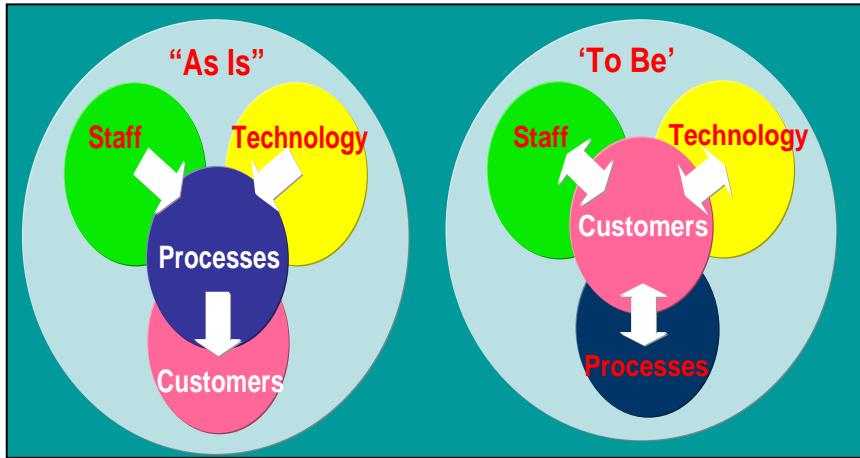
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**Lewisham**



# Using Customer Insight in Lewisham



	There is poor collaboration between services	
	Public services are poorly set up to deal with common life events	People are becoming 'experts' in order to make the system work for them
	It's a struggle to get the right information at the right time	Public services often do not respond to the needs of both individuals and their families

# Customer insight is a critical part of Total Place

Customer insight helps to:

- Understand need
- Provide evidence for redesign of services or better use of resources
- Design solutions, as well as identify problems/barriers

Involving customers in deciding how and where money is allocated is integral to Total Place.



# In Lewisham, we are exploring four themes:

- Offender management
- Worklessness & unemployment
- Commissioning of health & social care services
- Assets & energy

We have also carried out a **high level count** of all the public money spent in Lewisham, across all public agencies. Approx figure for the borough is £2.3bn.

**Customer insight** has been central to our work around Total Place – in particular the **offender management** and **worklessness & unemployment** themes.



# Customer Insight approaches

## Worklessness & unemployment

- In-depth interviews with 30+ service users on their experiences of welfare-to-work system
- Focus groups for service users
- Case study approach to take account of different client groups
- In-depth interviews and facilitated workshops for providers and commissioners
- Analysis of benefit take-up against spending, to indicate whether allocation of resources is meeting need
- Currently planning short film to highlight some of the barriers within the system



# Customer Insight approaches

## Offender management

- 8 ethnographies & multiple interviews with service users
- Supplementary service user interviews
- Service provider/ stakeholder ethnographies (including shadowing and interviews)
- Facilitated process mapping workshops involving service providers
- Mapping of spend against components of the service user journeys, to indicate where there may be efficiencies
- Currently producing a short film to summarise findings from ethnographies & where this has fed into wider recommendations



# Customer Insight approaches

## Commissioning for health & social care

- Interviews and focus groups with commissioners
- Analysis of service user data – e.g. demands on services; feedback on effectiveness of services; duplication across agencies

## Assets & Energy

- Insights through customer data – e.g footfall
- Strand around co-location of services partly based on positive customer feedback on existing co-located services



# Customer insight work has directly led to a number of our findings...

## Offenders ethnographies - Insight

**Offenders felt most motivated to break the cycle of re-offending at the point of release from prison. However:**

- Appropriate support & rehabilitative services were not always in place upon release (including emergency drug scripts, appropriate housing, benefits).
- Offenders felt confused by the complexity of the journey they had to navigate, post release, in order to access appropriate services. For example;
  - Some offenders had up to 4 key workers from a number of agencies
  - There were multiple assessment points at which offenders found frustrating because they were repeating information which was not being shared
- There were examples of duplication – for example one offender received the same Thinking Skills course 4 times



# Customer insight work has directly led to a number of our findings....

## Offender Management - Findings

Support immediately after release from prison critical

- yet post-release support is piecemeal

Reoffending rate remains high

- 73% of offenders leaving prison after sentences of under 12 months will reoffend within 2 years

Complex pathways with multiple assessments

- 9 or more assessments for some offenders
- savings of up to £250k p/a possible through rationalising of assessments

Duplication of support & lack of coherence across agencies

- some offenders attending the same course many times

Lack of information sharing between agencies

- different databases across agencies; sharing of information is adhoc and restricted

# Customer insight work has directly led to a number of our recommendations....

## Offender Management - Recommendations

- **Common Assessment Framework, with shared database** – to reduce unnecessary contact with offenders and improve information sharing (based on OASys system)
- **Single Lead Professional** – certain agencies will take the lead for certain clients groups (e.g. proposed transfer of 150 clients from Probation to Drug Intervention Programme)
- **London release for London offenders** – every London prisoner where possible to be released from London prison
- **Prison release opt-in model** – to ensure rehabilitative support is targeted at those most likely to benefit
- **Allocation of resources** - consideration is given to the balance of resources allocated between the targeting of known persistent offenders and other activities



# Customer insight work has directly led to a number of our findings...

## Worklessness & unemployment

- Complex system of support, with customers offered little choice in the support they receive
- Duplication of support across providers
- Imbalance in allocation of resources – proportionally far less support targeted at those who need it most (e.g. Incapacity Benefit claimants)

# After Total Place...

- Long history of involving and engaging with customers in Lewisham (inc CAA Green Flag)
- Customer-led Transformation Funds will help us to continue some of our customer insight work around offender management and worklessness
- Total Place is about shifting behaviour and culture over the medium and long-term, to improve the efficiency and effectiveness of public services: embedding customer insight in this process will be key to its success.



The image shows the exterior of a building with a wooden facade. A large glass window on the left reflects the street and contains the text 'Housing Options Centre'. To the right is a glass entrance door with a blue sign above it that says 'Lewisham' with a crown logo. A sign on the door lists opening times. The main title is overlaid in white text with underlines.

# Customer Insight and Design - Homelessness Prevention Project



**Lewisham**

**Design  
Council**

# Step 1: Identifying Customers & their needs

Staff from across Housing Needs came together to discuss...



Who our customer groups are...



What the specific needs of these groups are...



What works well and where there are problems now with the customer and staff experience.



# Step 2: Gathering Customer & Partner Insights



# Step 3: Identifying Themes & Sketching Ideas

- Expectations
- Gaps in the system
- Understanding and interacting with our customers
- Explaining the process
- Empowering our customers
- Simplifying the system
- Working together

**Title** (up to three words)  
WHAT NEXT DOC.

**Description** (up to 15 words)  
A LETTER SETTING OUT WHAT WAS DISCUSSED TODAY, WHAT WILL HAPPEN NEXT + WHAT THEY CAN EXPECT

**The need it meets**  
ADDRESSES THE CONFUSION WHICH CUSTOMERS HAVE WHEN THEY LEAVE + THE POTENTIAL TO FORGET UNDER STRESS

**WHAT NEXT?**  
Today you met \_\_\_\_\_  
You discussed \_\_\_\_\_  
To address these issues we will \_\_\_\_\_  
\_\_\_\_\_

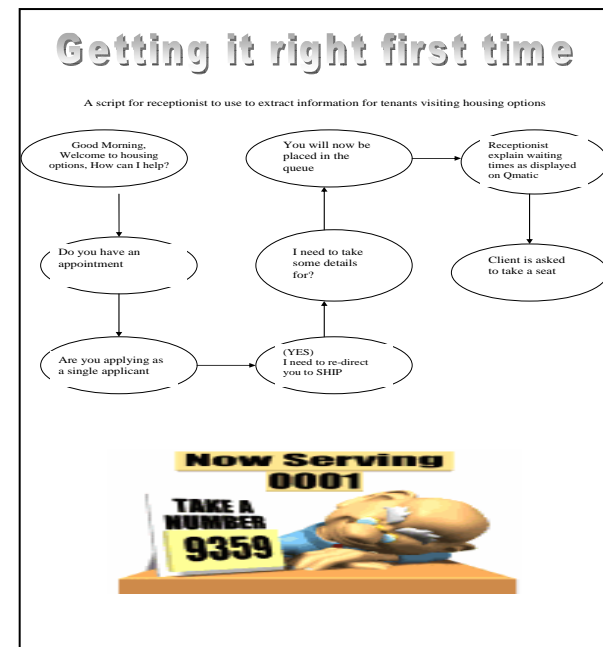
our next meeting will be \_\_\_\_\_  
at this meeting you will bring \_\_\_\_\_

Design Council

# Step 4: Prototyping and Testing

- Prototyping means we can develop ideas quickly and cheaply
- It gives us a practical example to use to test how our ideas work in practice
- Our customers can give us feedback which will help us improve our ideas
- Pick first four easy to implement ideas

1. Getting it right first time
2. Cartoon case studies
3. What next doc
4. Fact sheets



# Step 5: Developing the Innovation Pipeline



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