Round 6 Fund application - Discovery project : Entry # 8068

2. Project contact details

2.1 Lead authority name

London Borough of Southwark

2.2 Details of the person leading this application

Chloe Harvey

Role

External Opportunities Lead (Children and Adults Directorate)

Email address

chloe.harvey@southwark.gov.uk

Phone number

2.3 Details of a senior stakeholder from lead authority

Role

Email address

2.4 Details of a Section 151 Officer from lead authority

Role

Email address

2.5 List your project partners and provide a single point of contact for each organisation.

Round 6 Fund application - Discovery project : Entry # 8068

Project partner organisation	Name of single point of contact	Role of single point of contact	Email address of single point of contact	Phone number of single point of contact
London Borough of Lambeth				
Royal Borough of Greenwich				
London Borough of Bromley				
South East London Integrated Care Board				

3. Your project proposal

3.1 Project title

"Exploring virtual and digitally-enabled approaches to supporting carers across an ICS footprint to address issues associated with navigating the complex information and service landscape, connecting with peers and accessing support at the right time and place"

3.2 Project description

Our discovery will explore

- the experiences of carers across South East London Integrated Care System (SEL ICS) in accessing information, advice and support
- the approaches taken to supporting carers across SEL
- the platforms, digital tools, innovations available/ emerging from the market.

The discovery will allow us to consider how a virtual carers hub could bring together information and a range of functionality to provide a comprehensive digital offer for carers across an ICS footprint.

3.3 How much funding are you applying for?

99300

4. Project assessment

4.1 Describe the problem that your discovery project seeks to investigate.

Round 6 Fund application - Discovery project : Entry # 8068

Our users are unpaid carers residing in or caring for a family member/friend who resides in, Southeast London. Estimates suggest approx 6% of the population are unpaid carers, equating to around 110K people across SEL.

Unpaid carers describe caring as "*being plunged into a complex web of health & social care services with no prior knowledge or experience*". Our project aims to demystify the world of caring, making it easier for carers to get the info, advice & support they need to care for their loved ones and maintain their own health & wellbeing.

Caring isn't confined to a single place/borough:

- many carers do not live in the same place as the person they care for
- many people receive secondary healthcare outside their home borough
- many people are closer to support/ peers in neighbouring boroughs if they are on or near borough boundaries.

We will dive deeper into these issues to understand the benefits of digital solutions that work on the same footprint as our newly established ICS's.

The annual value of unpaid care is estimated at between £57 & £100billion (and went upto £193billion in the pandemic). The implications of under-supporting carers are potentially catastrophic; declining health & wellbeing can lead to increased placement breakdown and need for costly care packages. Combine this with an aging population and forecasts that suggest 63% more unpaid carers will be needed by 2035 and we can see a perfect storm approaching; making improving support for unpaid carers an issue for all LAs/ ICS's.

4.2 Describe the outcomes and outputs you aim to achieve by the end of the project.

Project outputs:

- User-research report detailing experiences of carers across SEL, including user-journeys, pain points etc
- Map of existing services, touch points and failure demand
- Market research on online/ virtual carers solutions with recommendations for bringing together information/ functionality into a comprehensive online carers hub that works across an ICS footprint.
- Business case outlining potential costs/benefits of delivering the recommended solution/s with potential funding models for ongoing maintenance/sustainability.

We will endeavour to engage all 6 SEL boroughs in the discovery project. We already have commitment from 4 (including ourselves) plus Bexley who are not currently a Local Digital signatory but have shown great interest in the project and are looking into signing so they can engage fully. Our project plan and budget include capacity to undertake user-research/ service mapping across all boroughs.

We will also engage other partners within the SEL ICS i.e., health/ VCS partners. We have already engaged carers organisations and have the support of colleagues who represent the wider ICS (outlined above).

We will involve other sector partners working in this area such as LOTI, the LGA and our Academic Health Science Network (The Health Innovation Network), to ensure that learning is shared across the sector and contributes to our wider understanding of approaches to supporting carers across health and care systems.

Our longer-term objective is to develop a product that could be tailored and replicated across ICS's.

4.3 Tell us how your project will make local government services safer, more resilient and/or cheaper to run in the context of the problem area.

Round 6 Fund application - Discovery project : Entry # 8068

Our project aims to make unpaid care safer and more resilient by introducing tools that improve knowledge, peer-support and access to services. This has a significant multiplier effect in Local Gov with every carer that is supported to continue in their caring role saving the economy an average of £19,336/ annum. There are also added benefits of improving the knowledge, resilience and support for carers - improved safeguarding, carer health and wellbeing, and economic activity/ employment which also impacts system economies and quality of life (for carers and the people they care for).

In the context of an aging population this is a growing priority. Our project aims to take steps towards improving the safety, resilience and costs associated with unpaid care by developing a clearer understanding of how we can meet the information, advice and support needs of carers, and how we can utilise digital tools to deliver support more efficiently in ways that better reflect the landscape within which unpaid care is provided.

4.4 Tell us about your project stakeholders and how you plan to engage them.

Our primary stakeholders are unpaid carers. We have already engaged carers from local groups i.e. Southwark Carers and Southwark Independent Voice, but during the discovery we will engage carers from across SEL, including:

- Spousal carers (caring for a spouse/ partner)
- Parent carers (caring for a disabled/ ill child)
- Young carers (caring for a parent/ sibling)
- Family carers (caring for an older, disabled or mentally ill family member such as a parent or sibling).

Each borough lead will be responsible for identifying local carers to engage in user-research.

We will also engage with key services to understand the current information/ support landscape e.g. carers organisations/ services, social workers, health teams and VCS partners that support people with care needs.

All stakeholders will be welcomed to join a project mailing list to receive updates on the progress of the project and further opportunities to engage.

Project updates will also be shared with wider sector stakeholders mentioned above e.g. the LGA, LOTI and HIN as well as the constituent project partners via the project governance arrangements.

4.5 Tell us about any local government sector engagement you've carried out or intend to carry out.

This proposal has been developed by a cross-system 'Carers Delivery Group' in Southwark which includes adult social care, health representatives and voluntary sector partners (including Southwark Carers and Imago Young Carers Service).

We have also engaged with other LAs from across SEL. As outlined above we have commitment from 4 LAs but will endeavour to engage all 6 in the discovery project.

Our relationships with local partners are very good and strengthened by our place-based partnership 'Partnership Southwark' which brings together health, social care and VCS organisations to better join up services, tackle the causes of inequality, and improve the health and wellbeing of Southwark residents. Partnership Southwark forms part of our wider SEL ICS which is working to bring together services across South East London.

As part of our discovery we will consider the use of open data standards in order to re-use information from other sources, and explore the potential to reuse/ tailor/ combine products or functionality built by others.

4.6 How will the project budget be used?

Round 6 Fund application - Discovery project :
Entry # 8068

Item (e.g backfill staff time, buy in user researcher, software, hardware and others)	Time/quantity	Total cost/value £	Where will the funding come from? (e.g Local Digital funding or a particular project partner)
Product/ User-research Consultant (procured from specialist supplier)	£850/day for 14 weeks	59500	Local Digital Funding
Product/ User-research Assistant (procured from specialist supplier)	£500/day for 14 weeks	35000	Local Digital Funding
Stakeholder remuneration (i.e. travel expenses, refreshments, vouchers for participation)	£800/ borough	4800	Local Digital Funding
Internal Project Manager	£500/day for 0.5 days/week	3500	Southwark Council (Lead Bidder)
Borough Leads (Attending project meetings and brokering connections between project team and local stakeholders)	1 hour/ week @ approx £50 per hour (from each borough)	4200	SEL Boroughs

4.7 Tell us about your delivery plan.

Round 6 Fund application - Discovery project : Entry # 8068

Milestone	Time Frame (approx.)	Detail
1.Mobilisation	April 2023	Convene SEL borough leads and other partners to agree project scope, procurement approach/ timeline and specification.
2.Procurement of delivery partner	May - July 2023	Run a procurement exercise to appoint a delivery partner for the discovery phase project
3.Project kick-off	Sep 2023 (Week 1 of delivery)	Convene SEL partners and delivery partner to identify key stakeholders in each area and agree engagement plan and timelines
4.Service mapping	Sep/ Oct 2023 (Weeks 2 – 4)	Supplier to engage with staff/ service providers to map • current carers information and support • touch points • pain points/ failure demand
5.User-research	Oct/ Nov 2023 (Weeks 5 - 9)	Supplier to deliver engagement events, surveys, focus groups, interviews, ethnographic research, user stories, journey mapping
6.Market research	Nov/ Dec 2023 (Weeks 10 - 12)	Supplier to Thorough exploration of existing platforms, digital approaches, functionality, best practice etc
7.Write-up of reports and recommendations	Dec 2023 (Weeks 12 - 14)	Write-up: • User-research report • Service Map • Market Research report with recommendations • Business case

The internal Project Manager will convene regular project check-ins/ stand-ups with the supplier and borough leads to ensure that the project maintains momentum and that any issues are unblocked promptly.

4.8 Describe how your project team will have the skills and time available to deliver the project in an iterative, agile and user-centred way.

Round 6 Fund application - Discovery project : Entry # 8068

We will commission a supplier to undertake the user-research, system mapping and market research, and to support us to develop a business case. The suppliers that will be invited to tender have extensive experience in

- conducting user research, market research and large-scale evaluations
- agile delivery.

We will utilise staff within our organisation with agile project management experience to guide the procurement and ensure that it is delivered using agile and user-centred design principles. Our Technology & Digital Services team at Southwark Council have extensive experience delivering digital projects with agile techniques and will be on hand to support the project, sharing their knowledge and expertise as required. This will include assigning an internal Project Manager with a recognised agile qualification.

We will operate in iterative, time-boxed sprints and use techniques such as stand-up meetings to ensure close collaboration between end users, the project team and partner boroughs. We will take the "double diamond" design approach to ensure that we fully understand issues experienced by carers and other key stakeholders.

4.9 Define the governance structure of your project.

The commissioned delivery partner will be contract managed by an internal Project Manager at Southwark Council (lead bidder) who will report into a cross-borough project steering group. This will include a lead from each borough alongside other key partners such as local carers organisations and health partners. Borough leads will feed back to borough system leaders via their respective governance structures e.g. in Southwark this will likely be the Aging Well work stream of our place-based partnership, Partnership Southwark, and/or the Departmental Management Team for Adult Social Care.

Governance arrangements will be reviewed and agreed by partners during the mobilisation phase – if possible, we will look to establish a 'dotted line' into the South East London Integrated Care Board.

4.10 Outline the risks to project success.

Risks	Mitigations
'Buy-in' from SEL partners	- Existing SEL 'infrastructure' and cross-borough working has allowed us to utilise existing relationships to engage partners early (already confirmed commitment from 4 Local Authorities and other relevant partners) - Project funding will be utilised to commission a supplier to undertake the work on behalf of SEL boroughs, limiting the time commitment from boroughs to steering the project and brokering relationships with key stakeholders - Southwark has committed some internal resources (Technology Transformation Project Manager) to oversee contract and delivery.
Lack of engagement from local carers	- Already engaged with some carers and carer organisations to ensure involvement from the start - Appropriate level of funding included within budget to remunerate carers for their involvement, in order to address any barriers to participation
Procuring a suitably skilled/ experienced supplier	Technology Transformation colleagues at Southwark Council to support development of scope/ specification and procurement strategy in consultation with SEL partners

4.11 Describe how project monitoring and evaluation will happen.

Round 6 Fund application - Discovery project : Entry # 8068

In Southwark we currently monitor:

- Number of carers assessments undertaken
- Number of carers budgets issued
- Number of carer contacts with our commissioned carer support services (including demographic info and type of support received).

This data does not reflect the large population of unpaid carers in the borough, as many only touch services at times of crisis.

This project will help us understand how we can work upstream, to provide better preventative/ early intervention support that avoids crises/ escalation and improves outcomes for unpaid carers and the people they care for. The discovery will explore methods for capturing information about the wider population of unpaid carers and the impact of new digital tools.

As part of the discovery we will look at the carers information that is collected across the SEL boroughs and the potential to learn from one another and/or develop SEL wide approaches such as shared dashboards.

4.12 Describe the benefits and savings your project is likely to deliver.

In the crudest terms, if by improving support for carers we enable just 1% to continue in their caring role each year, this could save an average of £21.3million per annum across South East London alone, and over £1billion nationally (based on the savings figures referenced earlier).

Better information, advice and support could also

- improve quality of life for carers and the people they care for
- improve health and wellbeing
- increase levels of economic activity amongst people with caring responsibilities.

Another key aim is to improve the carer-experience of navigating and accessing information, advice and support (including peer-support).

5. Agreement with DLUHC

5.1 Please confirm that you commit to delivering the project outputs listed below. Please tick the box to agree.

- I agree

5.2 Agreements with DLUHC

Please tick the box to agree.

- I agree