## Round 6 Fund application - Discovery project : Entry # 8038

## 2. Project contact details

### 2.1 Lead authority name

London Borough of Redbridge

### 2.2 Details of the person leading this application

Corinne Barrett

### Role

Digital Programme Lead for Adult Services

### Email address

corinne.barrett@redbridge.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 # 8038**

| 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 |
|---|---|---|---|---|
| LB Barnet | | | | |
| LB Sutton & LB Kingston | | | | |
| London Office of Technology and Innovation | | | | |
| LB Southwark | | | | |
| Dorset Council | | | | |
| LB Waltham Forest | | | | |

## 3. Your project proposal

### 3.1 Project title

ASC Front Door Discovery and user journeys into care - Exploring user journeys into Adult Social Care to improve user experience and support early intervention.

### 3.2 Project description

Councils face huge demand for services whilst also having to do more with less. This is particularly the case with adult care, where an ageing population and changes to the Care Act means that this pressure is on the rise.

To meet demand for Adult Social Care councils must understand who is coming through their 'front door'. This project will gather data on user needs and journeys to enable well evidenced design decisions that focus on preventative care and effective and automated triaging.

### 3.3 How much funding are you applying for?

100000

## 4. Project assessment

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

## Round 6 Fund application - Discovery project : Entry # 8038

The discovery will uncover user journeys into adult care. Ultimately helping residents seeking care and local authority staff tasked with meeting this need through:

- informing a clear user journey for residents to get the right help at the right time
- reducing demand on front line staff through more opportunities for residents to self serve
- shifting resources to preventative care, keeping residents healthier and at home longer

Addressing universal problems for councils:

- *limited council resources*
- *ineffective triaging and signposting*
- *an ageing population,* Redbridge expects an increase in pop. growth for over 65 yr olds of 27% in 2030, compared to total pop. increase of only 4%
- *changes to the Care Act* with expected increase in demand due to increased eligibility and need to reassess existing clients

As well as poor understanding of user journeys leading to:

- *no single view of the resident* leading to repeated mistakes, processes and wasted time
- *reactive instead of proactive service* with intervention at the point of crisis instead of preventation
- *'boomerang' journeys* where users have to keep coming back to resolve a problem
- *under utilisation of digital resources* where information is available online but not effectively signposted
- *lack of digital literacy* in residents, where support from friends and family is required to access care services

This bid is part of a group that together [cover the social care user journey](#)

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

The discovery will include user journey to front door of ASC services, prior to adoption of a care plan, enabling councils to anticipate need and have effective and automated triage methods.

Outputs will include user research and journey mapping, identifying key life an health events. As reflected in the project plan, it will focus on three elements to enable scale up, create modular components that can be replicated across councils and services:

1. [Three conversation model](#)
2. Core requirements for all front doors
3. Unique (to council) requirements for front doors

Outputs will be published under an open license and be available for reuse, reducing the need to repeat work, supporting delivery of other projects, and contributing to best practice front door design. A universal model will help with legibility across councils, enabling portability of services and access to care.

User journeys will be used to position care services to meet demand and enable early intervention - as recommended in the [Adult Social Care Reform White Paper](#).

Longer term, the work will support a methodology to engage all older adults annually, to assess changes in need and put in support services early. Councils can only do this with an understanding of user journey to create an automated and digital solution to provide holistic and multi-agency service suggestions, anticipatory responses and early intervention.

The research phase may include councils who are not formal partners.

### 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 # 8038**

The project aims to improve outcomes for older adults, whilst also providing efficiencies in council and freeing up staff to help those most in need. Enabling councils to provide proactive and preventative care, contributing to the Governments Grand Challenge of "*Ensur[ing] that people can enjoy at least 5 extra healthy, independent years of life by 2035…*". It also aligns with the Social Care Institute for Excellence 2020 recommendation to "*shift investment and focus away from remedial and acute services, towards community-centred preventative models of care, support, housing and technology*".

Having a clear understanding of whole of life user journeys will enable councils to make every contact count for residents.

This discovery will lay the foundations for improved service delivery, empower residents to take charge of their care, make efficient use of resources and enable councils to provide a truly digital service.

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

Stakeholders: (1) ASC professionals working in council, (2) those who do or may need to use ASC, (3) Commissioners of ASC.

Essential to success will be engagement with front line and back office council staff, to understand the current pain points and blockages. They will be given the opportunity to review final user journeys.

Engagement with adults across age groups and health status is also imperative, including those who have not yet formally engaged with adult services. Participants will be given the opportunity to sense check the proposed user journeys.

The project outcomes will be shared through LOTI show and tells, an established and open engagement tool that is already in use to share innovative and technology enabled solutions. As well as regular blog posts on loti.london and via email and social media.

Bringing together council partners that have varying levels of maturity around ASC services will ensure that discovery findings can be applied across a range of scenarios.

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

This project builds upon the work underway by the Adult Social Care Systems Coalition, a project to build a shared understanding of why the ASC system behaves as it does. Engagement with this group of organisations has already been undertaken.

The partner councils consulted with the Local Government Association in preparing this bid.

The project also builds on detailed front door mapping undertaken by LB Redbridge, who have engaged suppliers to develop a new front door contact model for all borough resident services, of which ASC is just one. User journey mapping will inform the design of effective digital front door services for all partner councils.

This project will also draw on existing LOTI resources, including advice on data foundations and guidance on data ethics. LOTI will also faciliate alignment with other successful ASC DLUHC bids, to ensure a collaborative and cohesive approach to improving ASC outcomes.

**4.6 How will the project budget be used?**

**Round 6 Fund application - Discovery project :
Entry # 8038**

| 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) |
|---|---|---|---|
| Commission a SME partner to deliver user journey mapping and explore core requirements for all council 'front doors' | 1 | 45,000 | Local Digital funding |
| Commission a SME partner to look at unique 'front doo' requirements of councils | 1 | 45,000 | Local Digital funding |
| To backfill or create additional resource within the lead or partner council to deliver the procurement and contract with the chosen supplier | 1 | 6,000 | Local Digital funding |
| In kind support from lead council to facilitate engagement | 1 | 0.3 FTE for the duration of the project | LB Redbridge |
| To backfill or create additional resource within the lead or partner council to project manage the work and organise stakeholders | 1 | 4,000 | Local Digital funding |
| In kind support from Lead Council to project manage | 1 | 0.2 FTE for the duration of the project | LB Redbridge |
| Expert advice on digital services to support ASC | 1 | Up to 5 days of 1.0FTE for the duration of the project | LB Kingston & LB Sutton |
| Collaboration and coordination functions to align with network of ASC related projects | 1 | Up to 10 days of 1.0FTE for the duration of the project | LOTI |

**4.7 Tell us about your delivery plan.**

## Round 6 Fund application - Discovery project : Entry # 8038

The project will employ agile methodology to ensure that during delivery we are effectively mapping the user journey and collecting information from key council staff. The aim is to engage a SME design agency as the supplier, with advice from LOTI and TechUK on appropriate delivery partners.

The project will employ the principles of a multi-channel strategy:

- Choice of accessible channels to provide consistency as part of a targeted and tiered front door – social media, face to face telephony, online etc
- Consistent customer experience whatever the channel

The project roadmap is outlined below.

1. The lead council will commission a SME supplier to undertake user journey mapping and explore core pan-council front door requirements (between two and eight weeks)
2. The project team (lead council, partner councils and LOTI) will identify stakeholders, both in partner councils and non-partner councils, and from current and future service users (two to four weeks, running concurrently with #1)
3. The chosen supplier will conduct interviews, workshops and show and tells with stakeholders (approximately eight weeks)
4. The chosen supplier will conduct a desk based review of possible user journeys into partner council front door services, including digital and non-digital avenues (approximately 8 weeks, running concurrently with #3)
5. The supplier and project team will review and refine user journey mapping core requirements (two weeks)
6. Building on the work in #1 to #5, the project team commision a SME supplier to explore unique front door requirements for individual councils, developing modular components that can be used across councils and services (approximately 8 weeks).
7. The supplier and project team will review and refine user journey mapping core requirements, unique requirements, and prepare a final report (two weeks)
8. The outputs of the project will be published and promoted, with the support of LOTI and partner councils.

### 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.

The project will commission a SME supplier/s to coordinate and deliver the research and collate the findings into a report, overseen by the project team.

There are known issues regarding the capacity of internal council teams. Using a delivery partner will not only mitigate against the risk of non-delivery due to internal resourcing constraints but will also bring in new skills and experience as the delivery partner will be required to have proven experience delivering similar programmes of work.

There will be two types of internal resources required, project management resource and subject matter experts. The project management resource will drive the delivery, they will be responsible for management and supervisory work to secure successful completion of the project, this will include instructing the supplier and internal staff in tasks, and confirming tasks are complete and up to the standard specified. Subject matter experts are internal resources who have specialist knowledge regarding local configuration and setup of ASC. They will be responsible for supporting the supplier when specific ASC insights are required.

The procurement exercise will ensure the chosen supplier/s works in an open and collaborative way.

No training will be required as the chosen supplier/s should already have the skills required for the discovery. The majority of participants in the project will need only to devote a few hours to attend interviews or workshops run by the supplier/s.

### 4.9 Define the governance structure of your project.

## Round 6 Fund application - Discovery project :
## Entry # 8038

The project will consist of two procurement phases and delivery phase. All partners will be invited to join all phases.

The procurement phases will be led by the LB of Redbridge, contributing to their existing work on council front door services.

In the delivery phase, the chosen supplier will organise workshops and interviews with all councils participating in the project and any other stakeholders deemed appropriate.

All participating councils will have the opportunity to review the final report and suggest revisions, provided they do so within the timescales of the project.

LOTI will play a strategic support role and ensure alignment with other ASC related projects, facilitating collaboration so that projects complement and align. LOTI will:

- Help with sector engagement for user research and sharing and dissemination of learning.
- Host events to engage key stakeholders and sector
- Provide expertise and experience developing data standards - e.g. data ethics.
- Provide collaboration facilitation resource to provide neutral, arms-length support for the partnership.

Collaboration will primarily be online via video calls and via the online project management tool BaseCamp.

Project progress will be shared openly via regular blog posts on LOTIs website, promoted via twitter and LinkedIn.

### 4.10 Outline the risks to project success.

Risk 1: Programme objectives & benefits will not be delivered on time and to the satisfaction of key stakeholders.

Mitigation: Ensure programme objectives, business justification and outcomes are reviewed & agreed with sponsor throughout the programme.

Risk 2: Resources and budgets will not be agreed on time or are not adequate to deliver the workstreams.

Mitigation: Ensure resources and budget are planned and agreed.

Risk 3: Availability of adult care workers to provide input into user research.

Mitigation: Running multiple workshops, being flexible on time for interviews, and structuring engagements to be short, and targeted.

Risk 4: Collaboration with other boroughs proves difficult.

Mitigation: Borough partners are accustomed to collaborating on ASC services, and LOTI will be involved to provide a collaboration function.

Risk 5: Collection of data from other councils to fulfill the front door requirements for the front door may not be obtained or available

Mitigation: Alternative sources of data will be considered at the outset of the project, and will draw on a wide range of councils for data needs.

### 4.11 Describe how project monitoring and evaluation will happen.

## Round 6 Fund application - Discovery project : Entry # 8038

The LB Redbridge and LB Barnet have existing data on the effectiveness of triage services for enquiries into ASC, as well as some journey mapping (as summarised in 4.12). This discovery will synthesise and combine existing research into access to adult services from all partner councils.

Partner councils have evidence that user journeys into ASC are confusing, incomplete or 'boomerang'. This includes user journey from national NHS online services to local NHS care records & social care journeys. This evidence is both included in existing reports and assessments, as well as anecdotal. The project will synthesise existing evidence to set a comprehensive baseline for the project.

The approach to collecting this data will be through workshops and interviews with those working in both adult social care and adults seeking care.

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

This discovery will improve user experience and entry into ASC across councils. Saving council resources by reducing pressure on front line staff to triage and redirect, enabling them to meet demand and focus on critical cases. For instance, in LB Barnet up 30% of the enquiries going into the ASC team are deflected to other services, whilst at LB of Redbridge only 20% of the 860 monthly calls into the First Contact Team are assigned assessments. Councils need a simple solution to enable adults to self-serve - saving staff time and leading to a better user journey.

Informative and well-designed 'front door services' can help care recipients and those who care for them to get preventative and reactive information and services in good time, reducing delays and the associated stress. There is huge diversity and failure demand in this aspect of ASC across the sector.

Inconsistency in front door services from place to place also makes it confusing for people to navigate a different area when they move, or are caring for people resident in a different jurisdiction. This discovery aims to identify the priority needs of ASC front door services, identify where they're tending to fail people at the moment, and prioritise areas for better guidance, patterns and standards going forward.

The discovery will enable early intervention, leading to positive outcomes for residents, enabling them to live healthier lives at home for longer - contributing to the ambitions of the UK Government

## 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