

Appendix 2

Resident Access Programme – Phase 2

One front door for residents in need

- high level design prospect

Supporting Hammersmith and Fulham's response
to Covid-19 and the continuing road to recovery

Introduction and Context

Resident Access is the way Residents access and engage with all services that the Council provides. It involves all the ways Residents can contact the Council: *Digital; Telephone; Mail; and Face-to-Face*. The Resident Access Programme (RAP) aims to transform all the experience residents have of contacting us through these channels.

<p>Our aims</p> <ol style="list-style-type: none">1. To provide a consistent approach and standard for Resident Access across all Council services.2. To bring more Council services online so that Residents can self-serve from initial contact to fulfilment & move towards digital solutions.3. To provide an Assisted Digital offer along-side consolidated telephone and face to face services where needed - so that disabled residents and those who are digitally excluded can access the services they need in a way that works best for them.4. Providing joined up, targeted and practical support for vulnerable residents that need our compassion and assistance.5. To deliver the forecasted benefits for the programme. <p>This will involve:</p> <ul style="list-style-type: none">• Implementing largest programme of digital work H&F has ever delivered• Delivering cultural change in how we interact with our residents/our customers• Offering modern services on-line• Automating to improve convenience for residents• Offering telephone and tailored face-to-face services for those who need it	<p>Key benefits</p> <ul style="list-style-type: none">• We will provide more services online so that Residents can self-serve and track from initial contact to fulfilment and at a cheaper cost to the Council.• Deliver a common customer experience across the Council.• Get service delivery right first time and provide support where it is needed at the right time• Integrate systems with our ‘front door’ to reduce inconvenience for customers and improve efficiency for our staff• Release staff to support better demand management and income generation• Introduce new digital models such as e-billing and• Reduce production, maintenance and postal costs
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Programme Phases



The **first phase of the programme is the transformation of our large scale universal and transactional services** that are mainly delivered by the Environment Department. These services are crucial ones to both residents and businesses. This phase of the programme is now moving from design to delivery stage.

The second phase will turn attention to delivery of more complex services, including access to housing, social care, planning services and adult education and employment services. The new digital capability and consolidated services secured in the first phase will be essential to the development of those services in the second phase. This second phase of the programme will be essential to the evolution of what we provide as a **compassionate Council, tackling unfairness and promoting prosperity. A strengths based and preventative approach will put community solutions at the front and centre of the service offer as we continued to develop and support our Community Action Network.**

Our Covid-19 experience has increased the imperative for this programme and our appetite and confidence to move further and faster. It has demonstrated;

- the criticality of digital delivery for both business continuity and the preferred access channel for the majority of resident's.
- how much we can do through remote and digital working - and how much of what we thought we needed we can deliver without.
- the power of corporate working to deliver vital support services through a single front door, volunteering and community assets – with the Community Action network now a major asset for further support and development.

The design phase of this programme has just started and we expect it will be completed by the end of October 2020 with a significant level of initial delivery by April 2021

Programme scope and alignment



	Phase 1 of the Programme		Phase 2 of the Programme	
	Tranche 1A	Tranche 1B	Tranche 2	Tranche 3
Services	<ul style="list-style-type: none"> • Council Tax Business Rates • Benefits • Parking • Permits • Cleaner Greener • Accessible Transport 	<ul style="list-style-type: none"> • Regulatory Services • Environmental Health • Community Safety • Highways • Registrars • In Touch • Planning & Building Control • Mail Room 	<ul style="list-style-type: none"> • Adult Social Care • Housing 	<ul style="list-style-type: none"> • Children's • Early Help • Adult Education • Any additional service activity
Total contact volumes (18/19)	1,002,343	164,928	459,473	60,421

- Cross Programme Management:**
- Design and delivery driven by analytics and co-production
 - Use of phase 1 assets including; underpinning IT infrastructure, web development and corporate contact centre
 - Single view and account of residents and families
 - Self service and community solutions first
 - Phase 2 incorporates some transactional aspects (e.g. housing applications) and phase 1 some services that are vital for supporting residents in need (e.g. Council Tax Support and accessible transport)

Indicative range and level of fulfilment of phase 2 services from the single front door



Range of services in scope	Indicative Depth of Delivery
Homelessness & rough sleeping	Low
Housing advice	Medium
Allocations (social lettings)	High
Allocations (temporary accommodation)	Low
Neighbourhood services and sheltered housing	TBC
Repairs	TBC
Adult Social Care (OP, MH, LD and DFG)	High
Access to Portfolio of Support and Prevention Services (in house and commissioned)	High (project will also include agile change work and major re-commission work)
Access to Community Support and Solutions including MAGS, Estate Based Initiatives, TRAS etc	
Financial advice and support including benefits, debt and income	High
SEND, LD and Autism Local Offer including transitions	Medium
Employment and Training	Medium
Early Help for Families	High
Antisocial Behaviour	Medium
Complex Cases that fall between services	Medium
Safeguarding and MASH's	Low
Children at risk (ICAT Brief) and SEND Statutory Offer	Low

Core Service Design Principles



<p>Maximise Digital Access and Service Fulfilment</p> <ul style="list-style-type: none"> • AI Solutions • Accessible to all • Direct access or referral • Channel Shift and Nudge Management • Channel Choice – understanding the need for conversations and some case work • Maximise use of web and corporate Contact Centre channels • End to end delivery at first point of contact where possible • No wrong door /High quality sign posting at all access points • Maximise use of corporate assets developed for phase 1 of the programme 	<p>Person Centred and Strengths Based Approach</p> <ul style="list-style-type: none"> • Resident led Co-production • Individual, Family and Community Solutions first - • Facilitate use of personal resources where available • One off direct payments/use of resources to provide solutions • Local neighbourhood • Circles of Support • System and Workforce Capability Development
<p>A Proactive and connected service offer that provides help up front and support to improve life quality/chances</p> <ul style="list-style-type: none"> • Targeted support and prevention as the first focal point e.g. aids and adaptations, avoiding homelessness • Proactive Service – not just responsive – supported by intelligence and joined up data – single resident view to support continued design and commissioning • Front door design minimises the need for going deeper into service systems • Right Support, Right Time, Right Place • Home Visits where needed – including virtual • Commissioned, In-house and Community Based Support offer designed and delivered as a whole • Right Support, Right Time, Right Place 	<p>Aligned to the wider local service system</p> <ul style="list-style-type: none"> • Primary Care Networks aligned • Identifying and addressing isolation • Early Intervention and Diversion – crisis avoidance

Design work underway

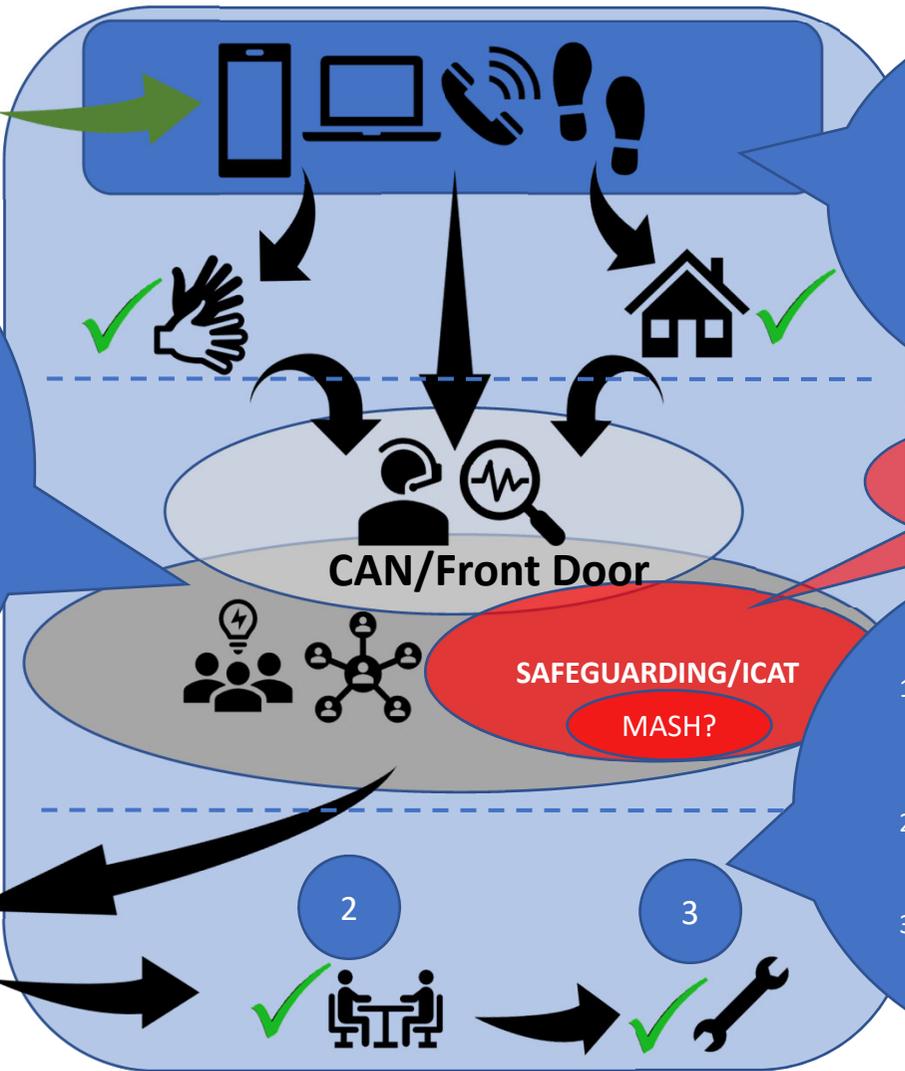


- This phase of the Resident Access Programme will be sponsored by Lisa Redfern
- Overview business case completed earlier this year has modelled indicative savings in the region of £2m from reduced delivery costs, re-commissioning and improved preventative benefits for this phase of the programme. The development is also key to supporting a wider range of change and savings ambitions across the Council.
- A Cross Council Working Group of senior managers has been established and is being supported by the Council's Recovery Programme. It has set out this high level design prospect.
- Intelligence and site visits being gathered from key Council's that we can learn from (Islington, Waltham Forest, Barking and Dagenham, Buckinghamshire, Wigan)
- The voice and know how of residents, particularly those with lived experiences of being in need must lead this phase of the programme. Initial members of a dedicated resident implementation group have been recruited and a plan is being put into place to build on this through the wide range of boards and residents groups that are in place including our commissions, tenants and residents associations and third sector boards.
- A technical specification sets out the detailed mapping, design and modelling work required and an in house team to undertake it has been confirmed. The team will work to the above noted resident implementation group.
- Light touch advice and validation of the work will be provided by the consultancy partner being recruited to principally support delivery of phase 1 of the programme.

Formative Operating Model Overview



STEP TWO: Triage and transactions
 If not resolved through self serve and or direct contact is made contact centre/single front door team will endeavour to **resolve and will hold the issue until solved**. Will draw on links across the council to find the solution and will actively use data to see if other issues need resolving at the same time.



STEP ONE: Self serve

1. First choice contact method self serve online – web based information or online form
2. Then telephone
3. Plus drop in to any (?) of our buildings (single front door office or ‘children centres’ libraries leisure centres)

Triage to refer safeguarding cases through to ICAT **immediately**

STEP THREE: Staged solution focused approach

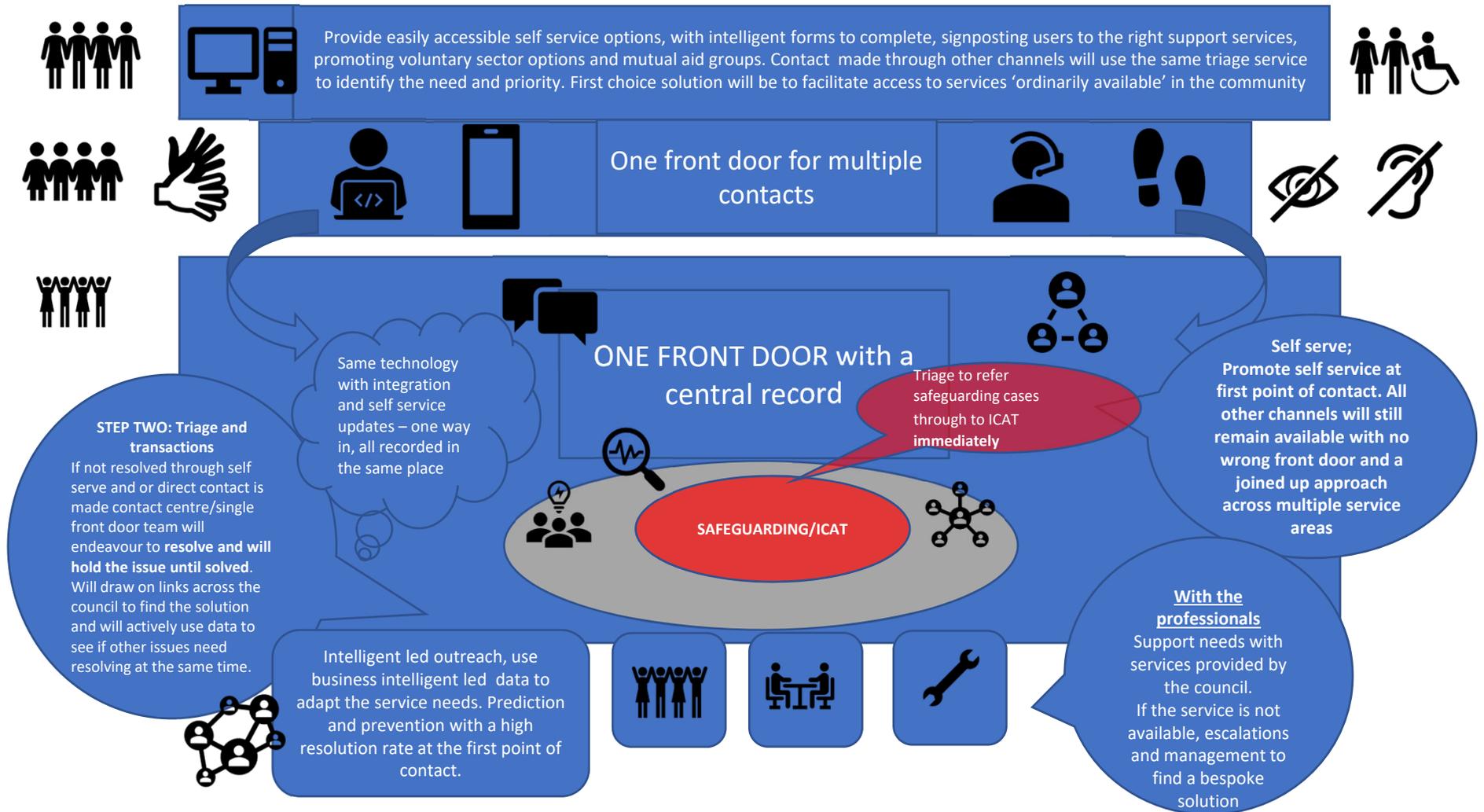
1. First choice solution will be to facilitate access to services ‘ordinarily available’ in the community
2. Thereafter services provided by or on behalf of the council ‘commissioned’
3. If the service is not available the case will be escalated to senior management to identify a ‘bespoke solution’

Two way street - Intelligence led outreach – learning, frequency of different demand, adapt to meet need and demand to the front door and to predict and prevent repeat contacts etc

Same technology – one way in, all recorded in the same place

We remember the client – my account view, personal touch, they don’t have to repeat

Target Operating Model



Next steps

- SLT provide feedback and mandate to undertake detailed design and modelling work on the basis of this prospect.
- Provide additional detail to for the October cabinet report to support key decision on full budget for the programme.
- Agree internal lead and resources for undertaking the design work ensuring this plan assures delivery for end of October and is aligned to any consultancy capacity that may be needed.
- Mobilise and agree aspects of this phase of the programme that will be led by and those that will be supported through co-production with residents mandate.
- Detailed mapping of all aspects of the 'as is' service system.
- Agree and deliver quick win aspects of change that respond to the call for fast pace of change and application of the Covid-19 4 Rs.