Appendix 1 –
Social Care Institute of Excellence Digital Strategy: Methodology, Key Themes & Opportunities
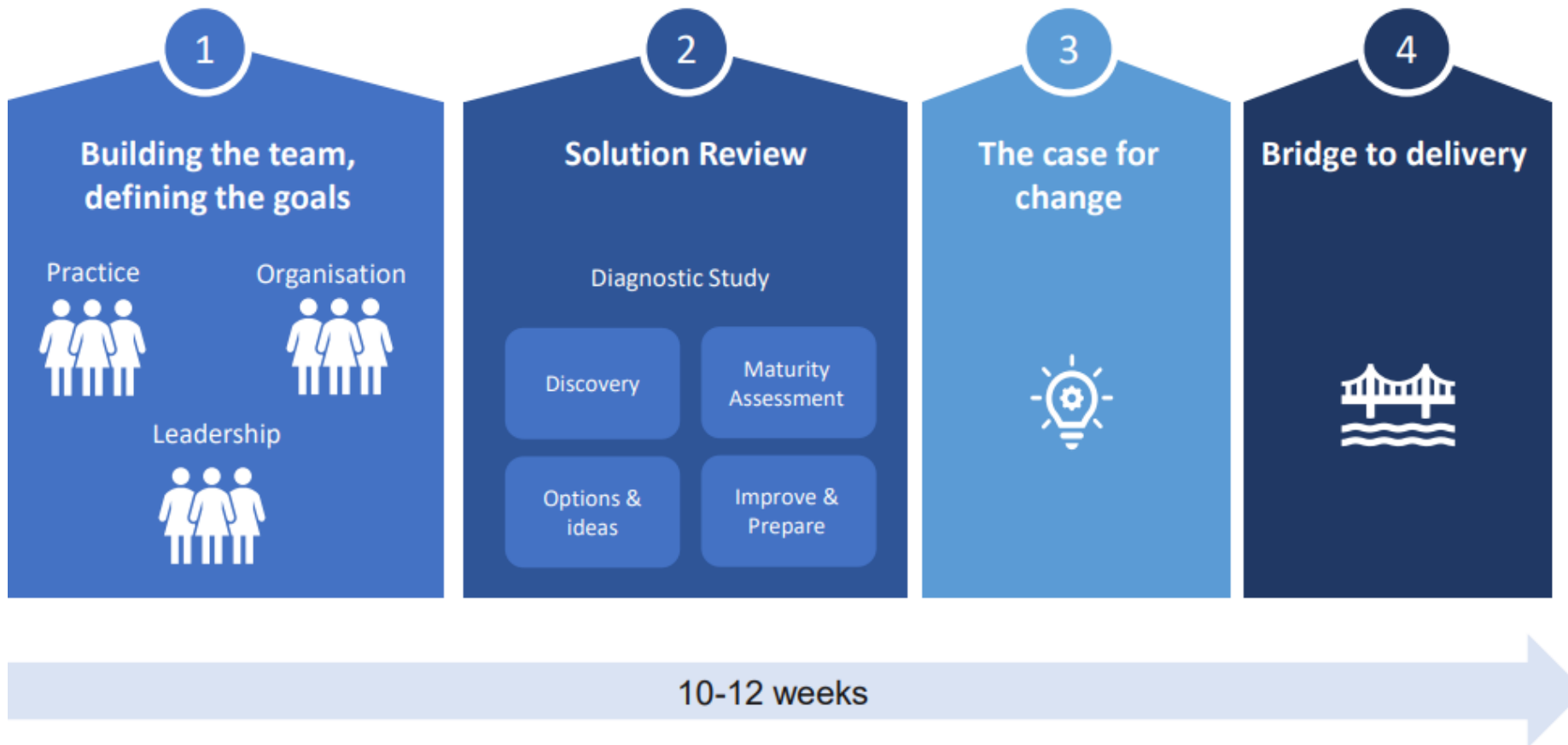
August 2023

scie

Methodology

At the heart of our method is a practice study, enabling team ownership of the resulting case for change.

1 — Building the team, defining the goals

Practice

Organisation

Leadership

2 — Solution Review

Diagnostic Study

- Discovery
- Maturity Assessment
- Options & ideas
- Improve & Prepare

3 — The case for change

4 — Bridge to delivery

10-12 weeks

Strategic Principles Guiding the Digital Strategy

The following principles will help to inform our approach to digital transformation.

Residents at the heart: We will put residents at the centre of decision making, design and planning. We will work to include the voice of Residents and build in equality, diversity and inclusive considerations to help to influence and shape our approach.

Digital first: We will encourage Residents to engage with digital channels and tools where appropriate and provide assistance to those unable to use digital options to always have a safety net in place.

One view: We will work across Council services and the broader local system to provide an aligned approach to digital, supporting residents experiences and enabling a "Tell Me Once" approach.

Building on strengths and shared responsibility: We will foster a resident-led approach that enables choice and control and support staff, managers and partners to be accountable.

Collaborative: We work together with our staff, partners and residents to coordinate our activities and decision making. We will work with residents as "collaborators".

Being data-led and data smart to inform our decision making: We will use data intelligence to better understand our communities, to be proactive and upstream in our support.

Safe and secure access and data management: We will be accountable for secure data access and management and seek data sharing consent as standard.

Bromley Digital Programme

Digital Governance Group
To oversee implementation of the emergent Digital Strategy, data and information governance and ethics.

Digital Coproduction Group
To ensure that all Digital initiatives meet the needs of Residents and their networks and are informed by the Resident's voice.

COMMUNICATION & CHANGE MANAGEMENT

- **Communications & Engagement plan** including stakeholder mapping.

- **Change Management plan** including support and the development of "digital champions".

TRAINING & CAPACITY BUILDING

- **Digital Literacy Programme** for Practitioners and other ASC staff.

- **Deliver a "Going Digital" Campaign** to promote benefits to residents and partners.

POLICIES & ENABLERS

- **Digital Inclusion Strategy** to baseline current LBB digital connectivity levels.

- "**Digital First" approach** to ensure "one way" of delivering key service processes with "Assisted Digital" support option.

- **"Channel shift "** targets to create a sense of digital ambition and reality.

PRIORITY PROJECTS

1.Personalised & Upstream
1.1 Preventative support
1.2 Enhanced IAG
1.3 IAG communications
1.4 Care Assets

2.Extending Choice & Control
2.1 Digital accounts
2.2 Self service
2.3 Enhanced AT offer

3.Working Better Together
3.1 Data sharing
3.2 Single view of the resident
3.3 Digital partner channels
3.4 Digital communities

4.Building Internal Capabilities
4.1 Digital process change
4.2 Decision Support Tools
4.3 Performance Dashboards
4.4 Website and Portal
4.5 Enhanced Case Management

Data Completeness and Accuracy
A clear leadership focus on the importance of data and a zero-tolerance approach taken to data delays, inaccuracy or non-compliance.

Expected Benefits…

- Better Resident experiences and satisfaction with Services;

- Avoided future Cost through delaying entry into the ASC Service;

- Reduced "demand failure" by reducing and stopping unnecessary contact with the Council;

- Better use of the voluntary/their sector helping to avoid cost and reducing care package sizes;

- Improved "efficiency" through better allocation of activities and reduced effort supporting key service processes;

- Improvements in the consistency and efficacy of Care & Support decisions;

- Reductions in the size of Care Packages through the better application of technology.

Next Steps & Business Case Method

- Create a growth model – the "do nothing" scenario and high-level cost benchmarking. Overall impact of increasing demand on the Service if we did nothing over a 3-5 year period.

- Complete segmentation work – identify who is contacting Adult Services and why? What are their common mindsets, engagement channels, pain points and delighters. We will create representations of the typologies of residents and the reasons they contact the Council, called Personas and forecast the impact of the proposed changes on each of them.

- Talk to comparator local authorities – lessons learnt, good practice, understanding how digital tools and technologies have helped improve care and support, resident and staff journey, demand management and outcomes.

- Confirm projects and complete strategic "Project Cards".

- Create accompanying strategic cost model

- Agree benefit ranges and targets

- Identify likely investment costs (including external support costs where relevant)

- Finalise business case narrative and roadmap