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Digital Inclusion

Programme Initiation Document (PID)

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1.0 Guidance Notes

1.1 Purpose of the PID

The purpose of the PID is to define the project, in order to form the basis for its management and an assessment of its overall success. The PID gives the direction and scope of the project and (along with the stage plan) forms the 'contract' between the project manager and the project board.

The three primary uses of the PID are to:

- ensure that the project has a sound basis
- act as a base document against which the project board and project manager can assess progress, issues and ongoing viability questions
- provide a single source of reference about the project

The version of the PID that was used to gain authorization for the project is preserved as the basis against which performance will later be assessed when closing the project.

1.2 Derivation

The PID is derived from the following:

- Project brief
- Discussions with relevant stakeholders on methods, standards and controls.

1.3 Quality criteria

The following quality criteria apply to a PID:

- The PID correctly represents the project.
- It shows a viable, achievable project that is in line with corporate, programme management or overall programme needs.
- The project management team structure is complete, with names and titles. All the roles have been considered and are backed up by agreed role descriptions. The relationships and lines of authority are clear. If necessary, the project management team structure shows to whom the project board reports.

2.1 PROJECT DEFINITION

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Background

The Covid-19 pandemic, and the subsequent switch to digital services to provide a much larger percentage of NHS services such as GP virtual consultations and ordering of repeat prescription medications, sparked a research project to determine the scope of the problem of digital exclusion amongst residents across Surrey Heartlands. We estimate from that initial research that there are well over 200,000 Surrey residents who are digitally excluded, many of whom are falling between the gaps of existing services offering support. There is currently nothing in place to link up the small pieces of support being offered by multiple groups in order to strengthen and expand their reach across the County.

There is a clear need to widen this in to a County-wide conversation with all 4 ICPs, and use the data gathered so far to focus each area on the specific problems within their direct communities. This funding will allow us to do that; to bring Digital Inclusion to the forefront of everyone's attention, co-ordinate all ICPs together, and ensure all areas are talking to each other in order to maximise the effect of the support we can roll out.

There are many problems relating to connectivity to broadband suppliers, particularly in rural areas, and access to appropriate technology which need to be managed at a more localised level, but our research so far suggests that Digital Skills is the most common reason for Digital Exclusion in Surrey.

Project objectives and desired outcomes

Overall, the aim of this project is to create a County-wide support network and platform for shared learning and best practice, which also allows for sharing of available funds and support services. This includes:

- Continuing our engagement work to gain greater insight and understanding of digital exclusion
- Developing system-wide outcomes for inclusion
- Digital inclusion to be owned by the ICS-Executive (linked to Health Inequalities)
- Identifying concrete and time-based actions to address the root causes of digital exclusion, and address our digital intolerance target (zero tolerance)
- Reviewing our digital, engagement and broader strategies to ensure digital inclusion is considered
- Building digital inclusion into the design of all our projects and into procurement criteria

- Building digital inclusion into our governance for all projects that have a digital element
- Creating a cross-Surrey Heartlands 'Digital Champions' programme

Project scope and exclusions

This project covers the main three causes of digital exclusion – connectivity, access to appropriate technology, and lack of digital skills. Within that scope are several issues including:

- Rural broadband/fibre service blackspots
- Affordability of internet and data packages
- Links with the socio-economic picture across SH (correlation with digitally excluded communities and Universal Credit, unemployment, social housing issues, users of food banks, etc.)
- Funding issues surrounding care homes, residential homes, community services and local registered charities
- Accessibility of services for those who are housebound, or are full time carers
- Sourcing and affordability of appropriate technology for those with disabilities such as sight or hearing loss, cognitive skills or physical disabilities such as Parkinson's Disease

This project covers the whole of the Surrey Heartlands area. At present, we are focusing on residents who are 18+ years old, but hope that beyond this initial 12 month period that can be extended to ensure children and young adults up to the age of 18 are also provided with the appropriate support to ensure they are not digitally excluded.

Constraints and assumptions

The main constraint in terms of reach, particularly in the area relating to access to appropriate technology, will be access to funding in order to enable the purchase of necessary equipment.

Based on our initial data gathering, we have educated assumptions around the personas of residents who are most likely to be digitally excluded, however the research phases with stakeholders and citizens, coupled with an additional data analysis piece by SODA, will help us to tackle those assumptive characteristics and ensure we are accurate in our predictions of where the help will be needed. It will also give us a clearer picture of how best to deliver that support in a way that is going to be the most effective with different resident groups across SH.

List of stakeholders *(further appendix to be added to include the ICP Steering Group members)*

Clare Burgess – Surrey Coalition of Disabled People

Neil Selby – SH CCG, Commissioning Manager Frailty & Integrated Care

Satyam Bhagwanani – SCC, Head of Analytics & Insight

Richard Stockley - SCC, Head of Research

Nina Crump – Digital First Primary Care Programme, Comms & Engagement Lead

Mark Cossons – Barclays Digital Eagles

Ruth Hutchinson – Chairperson, Health & Inequalities Board

Interfaces, Overlaps and Interdependencies

Some areas of this project work involve collaborative working with other teams, including Surrey County Council, SODA, Surrey Care Association and Public Health. Careful planning of timelines will be needed in these areas to ensure all goals are achievable for all parties involved.

Some teams across the NHS and Surrey County Council have already done some level of work around Digital Exclusion, so it will be key to ensure we link all fo this work up together not only to create a support network and advice forum for each of these projects, but also to ensure there is no duplication of work being done in different teams.

There will also be dependencies on engagement and availability of care home staff, which could affect our overall goal of the number of Digital Champions engaged in the next 12 month period as well as the number of residents reached to learn digital skills.

2.2 Project Brief

Activity and Cost	Project/Scheme Name & Clinical/Executive Lead
Activity and cost to be measured through SH CCG Finance team, informed by records kept up to date by the Project Lead, with regular update reports created for System Board, H&I Board, Digital First programme and others as required.	The Digital Inclusion Programme Exec Sponsor:- Katherine Church Clinical Lead:- Dr Negin Sarafraz-Shekary

Project/Scheme Description

We have received funding from the Outbreak Management Fund of £164,800 which allows us to develop this project over the next 12 months and focus on the digital skills element, as well as providing additional support for care homes in SH.

Alloted within this funding, we will look to recuit a BA for ideally 4-5 months to assist with the mapping of existing services and community support that is available across SH. That data then needs to be put in a useable digital format.

We would require additional funding to tackle the issue around access to technology, provision and distribution of suitable devices. Additional financial support would also be required should research findings point to in-person training and support around digital exclusion within the local community being the most effective way of engaging residents with digital services, as more staff would be required 'on the ground' to enable this.

The overall outcome we are striving for with this project is a zero tolerance approach to Digital Exclusion across SH, though that target will extend beyond the initial 12 month scope of this project.

Activity & Finance Impact

Cost		
Year	**HRG or Provider Cost**	**Impact**
2021/22	£79,800	Staffing and recruitment
2021/22	£55,000	Research and citizen engagement
2021/22	£10,000	'Tech Point' venue hire
2021/22	£20,000	Communications budget

Finance		
Year	**HRG or Provider Cost**	**Impact**
2021	SCC Covid Outbreak Management Fund – £164,800	Full breakdown of costs covered by the grant in separate document

Project/Scheme Assumptions & Evidence

Local and national data research points to a significant percentage of the UK population being unable to access digital services – a situation which was highlighted particularly during the Covid-19 pandemic. Initial data gathered at the end of 2020 suggests around 200k residents in SH lack the digital skills to access healthcare and other basic services online. As the NHS and other support services move more to digital platofrms, there is a clear need for support and training in order for everyone to be able to access the services they need.

Project/Scheme Contractual Arrangements

The only contract currently being put in place during this initial 12 month stage of the project is with Surrey County Council's Libraries team – a 12 month contract for an installed 'Tech Point' in partnership with Barclay's Digital Eagles, which is being funded from the Outbreak Management funding awarded in June 2021.

Key Actions

Our key actions and targets for this 12 month period are:

- Creating established steering groups with each ICP that includes representatives from governing bodies, charities, volunteer groups, citizen panels and under-represented communities
- Rolling out the Digital Champions programme and training up 400 Digital Champions around Surrey Heartlands
- Working with residential and care homes to improve inter-home communications and a combined approach around Digital Inclusion for residents
- Electing and training a Digital Champion in at least 75% of residential and care homes in Surrey Heartlands
- Ensuring all Surrey residential and care homes have Wifi access and at least 2 suitable devices for residents to access digital services
- Ensuring all key service providers in Surrey Heartlands have Digital Inclusion included in their Equality Impact Assessments
- Creating a directory of services, charities and volunteer groups able to provide residents with support regarding connectivity, access to suitable technology, or digital skills training

Key Risks/Issues

The main risk to any physical support services put in place, such as the Tech Point at Staines Library, is the potential risk for a future lockdown or venue closure linked to Covid-19. This could also affect any in person support on the ground which may be linked to GP surgeries or community spaces.

In terms of digital support and training, there is a risk of staff shortage and time relating to monitoring of outcomes and outreach, however this should be mitigated as much as possible by increased engagement and support from ICPs and localised networks to spread the workload between more partners.

Clinical & Patient Engagement We are in the process of forming ICP steering groups focused on Digital Inclusion, which we hope will grow to include County, Borough and Parish Council level representatives as well as charities, community groups and citizen representation. In addition, we are conducting citizen engagement work as part of the research piece which will repeat in 9 months time to ensure we are reaching those most in need of help and support.	

2.3 Project Management Team Structure

Chief Digital Officer	Katherine Church
Project Lead	Samantha Hooper
Business Analyst	TBC

2.4 Roles and Responsibilities

Project Lead:

- Develop new pathways and processes to support change management work arising within the programme areas
- Ensure sound programme governance and reporting arrangements are established for all key projects; defining and establishing the standard for project documentation, from start to finish, providing these tools and, where necessary, supporting teams to populate them; including advising and supporting project start up for projects not directly project managed by the PMO; e,g. localised digital inclusion projects run by individual ICPs/PCNs or external charities within Surrey Heartlands
- Lead the programme management of key projects to deliver our digital inclusion strategy e.g. Digital Eagles digital skills training programme; Digital Champions recruitment, mapping of services; and monitoring all partners accountable for delivery outcomes against agreed milestones
- Lead and manage project steering groups/Boards and associated groups

- Lead on redesign and transformation of services, including change management, developing and implementing policy, e.g. insuring digital inclusion is represented in service provider EIAs

Business Analyst/Insight:

This role will focus on mapping the existing services and support available to Surrey Heartlands residents across all 4 ICPs, including:

- SCC
- Registered charities
- Borough and Parish councils
- Volunteer groups
- Community groups

Full spec to be created at time of hiring.

2.5 Quality Management Strategy

Quality Management Procedure

Ongoing monitoring of outreach and success of support rollout via ICP steering groups and SH landing page (for Digital Eagles and Digital Wings training)

Regular updates to H&I Board and other high-level Boards as required

Tools and Techniques

Project plan and financial spreadsheets to track expenditure

Records

As above, plus finance records with SH CCG Finance team

Reporting

Project Lead reporting to Chief Digital Officer and Clinical Lead

2.6 Risk Management Strategy

Risk	Description	Owner	Consequence	Likelihood	Risk Score (Consequence x Likelihood)	Mitigation of risk
1	Project targets may be missed due to partner stakeholders' schedules and availability	SH	3	3	9	Regular updates with stakeholders should help us keep track and predict any potential delays
2	Small team to cover a lot of work, with risk of slipping behind due to time pressures	SH	3	2	6	Sharing of responsibilities through the ICP Steering Groups and Stakeholder partners should ensure this remains manageable
3	Lack of funding to provide any identified need for tech equipment or similar	SH	3	2	6	Growing the steering groups to include charities gives us wider reach to organisations who can assist with funding requirements in ICPs
4	Duplication of work across different teams	SH	3	2	6	We can minimize this risk by ensuring clear and constant communication across different departments and teams

Likelihood	Consequences				
	1 (Insignificant)	2 (Minor)	3 (Moderate)	4 (Major)	5 (Catastrophic)
1 (Rare)	1	2	3	4	5
2 (Unlikely)	2	4	6	8	10
3 (Possible)	3	6	9	12	15
4 (Likely)	4	8	12	16	20
5 (Almost certain)	5	10	15	20	25

2.7 Communications and Engagement Plan

Working alongside the SCC Comms Team, we will be putting together an all-encompassing communications plan that includes (but is not limited to) the following:

- Dedicated comms for digitally excluded residents as a focus, to include local press and magazine such as Surrey Life, leaflets and posters in GP surgeries, libraries and other community hub spaces, work with groups such as Talking Newspapers for the Blind, parish and community newsletters and more
- Infographics and visual content for GP surgery screens and screens in other community hub spaces
- Press releases and comms for local press such as BBC Surrey (radio and television)
- A more limited social media campaign for friends and relatives to nominate someone to receive support
- Dedicated comms to service providers and primary care, inviting them to nominate patients/clients for support

2.8 Project Plan *(first draft – further details to added with end goals and task lists)*

A breakdown of currently identified workstreams is below, though more will be added over the next few months, particularly around the project-wide actions and engagement with charities, volunteer groups and borough/parish council levels as the steering groups bed in. The plan aims to deliver the key 12 month actions detailed above in this document.

2021 / 2022 Programme Gantt Chart

Category	Task	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Connectivity	Liaison with Openreach re rural postcodes												
	Internet providers for hardship packages and care home support			█	█								
	Direct contact with identified care homes		█										
Technical	Sourcing local community support networks												
	Funding options at ICP level for additional devices						█						
	Revisiting care homes with previously identified shortage of devices to assess need			█									
Digital Skills	Launch Tech Point												
	Pilot project with 10 care homes			█									
	Wider release of Digital Champions programme with comms support					█	█	█	█	█	█	█	█
	Connecting with voluntary and community groups in addition to ICP steering groups to raise awareness of the programme		█			█	█	█	█	█	█	█	█
	Wider reach of DC programme (Prince's Trust etc.)						█	█	█	█	█		
Research	Stakeholder 1 completed	█											
	Citizen engagement 1				█								
	SODA persona and analytics work			█	█								
	Stakeholder 2							█					
	Citizen engagement 2									█			
Comms	Completed comms plan	█	█										
	[More to be added]												
Project-wide	ICP steering groups		█			█	█	█	█	█	█	█	█
	Development of standardised project evaluation templates (funded through steering groups)		█										
	Mapping of existing services					Proposed TBC (BA)							
	Creation of a digital map platform						Proposed TBC						
	Updating EIAs at service provider level		█										
	H&I Board Reporting		TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC		TBC
	H&W Board Reporting	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC		TBC	
	Wider access to Surrey Index for service providers												

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