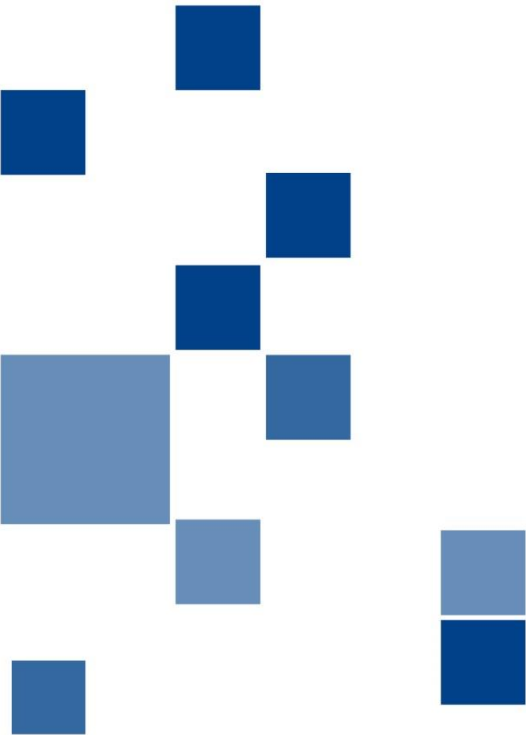# Appendix C:

# Digital Priorities for Budget Consideration 2019/20

Resources Committee
20 February 2019

## 1. Digital priorities proposed for 2019/20

1.1 The table on the following pages sets out the budget proposals for our digital work during 2019/20 for consideration by Council Members. We are asking for £680k for our digital work, based on estimated costs for the following 10 projects:

- further increase the personalisation of MySSSC and the SSSC website (£102k)
- review telephony provision considering technology now available to us, e.g. a hybrid approach using Skype for Business (£65k)
- develop an integrated system for planning, performance and risk (£138k)
- introduce technology to deliver paperless hearings (£150k)
- further develop the functionality of D365 (£75k)
- further develop the functionality and online interface of Mattersphere (£40k)
- consider replacements for Yammer and the intranet to support internal communication and knowledge sharing (£40k)
- improve the efficiency of MySSSC by introducing AI technology to reduce errors and improve customer interaction (£35k)
- roll out Sharepoint as document management tool (£15k)
- introduce new technology to provide a digital dictation solution (£20k).

1.2 The second part of this paper presents how these projects align with our Strategic Plan commitments and Digital Strategy. If these projects are agreed, we will develop more detailed project plans to monitor delivery of the work and the intended benefits.

1.3 Some projects listed are to further develop our new systems and software. We have set up a Change Advisory Group, which will monitor and recommend prioritised development work to EMT for budget approval every quarter. This group will oversee and coordinate development requests across the organisation. The delivery of some work may require development or costs that we will not be able to deliver before March 2020. We indicate in the table any associated costs we may need in 2020/21 (pending any in-year savings).

1.4 Now that we have a dedicated in-house team delivering our IT support, part of our work in 2019/20 will also include planning the development of our digital and IT capability in the longer term and in more detail. This three to five-year plan will set out our agreed digital strategic direction, principles for development, and how we will align with national standards and strategy, e.g. the Digital First Standards and the Digital Health and Care Strategy. The plan will also include our corporate protocol for issues such as the use of free products and our approach to data management, sharing and security, for example whether we participate in the NES data lake and our approach to using collaborative external platforms such as TURAS.

1.5 The draft core budget for 2019/20 includes investment in the skills and knowledge of our in-house IT team. We will extend our current Modern Apprenticeship for a second year so that post holder can further develop skills and knowledge in front-line IT support. We have also included training in Agile project management so that our IT and Digital department can effectively deliver and manage our IT development, contracts and suppliers.

| Project | Costs 2019/20 | Details | Driver and benefits | Directorate |
|---|---|---|---|---|
| 1. Further personalise MySSSC and the website. | Research and planning £18k<br><br>Extend hosting £12k<br><br>Development and moving websites £72K<br><br>Total = £102k | Our website is now on the same platform with MySSSC, with improved links to information for both provided via the Knowledge Base in D365. We delivered some improved functionality as part of the February switchover (hearings, decisions, qualifications and registration search tools). The first phase of work also delivered a new-look MySSSC personal account with basic content for registrants and employers/countersigners. The next phase includes research to identify further personalisation options and a development plan. For the website, we propose developing the news section to include SSSC News (currently a separate site), develop pages to improve management of the site, and identify how the information and resources within the SSSC's other websites can be brought into the corporate website/D365 platform in preparation for increased personalisation of MySSSC. The proposal is to appoint a developer to carry out research and the services we want to provide, identify options for delivery via D365, and determine whether we require other platforms to work with D365. We estimate this will be a three-year project with costs of approximately £64k required in 2020/21 for further development and moving content. | This work is required to deliver our commitments to increase personalisation and efficiencies achieved through MySSSC under Strategic Priority 1 and under Digital Strategy themes 1 and 3.<br><br>The work will improve the experience of our customers as they will be able to access more relevant information and resources and do so more efficiently. This should increase the value we bring to the sector as our resources are used more. Improvements will also benefit registrants' access to information about learning and development, which they require to register, maintain their registration, and evidence their CPD requirements. Developing the website will also strengthen our brand image and digital management. | Regulation |

| Project | Costs 2019/20 | Details | Driver and benefits | Directorate |
|---|---|---|---|---|
| 2. Telephony provision | £65k | Our contract for the phones is a joint one with the Care Inspectorate that ends 31 March 2020. This project will including reviewing our options now that we have new technology available and implementing a solution. For example, we could pursue a hybrid option that includes using Skype for Business (part of the Office 365 suite). We have included £84k in the core draft budget to pay for the last year of the Provista contract. The cost listed here relates to any new equipment required. | This work contributes to delivery of the first priority of the Digital Strategy.<br><br>The provision of a telephony system that meets our employee and customer needs and that integrates with the systems we use is critical to the delivery of our business. | Regulation |
| 3. Develop an integrated system for planning, performance and risk. | £138k | We committed to introducing a centralised system to improve our performance management and governance. This central system would integrate planning with risk and performance management to provide us with an improved mechanism to oversee delivery of our work, report on progress, and improve governance and transparency. It will also provide us with a centralised record of our progress so that we are better able to evidence delivery. We will consider a similar system to the integrated system developed by NES (estimated £120k). We would then require development of Power BI estimated at £18k to overlay visualisation (dashboard) and interrogation capability, with potentially further development of around £36k in 2020/21. Such a system will also require annual subscription of £20k (£100k for lifetime of 5-year contract). | This work is required to deliver two commitments we made under Strategic Priority 5 (intelligence and evidence) and two commitments under Strategic Priority 6 to deliver an online performance and governance system and improve risk management. The project will also contribute to delivery of the first theme of the of Digital Strategy.<br><br>The benefits will include more effective planning and performance management and improved governance, greater transparency, and improved operational risk management. | Strategy and Performance |

| Project | Costs 2019/20 | Details | Driver and benefits | Directorate |
|---|---|---|---|---|
| 4. Introduce technology to deliver paperless hearings. | £150k | Currently we send bundles of papers to panel members through the post by recorded delivery in advance of a hearing, and they then bring the papers with them to the hearing. By going paperless there would be no hardcopies and documents could be more securely managed by the Hearings department.<br><br>There are very high volumes of paper and printing. For each hearing, a bundle of approximately 400 sheets is produced and sent to at least five people. The Rules require a certain number of bundles per hearing. This is costly in terms of paper, printing, postage, and staff time. Paperless technology will reduce costs, while making the hearings process more data secure and environmentally sustainable. We estimate costs of around £150k for the devices and software/development. If we require equipment for the hearing rooms, then we estimate further costs of £50k for 2020/21. | This work is required to deliver a commitment under Strategic Priority 2, as well as support delivery of the first theme of the of Digital Strategy.<br><br>This work will improve the security of data held and he hearings process. It will also reduce paper, printing and postage costs for the SSSC (approximately £30k a year for Hearings). Reduced use of paper will contribute to environmental sustainability. | Regulation |

| Project | Costs 2019/20 | Details | Driver and benefits | Directorate |
|---|---|---|---|---|
| 5. Further develop the process functionality of D365 and MySSSC. | £75k | We delivered D365 as the replacement for Sequence. We will now develop its functionality to deliver enhanced processes and support for our customers and our staff. Part of the development work will deliver items that resulted from testing but agreed were not essential for go-live but shortly thereafter, e.g. reviewing the original list of "shoulds" captured during the first stage of development (that may alter in priority once people are used to working within the new environment). Examples:<br>• Integration of emails within a customer's record will remove the need to inefficiently save duplicate emails separately.<br>• Activating process bars to show task allocation and resource management for data entry.<br>• Developing the learning path tool will improve our work flow quality assurance and provide interactive learning and on-the-job training for staff. | This work will contribute to delivery of commitments under Strategic Priority 1 and work under Digital Strategy theme 3.<br><br>This work will build on the investment we have made so that we are using the tools and system as intended and to greatest effect. Improvements to resource and knowledge management may result in process efficiency savings. A more seamless customer experience will improve customer satisfaction. | Regulation |

| Project | Costs 2019/20 | Details | Driver and benefits | Directorate |
|---|---|---|---|---|
| 6. Further develop the functionality and online interface of Mattersphere. | £40k | Now that Mattersphere (our case management system) has launched as part of February's go-live, we will focus on developing the system to provide a greater level of interaction and access to information. We would like to enhance the portal so that all communication with people going through a case is sent and recorded through the CMS rather than email. This will result in more secure communication and improved record management for our cases. Improving access to information and communication will provide a better experience and support for those involved in a regulation case. | This work supports the first theme of our Digital Strategy and contributes to a commitment under Strategic Priority 2.<br><br>Improving how we communicate and record information about regulation cases will improve our records and client management. It will contribute to an enhanced experience and support for those who are involved in regulation cases. | Regulation |
| 7. Consider replacements for Yammer and the intranet to support internal communication and knowledge sharing. | £40k | We require a system to communicate with staff and one that supports us to work with each other—to share information, skills and knowledge, and to promote our desired organisational culture. We did not move the intranet and Yammer as part of the switchover to our new ICT systems. Microsoft is phasing out Yammer and we wanted to explore Sharepoint (provided with Office 365) as an alternative to our intranet. This project will review our requirements and develop an appropriate replacement. We may identify solutions for other business requirements as part of this work, as we develop our familiarity with the suite of tools now available. | This project supports theme 2 of the Digital Strategy.<br><br>The project will improve communication and knowledge sharing among employees by embedding a new way of working based on increased agility and collaboration. | Strategy and Performance |

| Project | Costs 2019/20 | Details | Driver and benefits | Directorate |
|---|---|---|---|---|
| 8. Improve the efficiency of MySSSC by introducing AI technology to reduce errors and improve customer interaction. | £35k | We would like to introduce the use of artificial intelligence to improve the efficiency of MySSSC. A chatbot solution would prompt customers when entering information into our forms, potentially reducing mistakes that later require additional interaction with the registrant. This would result in reduced processing time for correcting errors and improve the quality of the data we hold. Chatbot technology would also make the process potentially more satisfying for our customers, as they would get an immediate response or acknowledgement, help with navigation, and reduce our contact with them to correct errors. | This work supports delivery of a commitment under Strategic Priority 1 and Digital Strategy theme 3.<br><br>Chatbots have the potential to reduce between 40-80% of routine customer questions. Other improvements would include reduced response times and cost per query and increased business continuity by providing 24-hour support. | Regulation |
| 9. Roll out Sharepoint as a document management tool. | £15k | This project will consider Sharepoint and establish the principles and framework for more effective document management. Project scope will include a review of our retention policy and permission levels. We have Sharepoint as part of Office 365 suite so costs will relate to advisory and staff time. This work will be aligned with records management, knowledge management, decision recording and governance and data security. | This work supports theme 1 of the Digital Strategy.<br><br>This work will improve our data security and records management. It will also contribute to more efficient working and collaboration among teams, with reduced duplication and better version control. | Strategy and Performance |

| Project | Costs 2019/20 | Details | Driver and benefits | Directorate |
|---|---|---|---|---|
| 10. Introduce new technology to provide a digital dictation solution. | £20k | We will consider options to procure the technology to digitally transcribe hearings and input these transcripts into the case management system. Options will require integration with Mattersphere (the case management system). | This project supports commitments under Strategic Priority 2 and the first theme of our Digital Strategy.<br><br>The technology will reduce demand for administrative resources required to transcribe hearings and may improve the accuracy of transcripts. | Regulation |

## 2. Alignment of digital work with our Strategic Plan

2.1 One of the commitments we made in our Strategic Plan for 2017 to 2020 was to develop and implement a Digital Strategy. We agreed this strategy in 2017. The strategy's four themes reflected our recognition that we needed to invest in our digital capability so that our employees' skills, our way of working, and the work we deliver to our customers were aligned with national aims for a Digital Scotland.

2.2 We have mapped the four aims of the Digital Strategy to our Strategic Plan commitments and to the digital budget proposals for 2019/20 in the table below.

| Digital Strategy Themes | A digital SSSC<br>Designing the digital workplace we want for our staff. | Our SSSC digital workforce<br>Supporting our staff to deliver transformational change. | Our customer view<br>Using Sequence, our customer relationship management system (CRM) to create one view of each SSSC customer, to improve their experience and our customer service. | A digital social service workforce<br>Supporting the social service workforce to take a Digital First approach. |
|---|---|---|---|---|
| Digital Strategy Priorities | Identify and invest in the right technology to support the way we need to work.<br>Develop the capability to capture, analyse and store data and information in a single system. | Invest in a sustainable learning programme for the SSSC so that our staff have the right digital skills to develop and deliver digital services. | Develop and provide our services and products in ways that make sense for the people that use them and putting them before our ways of doing things. | Look for opportunities to work together with our partners and others to develop the digital capability of the social service workforce and design and deliver the best possible digital services for the best value. |
| Related Strategic Plan Commitments 2017 to 2020 | • Achieve efficiencies in our processes by developing our online offering through MySSSC (Strategic Priority 1).<br>• Introduce paperless hearings and develop MySSSC to facilitate | • Upskill our staff with digital skills to better serve our customers (Strategic Priority 5). | • MySSSC becomes a one-stop shop and registration is more personalised for the individual (Strategic Priority 1).<br>• Further reduce the time it takes to conclude a case (Strategic Priority | • Ensure that our digital learning expertise, capacity and capability is scaled up both internally within the SSSC and with our strategic partners, to ensure that our work in this area is future proof and sustainable (Strategic Priority 3). |

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|---|---|---|---|---|
| | correspondence with workers and employers (Strategic Priority 2).<br>• Make better use of intelligence (feedback, complaints, surveys) to inform our decisions (Strategic Priority 5).<br>• Have in place an online performance and governance system (Strategic Priority 6). | | 2).<br>• Improve how we evaluate the impact of what we do and the difference we make (Strategic Priority 5). | |
| **Digital priorities proposed for 2019/20** | Project 2: Consider telephony options and implement a solution (£65k)<br><br>Project 3: Develop an integrated system for planning, performance and risk (£138k)<br><br>Project 4: Introduce technology to deliver paperless hearings (£150k)<br><br>Project 9: Roll out Sharepoint as document management tool (£15k) | Project 7: Consider replacements for Yammer and the intranet to provide internal communication and knowledge sharing tool (£40k) | Project 1: Further increase the personalisation of MySSSC and the website (£102k)<br><br>Project 5: Further develop D365 and MySSSC (£75k)<br><br>Project 6: Further develop the functionality and online interface of Mattersphere (£50k)<br><br>Project 8: Improve efficiency of MySSSC by introducing chatbot and AI technology to reduce errors and improve customer interaction (£35k) | No specific digital projects are proposed under this theme for 2019/20.<br><br>We continue to deliver work under this theme as part of the operational work of the Development and Innovation directorate. |

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| ███████████ | Project 10: Introduce new technology to provide digital dictation solution (£20k) | | |