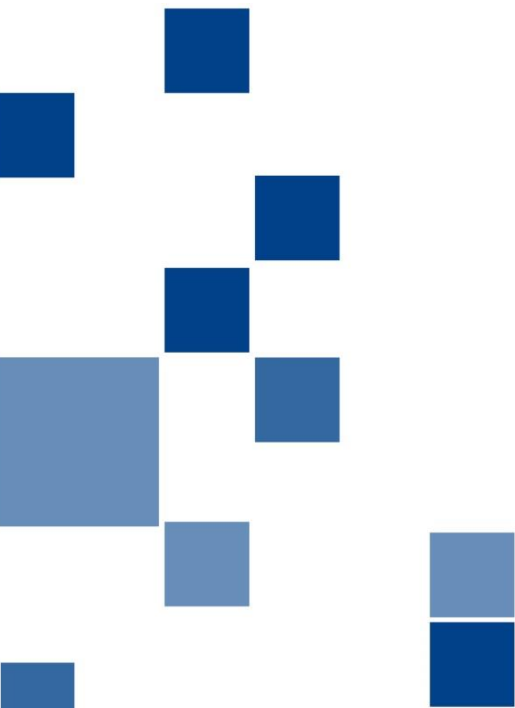




Business Case

Digital Development

Phase 1 2016/17 to 2018/19



1. Purpose of project or proposal

- 1.1 The SSSC's Strategic Plan 2017 to 2020 set the following two outcomes:
- Strategic Outcome 1: the right people are on the Register
 - Strategic Outcome 4: our stakeholders value our work.
- 1.2 There were two supporting strategic priorities which required improved digital support and preparedness:
- build our relationship with registrants and employers
 - embed a customer focus in everything we do.
- 1.3 The Digital Strategy 2017 to 2020 recognised that achieving these outcomes and priorities depended on how we deliver our work and it therefore set out an ambition to build a customer interface based on a better digitally enabled platform. The aims of that strategy align with the Scottish Government's Digital First service standards: services in Scotland are continually improving and users are always the focus.
- 1.4 The current contract for our Sequence system is coming to an end and, the programme board awarded the contract for the re-let to NVT.

2.1 Change to Project Scope

- 2.2 On reviewing the requirements to upgrade Sequence, significant technical issues were discovered with the open source code for the current legacy system. This source code could not be found and NVT advised that an upgrade would not be possible.
- 2.3 Therefore, this is now considered a change to the original scope and the considerations of this business case v2 are now outlined below.

3. Options Considered

- 3.1 Scottish Government Digital Transformation Service and Scottish Government Procurement have been commissioned to support this work and provided reports on the risk and recommended routes. The Digital Transformation Service provided a current state analysis that identified the requirements set out below.
- 3.2 NVT have reviewed a number of alternative options, such as going into partnership with TURAS, NHS Education Scotland's new single unified digital platform for health and social care professionals. We considered the emerging platform too untested and therefore high-risk for our primary and business-critical functions and decided to remain with a customer relationship management system.
- 3.3 Therefore, the recommended option to Programme Board from NVT on 25th September 2017 is to purchase a new stand-alone system.
- 3.4 Consideration was given to the requirements of a new system and Programme Board agreed the following was required:

- improve efficiency of our fitness to practise case handling which will require a fully functional legal case management system
- the current infrastructure would not run the re-implemented and new systems and the hardware and software requirements for the SSSC have changed
- the website contract has expired, and it was identified that this also required further development to provide a better customer experience.

3.5 The programme board took on the oversight of all requirements as well as the emerging priority work that would enable us to deliver our Digital Strategy aims. A mixture of business critical and improvement focused area were defined. Four projects were identified:

- upgrade our customer relationship management system to Dynamics 365 to more efficiently and securely store and manage the personal details of our, more than 120k, registrants
- upgrade our office systems to Office 365 and provide new devices and associated peripherals for our employees
- introduce a new case management system to more efficiently and securely manage our fitness to practise cases
- launch a new website and improve the MySSSC online customer portal to provide improved functionality and a better customer experience.

3.6 For us to proceed with the delivery of these projects, critical agreements were required with the Care Inspectorate's shared ICT service regarding the infrastructure. For example, we needed to provide access to the active directory to our delivery partner, NVT. Due to differing organisational aims and risk appetites, an agreement was not reached.

3.7 To progress this critical work, Council agreed to proceed with the separation of the SSSC IT infrastructure from that of the Care Inspectorate in March 2018. This separation will require the SSSC to establish its own ICT staffing and resource budget.

4. Benefits and Return on Investment

4.1 The Benefits Realisation Plan sets out a suite of measures that determine whether the benefits of the programme are being realised. The measures reflect both intended efficiency savings but also improvements in effectiveness and staff morale.

4.2 Council members asked for oversight of this plan and it was agreed that a report on the results would be presented annually in October.

5. Commercial Aspects

5.1 Proposed sourcing option

The contract has already been awarded to NVT to manage and maintain the required systems. Therefore, NVT will provide access to the required product under this prime contract and sub-contract where necessary.

Project	Option
Introduce a new case management system and Dynamics 365 for Registration	Scottish Government DATS framework procurement
Upgrade our office systems to Office 365 and provide new devices and associated peripherals for our employees.	Scottish Government DATS framework procurement
Introduce a new case management system to more efficiently and securely manage our fitness to practise cases.	Scottish Government DATS framework procurement
Launch a new website and improve the MySSSC online customer portal to provide improved functionality and a better customer experience.	Scottish Government DATS framework procurement

5.2 Key features of proposed commercial arrangements

NVT will sub-contract product and system support for D365 and CMS to their preferred vendors. NVT will be the main contractor and contract management will be their core function.

5.3 Procurement approach

Supply of products is included in the existing contract with NVT. NVT will seek quotations on our behalf and these will be scored as usual within our procurement rules.

6. Timeline

6.1 The original timeline with the understanding that Sequence would be upgraded was December 2017.

6.2 The scope of the project changed due to the technical issues with Sequence upgrading and the Programme Board agreed the new timeline to deliver a new go-live of all projects by November 2018.

7. Key Stakeholders

7.1 The key stakeholders interested in this work were:

- Executive and operational management teams

- OCSWA
- Scottish Government's digital delivery department and procurement department
- Registrants, employers, workers and other external customers
- Council members
- Internal and external auditors
- The Care Inspectorate (as partner)

8. Costs

8.1 There is an existing budget previously identified for Digital Development in 2017/18.

- £1,121,000 is allocated in 2017/18 for several digital priorities including the re-let of sequence, website, digital strategy and a performance management system.
- A further £363,000 recurring is allocated in the budget to support ongoing hosting and maintenance costs.
- An amount of £481,000k has been allocated recurring for 2018/19 and 2019/2020 for development activity associated with the digital developments.
- OCSWA as our Sponsor have agreed to fund the remaining £429,000 on a one-off basis from digital development funding.
- £531,000 recurring is allocated to the payment of the Care Inspectorate SLA for ICT services which will no longer be required.

8.2 Project costs – estimate costs of purchase, implementation and licensing for year 1.

Implement customer relationship management system to Dynamics 365 to more efficiently and securely store and manage the personal details of our more than 120k registrants.	£500,000
Upgrade our office systems to Office 365 and provided necessary equipment for our employees.	£400,000
Introduce a new case management system to more efficiently and securely manage our fitness to practice cases.	£338,000
Launch a new website and improved the MySSSC online customer portal to provide improved functionality and a better customer experience.	£70,000
Infrastructure and network requirements	£600,000

- 8.3 Therefore, a request will be submitted to Resources Committee to allow the full amounts identified above to transfer to the purchase and developments of the four projects. The digital items previously identified will be re-prioritised to allow this change of scope to be realised.
- 8.4 The SSSC will pay Care Inspectorate £450,000 for the decoupling of the ICT Shared Service.

9. Achievability

- 9.1 Each of the four projects were led by a nominated project lead, who also sat on the Digital Programme Board. These officers were responsible for the day to day management of the project delivery.

Project	Project lead at time of go-live
Upgrade our customer relationship management system to Dynamics 365 to more efficiently and securely store and manage the personal details of our more than 120k registrants.	Director of Strategic Performance and Engagement
Upgrade our office systems to Office 365 and provided necessary equipment for our employees.	Infrastructure Delivery Lead
Introduce a new case management system to more efficiently and securely manage our fitness to practise cases.	Director of Regulation
Launch a new website and improve the MySSSC online customer portal to provide improved functionality and a better customer experience.	Head of Strategic Communications

- 9.2 The programme board is chaired by the Director of Strategic Performance and Engagement and members of the Executive Management Team also attended to act as decision makers. All project leads attended, along with key operational staff including the Head of Registration and the Systems Development Manager. Also attending were representatives from both NVT and Incremental.
- 9.3 The project leads work with the procured companies (see section 3) to determine requirements of the organisation and explore the options available.
- 9.4 Outline contingency plan

The contingency plan would be to continue to use the current version of our CRM system (Sequence) until we were able to transition. Sequence is fully functioning and supports delivering our statutory functions, however there was a clear driver to upgrade because the version we were using was becoming unsupported by Microsoft. Our roll back plan would allow us an option to revert back to Sequence should there be any major issues during go-live.

9.5 Skills and experience

The SSSC appointed a temporary lead officer in October 2017 to provide us with the knowledge and advice required to manage the re-let of Sequence. The programme of work emerging through the Digital Transformation projects also required full-time support. That officer's role concluded in March 2017 and a new Infrastructure Delivery Lead was appointed at that time on a temporary contract to manage delivery of the infrastructure requirements. This role will oversee the delivery of the changed scope.

10. Governance

- 10.1 Governance, oversight, and expertise are being provided by the Scottish Government Digital Transformation Team; Scottish Government Procurement; our appointed Digital Transformation and Infrastructure Delivery Leads; two technical IT contractors (NVT and Incremental Group); Strategic Leadership Shared Service with the Care Inspectorate; SSSC Council and Committee Members; and Internal and External Audit. The Office of the Chief Information Officer has carried out a review of our arrangements.

11. Investment appraisal

- 11.1 Investment in this work will support our employers to manage the registration of their staff. This work aligns with our Strategic Priority 1 – Build our relationship with registrants and employers. It is important that we listen to and take on board their feedback to support them with registration. Aligned to the same strategic priority, making changes to the system allows us to achieve efficiencies in terms of a reduction in staff processing time.
- 11.2 The work will increase our value and impact by providing registrants and other users with online portal requirements, with more user-focused and more streamlined access to the content they need to register and further their professional development.
- 11.3 It will improve the security and management of SSSC website content by aligning the hosting arrangements of all SSSC websites
- 11.4 Development of an off the shelf case management system to drive efficiencies in Fitness to Practise case management, increased security of information and data, electronic recording of case files and improved records management.

12. Major risks

General

- The current system could not be upgraded, was outdated and not fit for purpose. There is risk of not being able to deliver our statutory functions without a viable customer relationship management system. As a result, the work to re-implement Sequence was business critical.
- To deliver the key functions of the organisation clearly requires digital technologies and a key risk is not having an appropriate supplier for our business-critical systems.

- The projects outlined in this business case require significant expertise to deliver and there is a key risk that we don't currently have the key project management and technical expertise to deliver the projects.
- The successful delivery of the projects outlined in this business case will result in the implementation of new digital technology and there is a risk that there is not an organisational appetite for change of this scale.
- There is a risk that there is not a suitable delivery partner to deliver the full requirements of the projects within the desired timescale and budget envelope.
- The Care Inspectorate will have a consequential financial impact from the termination of shared ICT services.

CRM

- Critical to the delivery of SSSC services is a CRM and, without procuring a suitable CRM, there is a serious risk that our customers are not able to sufficiently consume our services.
- There is a small market for appropriate CRM systems and there is a risk that the development and support costs are not viable or sustainable.

O365

- With the separation of the SSSC IT infrastructure from that of the Care Inspectorate, there is a requirement to implement and support Office Systems to provide critical functionality e.g. email, collaboration. The risk of not implementing O365 would be that the organisation would not be able to deliver key business functions and therefore not deliver the strategic objectives of the organisation.

Case Management system

- A key organisational function is to manage our fitness to practise cases. There is a serious risk that without the introduction of a legal case management system, we are unable to effectively and securely manage our fitness to practice cases.

Website and Portal

- The implementation of a website and associated online customer portal to provide improved functionality and a better customer experience is fundamental to the delivery of key services. The risk of not delivering this project is the organisations inability to deliver key services.

Team

- To proceed with the separation of the SSSC IT infrastructure from that of the Care Inspectorate in March 2018, a new ICT service would be created. This would require skilled staff and an appropriate budget. There is a risk of not being able to recruit the required skills and capabilities.

Infrastructure

- The existing infrastructure does not support modern digital systems.
- To support the delivery of the associated projects outlined in this business case, there is a requirement to deliver, support and maintain new underpinning IT infrastructure. There is a risk of not having the required capabilities to sustainably support and maintain this infrastructure.
- De-coupling the existing IT infrastructure from the Care Inspectorate will present a risk to the delivery of the projects outlined in the business case.

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13. Consideration of Options

- 13.1 Upgrade our customer relationship management system to Dynamics 365 to more efficiently and securely store and manage the personal details of our more than 120k registrants.

Option	Benefits	Expected Dis-Benefits
Do nothing	No upfront costs No staff time spent on development, implementation and training Maintains one system for registration and fitness to practise reducing introduction of risk of integration errors or disparate information across two systems	Increased risk to data security and operational continuity using a non-supported system. Inability to embrace new ways of working, increased efficiencies and emerging new technologies Does not address improvement focus Does not address staff frustrations with slow performing systems
Upgrade to next version of CRM that was in support, (i.e CRM 2013)	We would be using a supported version of CRM	Costs Staff time spent on development, implementation and training. This was not the recommendation of either the suppliers with the knowledge or of Scottish Government Digital Team. This version is due to come out of support Jan 2019. Would have only allowed some 'breathing space' but would have had to address out of support versions at some point.
Upgrade to D365	Recommendation of Vendors Recommendation of Scottish Government Digital Team Ability to maximise potential of system and new technologies to create efficiencies and smarter ways of working Increased options to integrate with other operating platforms and software Full integration with Office 365 Would address staff concerns about performance.	Costs Staff time spent on development, implementation and training. Timeline to deliver more complex piece of work

13.2 Upgrade our office systems to Office 365 and provided necessary equipment for our employees.

Option	Benefits	Expected Dis-Benefits
Do nothing	No development costs, no staff time spent on development/implementation and training No equipment costs	D365 and Mattersphere (CRM) system both require Office 365 to function so there is a dependency to complete the infrastructure upgrade in order to also deliver both those streams of work. Equipment is slow and difficult to support, some devices are over 12 years old. Increased staff frustration, negative feedback from staff survey feedback and poor effect on morale
Wait for timeline in which CI ICT could support this infrastructure upgrade	Less costly than separation of CI ICT shared services	Costs and delays Dependency on other workstreams No committed completion dates available from CI ICT, therefore timelines would all move out considerably.
Upgrade our office systems to Office 365 and provided necessary equipment for our employees	Increased staff morale More effective and efficient support for devices Ability to use new products and features making the organisation work in more agile ways Allows the workstreams for D356 and Case Management systems to continue.	Costs Additional work to facilitate the separation from CI ICT shared service

13.3 Introduce a new case management system to more efficiently and securely manage our fitness to practise cases.

Option	Benefits	Expected Dis-Benefits
Do nothing	No development costs, no staff time spent on development/implementation and training Maintains one system for registration and fitness to practise reducing risk of system error and making management data easier	Does not address risk identified by Scottish Government Digital Transformation. Inability to make staff savings through improved efficiency. Does not address staff system frustration concerns with consequent impact on morale and retention.

Option	Benefits	Expected Dis-Benefits
Develop functionality in upgraded version of Dynamics 365	Maintain one system for registration and fitness to practise reducing risk of system error and making management data easier.	Upgraded version of Dynamics does not address the underlying structure and functionality risks of using a CRM system to deliver case management. Our experience of developing functionality is that costs are prohibitive as it is not designed for case management. Inability to make staff savings through improved efficiency. Does not address staff system frustration concerns with consequent impact on morale and retention
Purchase case management system and integrate with Dynamics	System is specifically designed for the work Enable staff efficiencies Address staff frustration concerns. Will lead to a reduction in licensing costs for D365	Cost of purchase and development including integration

13.4 Launch a new website and improve the MySSSC online customer portal to provide improved functionality and a better customer experience.

Option	Benefits	Expected Dis-Benefits
Do nothing	There would have been zero investment cost required.	The website platform was out of date, our contract with the supplier/developer was due to expire with no further option to extend. The functionality and design were limited and not meeting business needs.
Go out to tender for a new supplier for the website	Able to move to a new supplier using the same or similar easy to use platform in a traditional format with minimal disruption.	Unable to integrate the website with the MySSSC portal which could delay the planned personalisation for our customers or result in having to find a work around that would integrate with D365, the customer relationship management system. Functionality would remain as was with limited design ability.

Option	Benefits	Expected Dis-Benefits
Integrate website/MySSSC portal and build in D365	<p>Integrates the website and MySSSC portal with D365 making the website/MySSSC the public facing side of our CRM.</p> <p>Information is then located in one place across all platforms eg knowledge articles published on the website and MySSSC are created in D365 so if updated this happens simultaneously across the platform entities.</p>	<p>The design capability and functionality may be limited.</p> <p>User interface for the content management side requires significant web development skills and knowledge.</p> <p>User interface for the public facing side of the sites may have limited design capability as this will be a relatively new way of using D365.</p>



Digital Devel

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