Title of report	Digital Development Update
Public/Confidential	Public
Summary/purpose of report	This report presents an update on our digital development work for the 2022-2023 Digital Programme.
Recommendations	The Council is asked to endorse the progress made to date.
Author and Responsible Officer	Laura Shepherd, Director of Strategy and Performance
Link to Strategic Plan	The recommendation in this report links to:
	Outcome 1: **Trusted** People who use services are protected by a workforce that is fit to practise.
	Outcome 2: **Skilled** Our work supports the workforce to deliver high standards of professional practice.
	Outcome 3: **Confident** Our work enhances the confidence, competence and wellbeing of the workforce.
	Outcome 4: **Valued** The social work, social care and children and young people workforce is valued for the difference it makes to people's lives.
Link to Risk Register	Risk 3: We fail to meet corporate governance, external scrutiny and legal obligations.
	Risk 8: We fail to have the appropriate measures in place to protect against cyber security attacks.
Impact assessments	1. An Equalities Impact Assessment (EIA) was not required.
	2. A Data Protection Impact Assessment (DPIA) was not required.
	3. A Sustainability Impact Assessment (SIA) was not required.
Documents attached	None

Background papers	None

INTRODUCTION

1.   This report presents a summary of our progress delivering our digital strategy from 2022-2023.

DIGITAL STRATEGY UPDATE

2.   Thirteen digital projects were agreed to be progressed as part of the 2022-2023 digital programme. Twelve projects were completed and closed within the year. One project, Fitness to Practise (FtP) screening revisions had to be extended by several weeks into 2023-2024 due to vendor availability. Benefits realisation reports were submitted and approved by Digital Sponsor Group for these projects.

3.   The following work was progressed under the themes of our digital strategy.

User experience
- Duplicate detections improvements
- Conditions not met phase 2 and 3
- Paper bundling solutions
- FtP screening revisions
- Decision app licensing

User informed
- Intelligence and Insights Systems Project
- Future Proofing Programme consultation to design our digital requirements

Technology architecture
- Future Proofing Programme digital development wave 1
- SMS plugin improvements
- Mattersphere software upgrade
- Scottish Government Fee Waiver technical developments
- Wordpress consolidation

DIGITAL ACTIVITY

4.   We launched the new digital strategy in May 2021 and we continue to implement this through the work carried out through Digital Programme Board.

5.   We began a full digital equipment refresh as planned in the Digital Strategy. This involved introducing new, efficient hardware and disposal of old equipment using a net-zero approach.

6.   Internal audit carried out a review of digital transformation and project management during 2022-2023 which resulted in assurance level of 'good'

with no recommendations. There were several strengths highlighted in the SSSC's approach to digital transformation.

- The Digital Strategy 2021-2024 sets out a framework for the use of digital technologies to support the organisation's business and strategic objectives.
- It was clear that staff and customer digital capability, and customer digital interfaces, are priority actions for the organisation to address.
- Structures have been established, such as the Project Management Office (PMO); Digital Programme Board; and Digital Sponsor Group, which provide opportunities for the review of existing business processes to explore potential opportunities for digitisation and developing a digital infrastructure and prioritising digital development projects.
- The Digital Team continually review the age, performance and capability of the digital infrastructure and monitor technological changes and trends which, in conjunction with the principles outlined in the Digital Strategy, inform infrastructure investment to ensure that the digital infrastructure can maintain and support the organisation's digital objectives.
- Project managers and leads receive project management training.

CYBER SECURITY UPDATE

7.   There continues to be a rising threat of cyber-crime within the UK and, within the last 12 months, there have been several high profile and serious cyber-attacks within Scottish public sector organisations. We actively monitor the external threat landscape and work closely with other organisations to determine if further controls are required. A revised cyber incident management plan was implemented as part of our revised business continuity management policy.

8.   Mandatory cyber security training and awareness continues to be an important component in the overall fight against cyber-crime and a new round of training has been delivered to all staff. 82% of staff had completed this years' round of training at the end of April, with the remaining staff either being on annual leave or absent from work for other reasons. A follow up reminder is sent 6 weeks after the training is issued.

9.   We also regularly undertake simulated cyber-attacks via email to establish how effective training is. The evaluation of these simulated attacks between January 2022 and March 2023 has shown a reduction in the number of staff who clicked on links within the email. Any staff who responded to the fishing email will be followed up and required to complete extra training. During the first simulation, sent before the training unit was issued, 40 staff reported the fake email to our Digital Service desk. During the second simulation, which was sent after the training was issued to staff, 142 staff reported the fake email.

10.   We have continued to welcome external scrutiny and assurance and achieved Cyber Essentials Plus accreditation in March 2022.

RISKS

11.   During the review of our strategic risk register at the end of March 2022 Council Members agreed to remove the strategic risk relating to the resourcing and capacity of our digital infrastructure as we agreed this risk was mitigated and scores reduced to very low. On the advice of Internal Audit, we introduced a new strategic risk to help us monitor and manage cyber risks to the organisation.

12.   During 2022/2023 there was one risk that remains high on the operational risk register which reflects the strategic risk above.

- Cyber Security - Continues to remain high to reflect the significant cyber threat landscape nationally.

IMPLICATIONS

Resourcing

13.   Digital development has an allocated budget that is monitored as part of the overall SSSC budget.

Compliance

14.   There are no specific legal implications relating to the contents of this report.

IMPACT ASSESSMENTS

Equalities

15.   An Equality Impact Assessment has not been carried out. This report does not present a new or updated policy, guidance, practice or procedure. The work detailed in this report will have assessments carried out as appropriate.

CONCLUSION

16.   Council Members, Executive Management Team and Operational Management Team continue to be core members of the Digital Programme Board and Digital Sponsor Group. Staff are regularly involved and engaged in project work. Our digital development aims to put users and a customer focus at the centre of our service planning and delivery. We will continue with the framework we have in place.

17.   Council is asked to endorse the work undertaken towards delivering our Digital Strategy 2021-2024.