Council
28 January 2020
Agenda item: 18
Report no: 12/2020
Appendix 1
Appendix to the SSSC Digital Strategy 2017-2020
Delivery plan 2019/20
October update: 28 October 2019

DIGITAL STRATEGY 2017–2020

Appendix: Delivery Plan 2019/20

Q3 progress update

Introduction

This document provides an update on the delivery of the Digital Strategy 2017-2020. It sets out the progress made to 31 March 2019 and the proposed actions for 2019/20.

The strategy identified the digital themes and priorities that would help us to deliver our strategic plan and combined projects that were already underway with additional projects identified through our research for the digital strategy.

The delivery programme for 2017-19 focused on designing and building a new IT service, infrastructure and customer relationship management systems which also included a new case management system. These systems successfully went live in February 2019.

Our programme for 2019/20 builds on the infrastructure programme, further developing our capacity and systems to ensure that we maximise the investment, improving our processes and customer service. We have prioritised projects for completion and will carry out discovery/research work for the remaining projects in the programme for 2019/20 to ensure that we can fully consider options and make the most appropriate decisions for the next phase. The programme for 2019/20 will also see the appointment of a Head of Digital and the continued rollout of the Office 365 products.

Table 1 summarises what we have delivered and sets out what we aim to deliver in 2019/20 and Table 2 sets out the lead officer, budget and timescale with a progress column to be completed each quarter starting in September 2019.

This will take us to the end of the current Digital Strategy. We have surveyed our staff, customers and stakeholders for feedback and are gathering analytics which will help us identify how well we have delivered and inform our approach and programme for 2021/24. Our next Digital Strategy will be designed to support the aims of the next Strategic Plan which is currently being developed.

The SSSC's Digital Strategy 2017-2020 sets out the background and context for the work carried out to date and is available on our website www.sssc.uk.com

Table 1

Digital Strategy Themes	A digital SSSC Designing the digital workplace we want for our staff.	Our SSSC digital workforce Supporting our staff to deliver transformational change.	Our customer view 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 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. 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	Strategic priority 1: Achieve efficiencies in our processes by developing our online offering through MySSSC.	Strategic priority 5: Upskill our staff with digital skills to better serve our customers.	Strategic priority 1: MySSSC becomes a one-stop shop and registration is more personalised for the individual. Strategic priority 2: Further reduce the time it takes to conclude a case. Strategic priority 5: Improve how we evaluate the impact of what we do and the difference we make.	Strategic priority 3: 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.

Digital work delivered in 2018/19	Designed and implemented a new SSSC IT network, infrastructure and IT Department. Replaced all devices and hardware. Rolled out Office 365 for all staff. Reviewed and replaced our Sequence system.	Carried into 2020	Personalised our customer portal, MySSSC, and the corporate website Identified and built an effective case management system for our Fitness to Practise cases and Hearings.	No specific digital projects were proposed under this theme which is longer term. We continued to deliver work under this theme as part of the operational work of the Development and Innovation directorate.
Digital work proposed 2019/20	Project 1: Consider telephony options and implement a solution. Project 5: Develop an integrated system for planning, performance and risk Project 6: Introduce technology to deliver paperless hearings.	Project 7: An internal communication, document management and knowledge sharing platform. This will also include a rollout programme for Office 365, ensuring that we are using the potential to improve the way we work. A digital maturity skills audit of the organisation will be started in February and recommendations reported to Digital Sponsor in the summer.	Project 2: Further increase the personalisation of MySSSC and the website. Project 3: Further develop D365 and MySSSC. Project 4: Further develop the functionality and online interface of Mattersphere.	No specific digital projects are proposed under this theme for 2019/20. We continue to deliver work under this theme as part of the operational work of the Development and Innovation directorate.

Table 2

Digital Strategy priority	Project for 2019/20	Owner (s)	Lead	Projected budget in 2019/20	Timescale	Progress: October
1. Identify and invest in the right technology to support the way we need to work.	Project 1: Consider telephony options and implement a solution	Head of Registration	System Development Manager	£65k	Telephone system installed by March 2020.	
	Project 6: Pilot mobile devices and smart technology to deliver paperless hearings.	Head of Hearings	N/A	£50k	Pilot completed by September 2020	Scoping of hardware will begin in January and 20 test devices will be purchased by the end of March 2020. The software element is dependent on the Mattersphere project. The pilot cannot commence until both devices and software have been scoped and procured. We have identified 20 panel members willing to take part in the pilot. Mattersphere

						development allowing, the pilot will start in April 2020 for around 3/4 months, concluding by September 2020.
2. Invest in a sustainable learning programme for the SSSC so that our staff have the right digital skills to develop and deliver digital services.	Project 7. Additional resources to design and implement a communication, document management and knowledge sharing platform using Sharepoint on Office 365.	Head of Legal and Corporate Governance Head of Strategic Communications	N/A Senior Communications Officer	£25k	Intranet launched by 31 March.	**Intranet development** Intranet launched on 17 December 2019. To date (080120) it has had 28,194 visits from 274 unique visitors. **Sharepoint/records management** 5 of the 8 Departments have successfully migrated into Sharepoint and staff received relevant training. 3 departments currently carrying out a clean-up exercise of their network drive data.

| | | | | | | LCG and IT providing additional support to one department.

Currently tracking to plan and expecting to be fully migrated by end of March 2020. |
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| | Appoint Head of Digital Services | Director of Strategy and Performance | N/A | TBC | Appointment made by September 2019 | Appointment made and due to start on 6 January 2020 |
| | A rollout programme for Office 365, ensuring that we are using the potential to improve the way we work. | Digital Lead | IT Manager | TBC | Plan in place by October 2019 | The new Head of Digital did not commence post until January 2020. A Digital skills audit will be carried out which inform the rollout programme. |
| 3. Develop and provide our services and products in ways that make sense for the people that use them and putting them | Project 2: Research into options for increasing the personalisation of MySSSC and the website and options for the future development and hosting of | Head of Strategic Communications

Head of Registration | Senior Communications Officer

System Development Manager | £29k | Research completed by December 2019 | Research reports delayed till 16/1/20 due to DTD delays in carrying out the research and technical architecture research.

User research with social services now complete and technical architecture |

before our ways of doing things	our digital learning assets.					survey research underway.
	Project 3: Further develop D365 and MySSSC	Head of Registration	System Development Manager	£135k	Completed by March 2020	Discovery phase workshop complete. Project lead to complete new business case to SG to request the funding approval by end of Jan with a caveat that to deliver all proposed work would extend past March 31st 2020.
	Project 4: Further develop the functionality and online interface of Mattersphere	Director of Regulation	Fitness to Practise Manager	£60k	Completed by March 2020	We had a technical tele conference with TRE on 13 January in preparation for them upgrading the test system on 15 and 16 January. We will commence three weeks User Acceptance Testing (UAT) on 20 January. TRE are also to be providing a project plan by 17 January.

	Project 8: Improve efficiency of MySSSC by introducing chatbot and AI technology to reduce errors and improve customer interaction	TBC	TBC	TBC	Deferred to 2020/21	N/A
4. Develop the capability to capture, analyse and store data and information in a single system.	Project 5: Discovery research for options to develop an integrated system for planning, performance and risk.	Head of Performance and Improvement	N/A	£10k	Completed by December 2019	Eyecademy appointed to carry out the discovery research which will identify potential suitable systems and options.