

Scottish Children's Reporter Administration Digital Strategy 2020-2023



Care



Protect



Connect



Contents

1	Introduction	3
2	Digital Strategy	4
3	Strategy Aims	5
4	Strategy Objectives	6
5	Action Plan 2020-2021	10

1. Introduction

The Digital Strategy sets out the aims and objectives that we want to achieve during 2020-2023, in line with our Corporate Plan's 3 Aims: Care, Connect and Protect.

Our Corporate Plan for 2020-2023 sets out the framework by which we will realise our vision for transformational change over the next three years.

Care Delivering a service that feels right for each child, young person and family that experiences it.

Connect Working together to receive the right referrals, for the right children, at the right time.

Protect Making high quality and timely decisions for children and young people, using the right information that is relevant, clear and secure.

We will deliver our objectives by ensuring that the our SCRA values resonate through everything we do.

Supportive We work with kindness to support children, young people and families, our Partners and each other.

Child Centred Children and young people are at the heart of everything we do.

Respectful Everyone is respected and treated fairly, inclusively and lawfully.

Accountable We are responsible for our decisions, our ethics and our learning.

2. Digital Strategy

The Digital Strategy will deliver some of the Corporate Plan's objectives and specific outcomes through a digital transformation program. The program focuses on key projects that will improve the service to children, young people and families and increase participation through the use of digital technology.

Projects identified in support of the strategy will be prioritised following feedback from stakeholders. We will consult with stakeholders, children and young people to ensure their views are central to all that we do. We will collaborate with the Children's Hearings Scotland (CHS) and The Children's Hearings Improvement Partnership (CHIP) to deliver better outcomes for children across the Hearings System through a digital approach.

The Digital Strategy outlines the priority areas that will be undertaken during 2020-23, and details how these will be delivered.

The key areas of work within the strategy includes:

- Developing core platforms and operational applications.
- Increasing digital capabilities in hearing rooms
- Raising the level of digital skills across the system

An action plan is included that summarises key activities that will be addressed during the first year of the plan.

The strategy will be updated annually to incorporate emerging issues and to set out action plans for 2021/22 and 2022/23. The key aims and objectives are detailed in sections 3 and 4.

3. Strategy Aims

The Digital Strategy is led by three key aims that are aligned with the Corporate Plan, that will be delivered through strategic objectives and Action Plans.

Strategy Aim 1: Core Systems Development

To develop core platform and operational applications that support organisational agility. Systems that are efficient, effective, well managed and supported. Key components of the development will be well structured data and information systems supporting business insights. Configurable business processes and user interfaces to manage the many stakeholder roles. Secure online portal for wider sharing of data, information and digital resources.

Strategy Aim 2: Digital Hearing Rooms

Develop the SCRA hearing room estate to become more digitally friendly. Create opportunities to move from paper-based documentation to electronic means. Develop capacity for volunteers to make use of digital equipment within hearing facilities where access to digital is challenging otherwise. Putting Children and Young People at the centre of this Aim will ensure we have listened, engaged and improved the modernisation of the Children's Hearing Service based on the needs of those who need our support the most.

Strategy Aim 3: Support Organisational Digital Activity

Enable individual organisations to develop its digital capability and maturity through developing strategic and business plans that use digital opportunities to inform and guide service design reviews and implementations.

4. Strategy Objectives – 2020-23

The Digital Strategy will be delivered by a combination of in house IT team, specialist Digital IT resources and through external suppliers and developers. The Action Plan will be monitored on a regular basis to ensure continuity and performance.

In addition to the three year strategic objectives, we have developed two specific recovery planning objectives to anticipate the impact of the pandemic.

Recovery Planning Objectives	1.	Provide Digital provision that supports organisational contingency and recovery plans for business continuity.
	2.	Develop, monitor and evaluate contingency and recovery plans to determine their effectiveness in response to Covid-19 restrictions.

Strategy Aim 1: Core Systems Development					
To develop core platform and operational applications that support organisational agility. Systems that are efficient, effective, well managed and supported. Key components of the development will be well structured data and information systems supporting business insights. Configurable business processes and user interfaces to manage the many stakeholder roles. Secure online portal for wider sharing of data, information and digital resources.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
1.1	Develop Children's Hearing Service core digital systems strategy for period 2020 to 2025.	1.6	✓		
1.2	Complete Children's Hearing Service core digital systems further development investment business case to run from 2021 to 2025.	1.6	✓		
1.3	Complete development work on final phase (Deployment to Live).	1.6	✓		

1.4	Ensure new systems operational readiness, preparation, service support design and strategy assessment for moving from development to fully commissioned and live completed.	1.6	✓		
1.5	Ensure program has addressed the need to be able to access historical data and information from planned retired systems about to be decommissioned.	1.6	✓		
1.6	Retire and remove all legacy systems no longer required.	1.6	✓		
1.7	Carry out full program review to assess if all business case objectives for the digital program have been fulfilled and has met all business needs	1.6	✓		
1.8	Prepare a bid for Government support and investment for the Core digital systems on-going development for three years period 2021 to 2025.	1.6	✓		

Strategy Aim 2: Digital Hearing Rooms					
Develop the SCRA hearing room estate to become more digitally friendly. Create opportunities to move from paper-based documentation to electronic means. Develop capacity for volunteers to make use of digital equipment within hearing facilities where access to digital is challenging otherwise. Putting Children and Young People (CYP) at the centre of this Aim will ensure we have listened, engaged and improved the modernisation of the Children's Hearing Service based on the needs of those who need our support the most.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
2.1	Design a number of digital hearing room facilities based on scale and cost the solution.	1.6	✓		
2.2	Future Investment and Delivery: Identify suitable hearing rooms across all localities to kit the facilities out with the developed new digital hearing room design as pilots.	1.6	✓		
2.3	Future Investment and Delivery: Conduct and monitor the pilots over a six-month period to assess performance, opportunities and identify required changes to the final design before deploying wider.	1.6	✓		
2.4	Future Investment and Delivery: Review the hearing room physical access availability and needs.	1.6	✓		

2.5	Future Investment and Delivery: Prioritise those hearing room facilities to receive which aspects of the new digital design installs.	1.6	✓		
2.6	Future Investment and Delivery: Complete the design, costed business model development and the role out of the digital hearing facilities as programmed.	1.6	✓		
2.7	Future Investment and Delivery: Complete the installs ensuring at least the agreed minimum digital facilities is available in every locality.	1.6	✓		
2.8	Future Investment and Delivery: Based on the outcomes of the pilots, agree how many hearing rooms will be kited out across the SCRA estate with the new digital design after costing the full requirement.	1.6	✓		
2.9	Future Investment and Delivery: Produce a procurement Strategy for the implementation of digital hearing facilities based on the designs produced and the business case supporting the number of hearing rooms to be kited out.	2.2		✓	

Strategy Aim 3: Support Organisational Digital Activity					
Enable individual organisations to develop its digital capability and maturity through developing strategic and business plans that use digital opportunities to inform and guide service design reviews and implementations.					
Objectives		Corporate Plan Objective Ref. No.	Care	Connect	Protect
3.1	Scope Data Sharing Objective.	2.7		✓	
3.2	Develop SCRA Digital Strategy for period 2020-2025.	1.6	✓		
3.3	Develop an SCRA print solution strategy and business case based on new proposed ways of working digitally.	1.6	✓		
3.4	Develop SCRA business plan for funding its digital strategy for period 2021-2025.	1.6	✓		
3.5	Future Investment and Delivery: Complete an end user device technology refresh based on the developed business model for the SCRA estate, staff end user device stock.	1.6	✓		
3.6	Implement SCRA Staff Digital Training Programme Strategy 2020-25.	3.4			✓

3.7	Future Investment and Delivery: Complete the replacement of legacy SCRA print provision with the new strategic approach to printed material across the Children’s Hearing Service.	3.2			✓
3.8	Seek Government support for investment in SCRA digital business plan to support capital investment needs and on-going development and improvements to SCRA service delivery using the digital capability of the Partners Core Systems and Technical Digital infrastructure installed.	3.2			✓

5. Action Plan - 2020-2021

The Action Plan sets out how we will deliver the Digital Strategy objectives during 2020-2021.

DO No.	Dig Ref.	Objective	Indicators	Timeline	
				Start	End
1.1	03-01-00	Develop Children's Hearing Service core digital systems strategy for period 2020 to 2025.	1.1.1: Collaborate with all Digital Leads and Partners Delivery Board to develop the Digital Systems Strategy.	September 2020	January 2021
			1.1.2: Strategy complete and implemented.		
1.2	04-01-00	Complete Children's Hearing Service core digital systems further development investment business case to run from 2021 to 2025.	1.2.1: Work with the suppliers to determine costs.	September 2020	November 2020
			1.2.2: Partner investment bid between CHS, SCRA and partners undertaken.		
			1.2.3: Business case approved and implemented.		
1.3	03-03-17	Complete development work on final phase (Deployment to Live).	1.3.1: Development work completed.	January 2020	June 2020
1.4	03-05-19	Ensure new systems operational readiness, preparation, service support design and strategy assessment for moving from development to fully commissioned and live completed.	1.4.1: Project plans and strategy developed.	May 2020	September 2020
			1.4.2: New systems fully commissioned.		
			1.4.3: New systems live completed.		

1.5	03-06-20	Ensure program has addressed the need to be able to access historical data and information from planned retired systems about to be decommissioned.	1.5.1: Historical data and information identified and addressed.	August 2020	September 2020
			1.5.2: Decommissioned program complete.		
1.6	04-02-21	Retire and remove all legacy systems no longer required.	1.6.1: All legacy systems retired.	September 2020	October 2020
			1.6.2: All legacy systems removed.		
1.7	04-03-21	Carry out full program review to assess if all business case objectives for the digital program have been fulfilled and has met all business needs	1.7.1: Program developed to identify all business needs.	October 2020	January 2021
			1.7.2: Digital program fully delivered.		
1.8	04-04-00	Prepare a bid for Government support and investment for the Core digital systems on-going development for three years period 2021 to 2025.	1.8.1: Joint bid with Children’s Hearings service partners prepared for 2021 – 2025 (managed by Partner Board).	January 2021	March 2021
			1.8.2: Bid submitted.		
2.1	02-05-23	Design a number of digital hearing room facilities based on scale and cost the solution.	2.1.1: Digital hearing room facilities identified (tablet, PC’s, laptops, secure portals, print facilities, VC, BOYD, Wi-fi).	July 2020	September 2020
			2.1.2: Costs and scale identified.		
			2.1.3: Program of delivery agreed.		
			2.1.4: Program delivered and complete.		
2.2	03-08-26	Future Investment and Delivery: Identify suitable hearing rooms across all	2.2.1: Rooms identified for piloting digital hearings.	November 2020	March 2021

		localities to kit the facilities out with the developed new digital hearing room design as pilots.	2.2.2: Pilots conducted over 6 months.		
2.3	03-09-33	Future Investment and Delivery: Conduct and monitor the pilots over a six-month period to assess performance, opportunities and identify required changes to the final design before deploying wider.	2.3.1: Pilots monitored over 6 months and evaluated.	March 2021	May 2021
			2.3.2: Opportunities of deployment identified through evaluation (training. Digital tools, access).		
2.4	03-09-33	Future Investment and Delivery: Review the hearing room physical access availability and needs.	2.4.1: Review undertaken.	December 2020	March 2021
			2.4.2: Hearings room needs identified.		
2.5	04-07-32	Future Investment and Delivery: Prioritise those hearing room facilities to receive which aspects of the new digital design installs.	2.5.1: Prioritised Hearings rooms identified.	May 2021	August 2021
			2.5.2: New digital design installed in prioritised Hearings rooms.		
2.6	04-08-40	Future Investment and Delivery: Complete the design, costed business model development and the role out of the digital hearing facilities as programmed.	2.6.1: Business model developed and costed.	August 2021	October 2022
			2.6.2: Business model implemented.		
2.7	04-07-32	Future Investment and Delivery: Complete the installs ensuring at least the agreed minimum digital facilities is available in every locality.	2.7.1: Installs completed in all localities.	August 2021	October 2022
2.8	04-06-27	Future Investment and Delivery: Based on the outcomes of the pilots, agree	2.8.1: Full costs completed.	March 2021	May 2021
			2.8.2: Number of rooms agreed.		

		how many hearing rooms will be kited out across the SCRA estate with the new digital design after costing the full requirement.	2.8.3: Number of rooms completed		
2.9	04-06-27	Future Investment and Delivery: Produce a procurement Strategy for the implementation of digital hearing facilities based on the designs produced and the business case supporting the number of hearing rooms to be kited out.	2.9.1: Procurement strategy developed and agreed.	March 2021	May 2021
			2.9.2: Procurement strategy implemented.		
3.1	03-14-00	Scope Data Sharing Objective.	3.1.1: Review existing partner data sharing contracts.	August 2020	October 2020
			3.1.2: Map data dependency needs across the Children's Hearing service.		
			3.1.3: Establish understanding of existing data storage and transmission technologies currently in use.		
3.2	03-15-00	Development of SCRA Digital Strategy for period 2020-2025.	3.2.1: Include scoping of further development of Digital Hearings rooms.	January 2021	February 2021

			3.2.2: Consideration of Capital Investment to maintain SCRA Digital infrastructure, data sharing, workforce mobility, digital development and improvement, efficiencies, VC and wider engagement.		
3.3	03-16-37	Develop an SCRA print solution strategy and business case based on new proposed ways of working digitally.	3.3.1: Print solution suppliers scoped and costs identified.	June 2020	September 2020
			3.3.2: Business case developed and approved.		
			3.3.3: Print solutions implemented.		
3.4	04-12-00	Develop SCRA business plan for funding its digital strategy for period 2021-2025.	3.4.1: Business Plan developed and agreed.	February 2021	March 2021
3.5	02-09-35	Future Investment and Delivery: Complete an end user device technology refresh based on the developed business model for the SCRA estate, staff end user device stock.	3.5.1: End user refresh complete.	February 2021	March 2021
3.6	03-17-00	Implement SCRA Staff Digital Training Programme Strategy 2020-25.	3.6.1: Training programme strategy developed.	March 2020	March 2021
			3.6.2: Strategy agreed and implemented.		
3.7	04-13-38	Future Investment and Delivery: Complete the replacement of legacy	3.7.1: New strategic approach developed.	March 2020	September 2021

		SCRA print provision with the new strategic approach to printed material across the Children’s Hearing Service.	3.7.2: Strategy agreed and implemented.		
3.8	04-15-00	Seek Government support for investment in SCRA digital business plan to support capital investment needs and on-going development and improvements to SCRA service delivery using the digital capability of the Partners Core Systems and Technical Digital infrastructure installed.	3.8.1: Government support obtained.	January 2021	March 2021
			3.8.2: Development and Improvement Programme developed.		
			3.8.3: Digital infrastructure installed.		

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