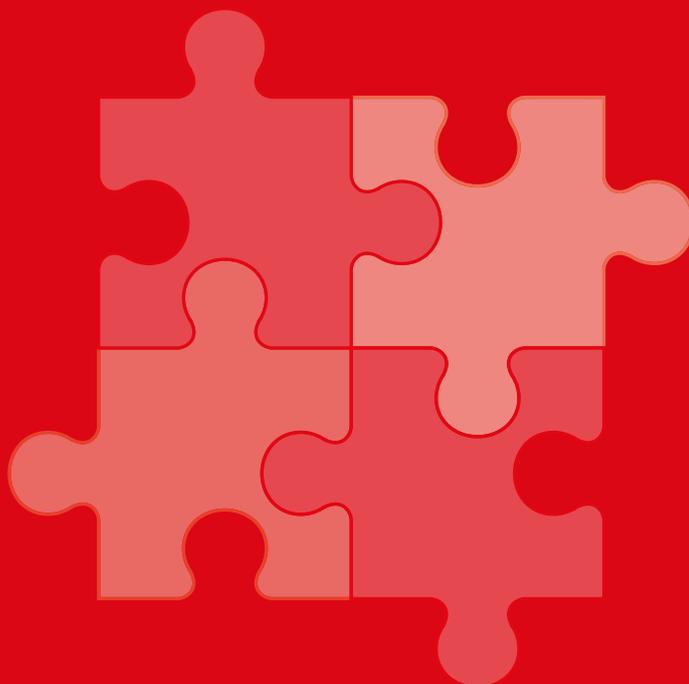


**IMPROVEMENT SERVICE  
BUSINESS PLAN 2017/18**



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# Introduction

The Business Plan for 2017/18 is the first to evolve from the vision, priorities and commitments set out in the IS [5 year strategic plan 2016/21](#).

A summary of our revised strategic framework is described below:

## Our Vision

***The IS exists to support and mobilise resources for our public sector partners to deliver excellent services, improve outcomes and reduce inequalities.***

## Our Priorities:

### To support a step change in productivity and efficiency

Developing support for achieving efficiency and productivity gains whilst, as much as possible, minimising harm to ‘outcomes’. As all the ‘quick wins’ have been taken this will require the adoption of new delivery models, new ways of working and the sharing of capacity and resources.

### To support the delivery of improved outcomes

Providing practical support with a focus on prevention, early intervention and tackling inequality. The challenge is in setting clear targets and establishing what actually “works” and how long interventions take to work.

### To support thinking about future resilience and sustainability

Supporting the identification and development of new ways of working that help councils and their partners invest over the long term to achieve better outcomes more cost effectively. A priority will be to explore how short term pressures can be managed in ways that do not undermine or negate longer term resilience and impact.

Our priorities, which are clearly linked and interdependent, will be achieved through our **commitments** to:

- continuously improve our products and services
- drive collaboration
- broker and mobilise resources
- provide practical support
- support the development of sustainable strategic options
- improving research and analytical support
- support the development of next generation political and executive leaders

In support of our priorities the following Business Plan sets out the detail of our approach and what we will deliver for the year ahead.

# Key Developments in 2017/18

The business plan has been developed against a continued backdrop of significant challenges for Scotland's councils. The scale of the challenge is upward as councils continue to face major cost pressures, increasing demands on services and complex changes to the landscape of service delivery including health and social care integration, the ambitions of the Community Empowerment (Scotland) Act 2015 and the future implications of the governance review of early years and schools and phase 2 of the Enterprise Review. The council elections taking place this year are likely to see circa. 40% turnover of elected members which will add further to the challenge.

The Improvement Service will therefore continue to look for new, practical and innovative approaches to providing support and helping councils and partnerships through testing times.

Embedded throughout the plan is our support for collaboration and partnership working as a fundamental building block to achieving the best outcomes for local communities.

Across 2017/18 we will invest resources in the following key strategic developments:

- An impact of income and demand pressures, and of review at national level, is significantly enhanced. Focus on shared service and shared capacity, often at regional level. The Improvement Service is already actively supporting councils in developing shared capacity in Roads, Enterprise and Skills, Trading Standards, Environmental Health, Scientific Services, and Digital development. The Improvement Service also provides national shared capacity in card technologies, spatial information, and verification/authentication for online services. The priority this year is to strengthen and consolidate our capacity into a "Shared Capacity" P.M.O. that can provide expert advice and practical support across the range of initiatives councils wish to pursue.
- All councils, and their partnerships, have Change and Transformation programmes and the Improvement Service has been active in supporting these through direct support, knowledge management and brokerage of support from improvement partners. The priority this year is to develop and consolidate current capacity, and particularly to strengthen our Business Analysis and Programme Management support to councils and partnerships.
- Local government creates substantial IPR with respect to data, systems and service models. This is currently under-exploited and provides no or very low rates of return. A priority this year is to parallel further exploitation of IPR in spatial data with a scoping exercise to quantify the range and nature of the IPR local government owns, and the potential value of that IPR if intelligently exploited. A strategic partner will be engaged to support this work, and it will include national local government organisations as well as councils, ALEOs, etc.
- A priority this year will be to explore and consolidate Improvement Service

interactions with other national local government organisation: SEEMIS, the Digital Office, Excel, COSLA. The primary aim will be to harness capacity more effectively, minimise overlap and duplication, and establish areas for integrated programmes. A related aim will be to look at better management of income generating services and assets to diminish the fiscal demands placed on councils, and to improve the self-sustainability of national capacity.

Within the focal initiatives:

- We will continue to identify added value partnership arrangements across key priority areas and actively pursue a greater diversity of funding and income sources, pro-actively seeking to augment our own resources with other public sector partners including national improvement agencies. Our target for the year is to bring in an additional £1.2M in support of partnership working.
- Over the last two years we have invested in a collaborative approach to managing spatial information across local government, resulting in the potential for long term efficiency gains and cost savings. We have exploited demand and created value in the collective intellectual property created by this approach. Development of the service will continue in 2017/18 with the key aim of disbursing receipts generated from collective intellectual property back to councils for reinvestment. A target of £600,000 has been set for 2017/18, rising to £1 million for 2018/19 onwards.
- We successfully implemented an account management service between the IS and council Corporate Management Team's last year. We will strengthen this approach and continue to invest in building relationships and developing a responsive service for each individual council. We will also introduce an account management service between the IS and SOLACE Scotland, which will include offering a range of support to SOLACE Scotland's strategic theme and portfolio leads, to enable SOLACE Scotland to be as informed as possible to progress key issues on behalf of Chief Officers working in Scottish local government.
- We will develop and embed innovative resourcing models to help build capacity and improve council access to expert support. This will include the creation of an Improvement Associates model which will allow the Improvement Service, partners and councils to commission additional support from a pool of associates with a diverse range of skills, experience and knowledge in managing major change and transformation. We will build on our change partnership model with the offer to embed, at basic cost, change management resource and expertise within councils. We will explore models for organising change and transformation support on a regional basis.
- We will deliver a wider range of support to Elected Members drawing on resources from across the organisation, including induction materials for all 1,227 elected

members, masterclasses, webinars, briefing notes and support with continued professional development, with a targeted emphasis on supporting the expected influx of new councillors. We will review and relaunch the CPD Framework for Elected Members and encourage local authorities not already using the Framework to sign up.

- We will work with councils to run up to six ‘Leading Practice’ events, focusing on the leading edge practice of a council in governance or strategy or service (re) design or service delivery. These events will be delivered in local authority areas and will showcase improvements, innovations and developments that councils are proud of and wish to profile, that improve impact and outcomes for local people and/or significantly improve efficiency or reduce costs and that others locally and nationally can learn from.
- We will continue to engage with councils and community planning partners to better exploit data about people and places to support joined up local service reform and transformation. Specifically, we will work with NHS NSS and 4 CPPs to explore the real-time sharing of actionable intelligence.
- We continue to grow the use of myaccount through targeting services that will generate customer benefits and significantly grow the number of myaccounts in active by a factor of between two and three by 2017/18 year-end:
  - A partnership has been put in place to support the development of a ‘Parents portal’ working with SEEMiS. Over 20 potential services have been identified and the first phase is due for completion in August 2017.
  - We will create opportunities for integrated digital and smart services for young people that builds on the investments in the NEC Card, NEC Online and myaccount. There will be a significant investment in growing the use of the young scot card. We will be working closely with NECPO, Transport Scotland, Young Scot and councils to increase the current use of the card for smart transport and to target particular groups (e.g. care leavers, apprentices, young carers) to provide a package of entitlements, services and rewards.
  - The IS are also working closely with the establishment of the NHS’s ‘patient portal’ project. Myaccount will form an integral part of NHS Scotland’s Patient Portal planned for a 2017 launch. SEEMIS Education portal / wider CF developments.

# Our highlights from 2016/17

The developments noted above build on our existing services and successes. Across 2016/17 we achieved the following:

- We significantly exceeded our target of £750,000 for 2016/17 and brought in over £1.1M of additional resources to support partnerships.
- We significantly expanded our [change management](#) capacity to provide practical support to councils to help them transform, improve service delivery, generate efficiency and cost savings, and achieve better outcomes. This included providing tailored change management and business analysis support to a wide range of councils. We embedded a Transformation Programme Manager in two councils, funded by each council, to embed change programme management resource and expertise in order to deliver the change necessary. We also continued to grow the [Change Managers' Network](#), facilitating information exchange and delivering an extensive programme of webinars
- We worked with SOLACE Scotland to develop the Scottish Local Government [Innovation Exchange](#), aimed at capturing and sharing good practice relating to the wide range of innovative approaches being progressed by local authorities.
- We secured substantive [myaccount](#) growth against a number of key metrics over 12 months including:
  - 160% growth in online account subscriber numbers
  - 300% growth in distinct monthly users
  - 330% growth in monthly authentication requestsreflecting the support to councils in moving services online, including school online payments.
- We secured a significant and strategically important breakthrough in a core target market for myaccount – Health – from agreement whereby myaccount will form an integral part of NHS Scotland's Patient Portal to planning for a 2017 launch.
- We developed the [Community Planning in Scotland Portal](#) to co-ordinate input from the IS and a range of national partners, aimed at providing support, clarity and ease of access on the range of products, services and support available for community planning partnerships.
- We continued to develop and support the use of self-assessment as a key improvement technique across a range of areas. This included supporting the [Public Service Improvement Framework](#), the [CPP Partnership Checklist](#) and the [Third Sector Interface Community Planning Improvement Programme](#). During the

year, all of these frameworks were reviewed and refreshed to reflect the challenges faced by the changing public sector landscape in Scotland. Over the year, the various self-assessment programmes delivered support to a wide range of organisations and partnerships across Scotland.

- We launched the [Community Planning Outcomes Profile](#), a decision making tool which provides a consistent basis for measuring outcomes and inequalities in communities and includes a set of core measures on important life outcomes.
- We worked with other improvement partners to take forward opportunities for joint working that ensured the widest range of improvement resources are locally accessible on an integrated basis, including working with NHS Health Scotland and NSS to support a small number of CPPs as they developed their Local Outcomes Improvement Plan and working with the Health and Social Care National Improvement Support Working Group to publicise the support and resources available for health and social care partnerships on The Community Planning Support portal.
- We have successfully completed the creation of the [Spatial Information Hub](#) which will significantly improve the management of spatial information across local government. This new and collective approach complies with the relevant regulation and legislation and will result in both long term cost savings and efficiency gains for individual councils. The collective intellectual property created will also realise a monetary value back to each individual council. An initial twelve datasets have been targeted this year and further datasets planned for next year with the potential to further increase the value of intellectual property. Guidance and advice on Spatial Hub and Inspire has been provided to councils.
- We continued to manage the [One Scotland Gazetteer](#) and develop our business relationship with Ordnance Survey with a strong increase in sales of AddressBase compared to the previous financial year. The income generated is being used to help redevelop the current portal, including a Street Gazetteer, on an open source platform leading to further savings.
- We delivered a wide range of support to [Elected Members](#) across Scotland through our Masterclass programme, Briefing Notes series and CPD framework. In doing so, the IS collaborated with a wide range of partners in publishing over 20 briefing notes on key topics for elected members. We also developed a website ([www.localcouncillor.scot](http://www.localcouncillor.scot)) with videos and information for new candidates standing in the local government elections in 2017 and promoted the site and other sources of helpful information to candidates through the Twitter account @localc1l1r2017.
- We continued to play a lead role, as part of Workforce Scotland, to facilitate, develop and roll-out the [Enabling Collaborative Leadership Pioneer Programme](#). This programme works with councils and CPPs to find new ways to tackle complex systemic issues. We also worked with SOLACE Scotland to design and deliver their [Chief Executive and Senior Executive Leadership Development Programme](#) and

provided support for the development of the Scottish [Women in Public Service Leadership Network](#).

- We published a [report](#) on Place-based working in Scotland and established a [Place Network](#) to facilitate collaborative working and sharing of good practice regarding the planning, resourcing and delivery of place-based approaches. We also commenced delivery of support to CPPs on the contribution and practical use of the [Place Standard tool](#) to support community participation and engagement.
- We continued the roll-out across all councils of the [Economic Outcomes Programme](#), which is aimed at further enhancing the positive impact of local authorities on the local economy. We worked with [SLAED](#), to publish a [performance report](#) summarising the major contribution made by councils to Scotland's economy and also to co-ordinate a local authority-wide [submission](#) to the Scottish Government's Enterprise and Skills Review.
- We worked with multi-agency [Violence Against Women Partnerships \(VAW\)](#) and national stakeholders to develop a performance framework for capturing the contribution of local partnerships towards achieving the outcomes set out in Scotland's national VAW strategy. We also worked with the Scottish Government and COSLA to develop [Guidance for VAW Partnerships](#), which highlights the key role they are expected to play in tackling VAW. We continued to support the work of the [National VAW Network](#) which brings together representatives from VAW Partnerships across Scotland and other key stakeholders including the Scottish Government and COSLA to share information, learning and resources and ensure there is meaningful engagement and a co-ordinated approach taken on relevant issues.
- We supported the strengthening of partnership working across the financial inclusion sector and worked with local authorities and others to embed the key principles of the [Framework for Public Funding of Advice](#), through our [Money Advice Outcomes Project](#). We continued to share knowledge and good practice through a variety of formats and events. The project also reported on the key findings from data returned by all Scottish local authorities through the Money Advice Performance Management Framework. This Framework is being used to help identify and share good practice. Following an analysis of the impact of [local authority budget cuts on the provision of money advice service](#), we adopted a joint approach with key statutory and third sector partners towards making the case for continued investment.
- We continued to develop the [Knowledge Hub \(KHub\) platform](#), which actively encourages and supports digital collaboration and sharing of good practice. Within Scotland, KHub now supports over 600 groups and has over 31,000 members. We have also supported the creation of VLOGs (video blogs) as content for KHub groups, which have provided insights and shareable original content for the network.
- We developed a new [Scottish Community Councils website](#) which provides

information and advice for community councillors and sets out all community council boundaries. The Community Council Project has trialled new ways to increase digital engagement with community councils and organised a successful Twitter Q&A on public engagement for community councils.

- We undertook research on behalf of the Building Safer Communities Programme and produced a final report for the Scottish Fire and Rescue Service (SFRS) in April 2016. We also facilitated and reported on the 2016 national [Instrumental Music survey](#). This was the fourth consecutive year of this annual survey which monitors changes in provision in Local Authority led Instrumental Music Services and enables managers to review and compare practices across Scotland.

# Our approach

The main focus of our plan this year is to help councils and partnerships make savings by using resources more effectively and productively. This means more practical support for councils and partnerships to adopt and implement new practices and a continued focus on knowledge management to capture and share innovative practice, interventions and results that work.

The plan for 2017/18 outlines the investments we will make and the products, services and activities we will undertake. However, within the strategic context of the plan, we will continue to prioritise our efforts towards providing responsive and tailored support to individual councils and partnerships, underpinned by our developing account management approach. This means we will be actively looking at how we can tailor a number of our products and services to best meet local circumstances. We will monitor this development for effectiveness and impact across the next year.

# How we will measure success

We implemented a refreshed approach to performance management in 2016/17 with a view to providing more meaningful evidence of delivery and performance against our plan and providing evidence of the wider impact of the Improvement Service in supporting councils and partners improve.

A key aim of the refreshed framework is to move beyond measuring and reporting progress towards improved decision making and greater impact for our partners. A first year performance report will be produced for 2016/17 summarising preliminary results across the following key areas: Progress on Delivery, Customer Satisfaction indicators, evidence of Wider Impact in the form of Best Value programme reports and a range of Corporate Performance indicators. We will continue to build and strengthen this approach in 2017/18.

# How we are organised

For planning and operational purposes, the IS organised into 4 teams as the diagram below illustrates;



In reality and central to our ethos, our range of products, services and developments draw on staff from across the 4 teams to ensure an integrated and holistic approach to service delivery. Using our collective skills and capacities in this joined up way will continue to be strengthened across the year. We have also established and embedded a range of core approaches to providing effective support to councils and partners. We will channel our efforts to ensure multiple staff across the organisation continue to be equipped with the skills and capacities to effectively deliver these core approaches.

Our organisational development priorities for the coming year are noted below:

- To develop a system that effectively supports our account management approach including the creation of an identikit for all 32 councils.
- To further embed and develop our performance management framework.
- To continue to develop new ways of working and flexible approaches to improve productivity and impact.
- To continue to support IS self-assessment and improvement action plans.

# How we are funded

Our detailed spending plans are fully integrated and aligned to our Business Plan for the coming year. We will receive £1.656M Revenue Support Grant to fund our core programmes and £4.6M to deliver Myaccount and related services.

We have continued to secure a number of other specific grants and sources of funding and have set a priority target of bringing in £1.2M for the year ahead.

An indication of funding source is provided against each key deliverable contained in the business plan and proposed spending is set out in the detailed budget.

# The Business Plan 2017/18

The tables below highlight our planned deliverables for the year ahead against existing products and services and aligned to our strategic commitments.

## Transformation, Performance and Improvement

Commitment	Product/Service	Key deliverable	Funding source
<b>Drive collaboration</b>	Knowledge Management	<p>We will develop our approach to <b>knowledge management</b> to improve how we capture and share innovative practice about what works and support councils and their partners to embed this knowledge into practice.</p> <p>We will further develop the <b>IS website</b>, which provides a gateway to a range of tools, data and information relevant to councils and other stakeholders.</p> <p>We will embed the <b>Knowledge Hub</b> across councils, CPPs and other public service partners and evaluate its impact, as well as seek to generate income by securing sponsorship for the Scottish KHub Network, groups and functionality.</p> <p>We will support and further develop the Scottish Local Government <b>Innovation Exchange</b>.</p>	Core Budget + SG contribution

## Transformation, Performance and Improvement

Commitment	Product/Service	Key deliverable	Funding source
<b>Drive collaboration</b>	Community Planning in Scotland Portal	We will develop, deliver and evaluate the usefulness of the <b>Community Planning Support Portal</b> , for CPPs and Health and Social Care Partnerships.	Core Budget + NHS Health Scotland contribution
	Joint Working	We will explore and agree opportunities for joint working with national improvement agencies and other organisations that ensure the widest range of improvement resources are locally accessible on an integrated basis.	Core Budget + Contributions
<b>Provide Practical Support</b>	Self-assessment	We will develop and deliver a wide range of <b>self-assessment</b> support to councils and partnerships throughout Scotland. This will include piloting self-assessment support to Health and Social Care Partnerships.	Core Budget
	CPP support	We will provide tailored support to CPPs that will help them to deliver their statutory duties as defined in the Community Empowerment (Scotland) Act 2015	Core Budget
	Organisational Development	We will work with councils to drive forward effective approaches to <b>organisational development</b> , including <b>workforce planning and management</b> .	Core Budget
	A2L	We will maximise take-up, usage and sharing of learning materials on <b>A2L</b> by councils and partners and work with them to progress the collaborative <b>digital learning project</b> .	Core Budget
	Community Planning Outcomes Profile	We will support CPPs to utilise the <b>Community Planning Outcomes Profile</b> in order to enhance local planning, performance and reporting arrangements, including that required for Local Outcomes Improvement Plan.	SG Grant

## Transformation, Performance and Improvement

Commitment	Product/Service	Key deliverable	Funding source
<p><b>Provide Practical Support</b></p>	<p>Benchmarking</p>	<p>We will continue to deliver the <b>Local Government Benchmarking Framework (LGBF)</b>, including developing a number of improved measures. We will support councils to use the benchmarks that capture variations between council areas by linking these to detailed analysis of variation within council areas, down to neighbourhood level where possible. We will revamp the LGBF website to further enhance its functionality.</p>	<p>32 Council's (MOU)</p>
	<p>HOPS</p>	<p>We will continue to provide support to <b>Heads of Planning Scotland (HOPS)</b>, including supporting the implementation of agreed actions arising from the Scottish Government's Consultation on the Scottish Planning system.</p>	<p>SLA Income</p>
	<p>Change Management</p>	<p>We will further develop and ensure that our <b>Change Management</b> offering meets the strategic change and transformational needs of local authorities and provides the necessary support to improve service delivery, generate efficiencies and financial savings and achieve better outcomes for communities.</p> <p>We will publish a <b>report on our change management survey</b> in order to identify gaps in our current support and where we can best add value for councils.</p> <p>We will develop a model to enhance the delivery of our <b>business analysis function</b> that will seek to provide a flexible solution that will enable councils to call on additional capacity support when required.</p> <p>We will continue to support the work of the <b>embedded Transformation Programme Managers</b> within two local authorities and test the appetite for further expanding this approach with other councils.</p>	<p>Core Budget</p>

## Transformation, Performance and Improvement

Commitment	Product/Service	Key deliverable	Funding source
<b>Provide Practical Support</b>	Community Councils	We will further develop and support the <b>Scottish Community Councils</b> website.	SG Grant
	Planning Skills	We will work with Heads of Planning Scotland, Planning Skills members and Scottish Government to develop and deliver the <b>Planning Skills Programme</b> .	HOPS Income
	Place based approaches	We will continue to facilitate and develop the <b>Place Network</b> aimed at supporting more collaborative working on place-based approaches. We will continue to work with partners to deliver support on the effective use of the <b>Place Standard</b> tool.	SG Grant
<b>Support next generation political and executive leaders</b>	Leadership Programmes	<p>We will work with councils and other public service partners to develop and deliver a range of cross-sector <b>leadership</b> opportunities.</p> <p>We will support SOLACE Scotland with the delivery of their <b>Chief Executive and Senior Executive Leadership Development Programme</b> and the <b>Scottish Women in Public Service Leadership (WIPSL) Network</b>.</p> <p>We will publish the findings of the joint research project on <b>talent management</b> in Scotland’s public services and work with partners to implement the report’s recommendations.</p>	Core Budget
	Elected Member Programme/ CPD Framework for Elected Members	<p>We will deliver a wider range of support to <b>Elected Members</b>, including induction materials for all 1,227 elected members, masterclasses, webinars, briefing notes and CPD support.</p> <p>We will review and relaunch the CPD Framework for Elected Members and encourage local authorities not already using the Framework to sign up.</p>	Core Budget

## Transformation, Performance and Improvement

Commitment	Product/Service	Key deliverable	Funding source
<p><b>Support next generation political and executive leaders</b></p>	<p>Economic Outcomes</p>	<p>We will conclude the <b>Economic Outcomes Programme</b>, having produced 32 Economic Footprint reports, one for each local authority.</p> <p>We will publish a ‘legacy’ report, which will set out the key findings, challenges and opportunities that have been identified across the whole programme and set out how benefits of the work can be sustained beyond the life of the Programme.</p>	<p>32 Council’s (MOU)</p>
	<p>SLAED</p>	<p>We will continue to provide support to <b>SLAED</b>, including supporting the development of a new strategic plan for the organisation and by engaging in the implementation of the Scottish Government’s Skills &amp; Enterprise Review.</p>	<p>SLA income</p>
	<p>National VAW project</p>	<p>We will continue to co-ordinate the <b>National VAW Network</b> and work to ensure that every local authority in Scotland has a high performing VAW Partnership that engages effectively with community planning processes.</p> <p>We will work with strategic and local partners to refine the draft <b>VAW performance framework</b> and support VAW Partnerships across Scotland to use it to measure, demonstrate and further improve their impact.</p>	<p>SG Grant</p>
	<p>Money Advice Project</p>	<p>We will deliver the agreed outputs of the <b>Money Advice Outcomes project</b>, including work streams relating to early intervention, partnership working, performance management, service improvement initiatives and strategic funding of advice services.</p>	<p>UK Government Grant</p>

## Digital Transformation

Theme	Product/Service	Key deliverable	Funding source
<b>Support the development of sustainable strategic options</b>	Digital services	<p>We will exploit our data management expertise, tools and capacity to support community planning partners, health and social care partnerships in improving local outcomes.</p> <p>We will review and put in place revised governance to reflect changes to the customer first service portfolio, ensuring appropriate agreements are in place with the 32 councils and other partners.</p> <p>We will continue to build customer insight and participation into how we develop and deliver our services.</p>	CF Grant
<b>Broker and mobilise resources</b>	Digital Services	We will secure a greater diversity of funding and income sources across the portfolio.	3 <sup>rd</sup> Party Contributions
<b>Drive collaboration</b>	Digital Services	<p>We will exploit our data management expertise, tools and capacity to support community planning partners, health and social care partnerships in improving local outcomes.</p> <p>We will lead and foster an improvement in the ID Establishment Process at every level in the Scottish Public Sector to improve authentication and data sharing in practice.</p> <p>We will help partners meet their GIRFEC legislative obligations by supporting an effective pan-public sector collaboration involving SEEMiS, Police Scotland, NHS Health Board and National Records of Scotland to design, develop, launch and evaluate the Message Exchange Hub Prototype.</p>	CF Grant

## Digital Transformation

Theme	Product/Service	Key deliverable	Funding source
<p><b>Provide practical support</b></p>	<p>Spatial Information Service</p>	<p>We will improve council and customer relationships and work with partners to improve the quality of gazetteer data. We will develop the Spatial Information Service, including Spatial Information Hub to include:</p> <ul style="list-style-type: none"> <li>Extending the range of spatial datasets available on a national basis to support ScotLIS, the wider land and property market and to meet INSPIRE requirements.</li> <li>Promoting the increased usage of spatial information to support operational and strategic decision-making.</li> <li>Enabling the sharing of tools and expertise to supporting the efficient and effective exploitation and management of spatial information.</li> <li>Building a spatial information community within Scottish Local Government and maintain links with others in Scottish public sector. “We will improve council and customer relationships and work with partners to improve the quality of gazetteer data.</li> <li>We will refresh and develop the One Scotland Gazetteer service platform.</li> </ul>	<p>SG grant + 3rd Party Income – Ordinance Survey</p>

## Digital Transformation

Theme	Product/Service	Key deliverable	Funding source
<p><b>Provide practical support</b></p>	<p>Tellmescotland</p>	<p>We will maintain and improve the current service. (and measure progress in line with D1 standards including for customer service and cost per transaction).</p> <p>We will refresh the value proposition and establish a route map and business model for the future, including relationship with mygovscot and funding post 2017/18.</p> <p>We will integrate data management into the spatial information service data hub.</p>	<p>SG grant</p>

## Digital Transformation

Theme	Product/Service	Key deliverable	Funding source
<p><b>Provide practical support</b></p>	<p>Myaccount - verify and sign in</p>	<p>We will maintain and continue to improve the current service. (and measure progress in line with D1 standards including for customer service and cost per transaction).</p> <p>We will grow the use of myaccount within Local Government and Health:</p> <p>Number of Accounts: 300,000 to 500,000            Number of organisations: 25 to 35            Multiple use of accounts and % of returning users</p> <p>We will develop and create a prototype for fully online registration in partnership with delivery partners such as GDS and service providers.</p> <p>We will establish a clear strategy and roadmap for post 2017 – including a revised Scottish Approach to verification and Sign-in in collaboration with SG and the wider public sector.</p> <p>We will define and put in place ongoing service and contract arrangements for a fit for purpose service for post 2018.</p> <p>We will support the development of the policy for wider use of myaccount by the rest of the public sector as part of the digital ecosystem.</p>	<p>CF Grant</p>

## Digital Transformation

Theme	Product/Service	Key deliverable	Funding source
<p><b>Provide practical support</b></p>	<p>Myaccount – data and structured messaging</p>	<p>We will maintain and improve the current service.</p> <p>We will operationalise and grow the use of the datahub (increasing the number of organisations and range of datasets).</p> <p>We will support development of policy for wider use of myaccount based message exchange hub as part of the digital ecosystem.</p>	<p>CF Grant</p>
	<p>National Entitlement Card</p>	<p>We will ensure that we continue to be compliant with emerging legislation and best practice including EU GDPR.</p> <p>We will maintain and improve the current NEC Programme through Dundee City Council.</p> <p>We will complete card replacement with CMD2 for Young Scot holders on a phased basis to support the development of outcomes and priorities</p> <p>We will transition to the new Card Management System.</p> <p>We will implement the development plan for growth in use of the NEC including self-serve options, with the key priorities as outlined in the NEC Strategy. We will maintain the current service through Dundee City Council.</p>	<p>CF Grant</p>

## Digital Transformation

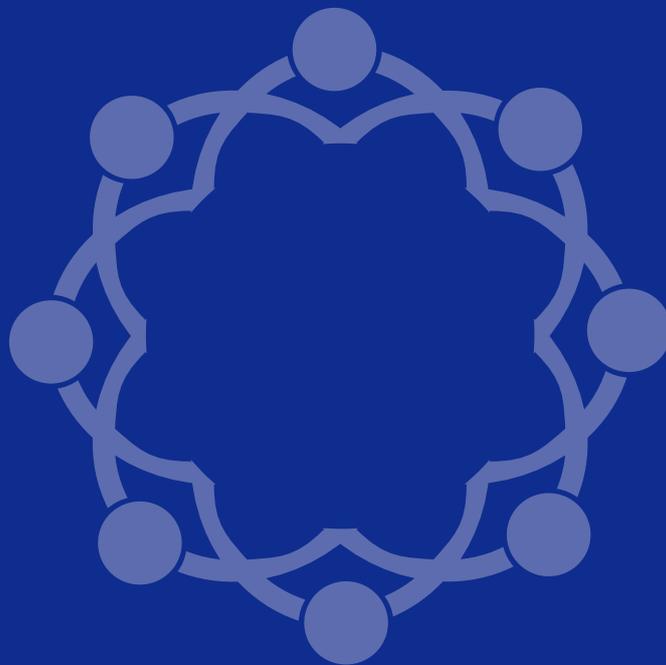
Theme	Product/Service	Key deliverable	Funding source
<p><b>Support the development of sustainable strategic options</b></p>	<p>Digital services</p> <p>Young Scot Rewards</p>	<p>We will work with the SG Digital Directorate, the Local Government Digital Transformation Board and other partners to drive ‘over the line’ digital transformation initiatives including in education and health and Social Care.</p> <p>We will operationalise and launch the business verification service allowing this community to transact securely online with government at all levels in Scotland by using the learning from the current Business Verification Proof of Concept.</p>	<p>CF Grant</p>

## Research and Intelligence

Commitment	Product/Service	Key deliverable	Funding source
<p><b>Provide practical support</b></p>	<p>CPP and External Support</p>	<p>We will deliver a range of analytical support to CPPs and other external partners as required, including summaries of relevant life outcome indicators; administering surveys; delivering workshops and presenting data and evidence. Examples of current projects include a report on teacher staffing numbers on behalf of ADES and the facilitation of the national Instrumental Music survey</p>	<p>Core Grant</p>
	<p>Supporting the use of evidence and accessibility of data</p>	<p>The research team aims to support the use of evidence and data in informing decisions within the Scottish public sector. This includes presenting data and evidence in an easy-to-use manner and ensuring that it is accessible to wide audiences. There are various interactive dashboards and profiles available within the public domain which help to improve the availability and use of data. The Improvement Service currently hosts a number of these tools, including: the Community Planning Outcomes Profile (CPOP) tool, Viewstat, and the Welfare Reform dashboard. We will review and develop these tools in order to improve usability and responsiveness; to incorporate new data and geographies, and to ensure that they add value alongside other data and tools available in the public domain. We will also work with other national partners to review the range of profiles produced across the public sector with a view to rationalise and strengthen their position.</p>	<p>Core Grant</p>

## Research and Intelligence

Commitment	Product/Service	Key deliverable	Funding source
<b>Provide practical support</b>	Internal Research and Analytical Support	<p>We will continue to support the delivery of a range of programmes within the IS including development of CPOP, completion of the final EOP footprint data analyses, and any additional ad hoc projects that may arise. Colleagues will be able to approach the research team for advice and support in research related activity.</p>	Core Grant
	Research Network	<p>We will work with IS colleagues involved in research and analysis to co-ordinate additional cross-team collaboration; to share knowledge and expertise; to provide advice and support to colleagues on research matters, and to develop a forward plan for research activity within the organisation.</p> <p>We will establish a forward plan for research within the Improvement Service based on strategic priorities. This will include a balance between planned research projects designed to meet priorities and future requirements of the IS and partners, alongside reactive capacity to respond to ad hoc enquiries as and when required.</p>	Core Grant
	Priority focused research	<p>Following the production of the research plan the team will design, undertake and report on bespoke research and analysis focused on key priority areas to support local and public services in Scotland. We will liaise with stakeholders in local authorities and SOLACE to identify these priorities. We will also coordinate with stakeholders and research partners to ensure that IS research activities complement and add value to any existing research and analytical work being undertaken.</p>	Core Grant



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