Outcomes are at the heart of what the IS does. We exist to:

**Support councils and their partners to improve health, quality of life and opportunities of all people in Scotland through community leadership, strong local governance and the delivery of high quality, efficient local services.**

The business plan for 2015/16 takes forward the IS development strategy (2013/16) agreed by the Board. The key priorities in the strategy are:

1. To ensure that councils and their partners have the tools and the evidence base to set priority outcomes, monitor performance against priority outcomes, and realign resources behind priority outcomes.

2. To ensure that councils and their partnerships have the capacity and the evidence base for rigorous self-assessment of services, programmes and partnerships, and the ability to link assessment to improvement planning and delivery.

3. To improve councils and partnerships access to robust evidence on cost and performance benchmarks and baselines as a basis for targeting change and improvement initiatives.

4. To ensure that change programmes are efficient and effective by supporting business case development, change programme design and leadership and benefits realisation.

5. To ensure effective information, evidence, expertise and peer support is available to support adoption of new service models and approaches that reduce costs and improve impacts and outcomes.

6. To reduce the cost and increase the quality of training and development opportunities for elected members, managers and staff through shared development, joint commissioning and making available high quality materials on an e-learning basis.

7. To provide local government with analytical and research support to help shape the forward context in ways that enable positive change and improvement at local level.
8. To work in partnership with other improvement services and resources to deliver better and more cost effective support to councils and their partnerships.

Across 2015/16 we are undertaking a full and comprehensive review of our priorities to ensure we continue to effectively support our stakeholders and that our range of products and services continue to be relevant and add value. The outputs of this exercise will inform our forward strategic framework across the next 5+ years.
Achievements against our strategy in 2014/15 include:

- Developing the use of self-assessment in Community Planning with 25 partnerships, and the Third Sector Interfaces (TSI’s) that represent the third sector on CPP’s.
- Leading the development of a partnership with local government, the NHS, Police Scotland, the Scottish Fire and Rescue Service and others to share e-learning materials across the public and third sector in Scotland.
- Implementing the initial phase of the Economic Outcomes Programme and securing extended funding from Local Authorities and Scottish Government to focus on maximising the positive ‘economic footprint’ of the public sector.
- Publishing a research report on the provision of money advice services across Scotland and securing a three year extension, which will enable the project to progress a number of the key improvement actions identified in the research.
- Delivering a range of support across Local Authorities aimed at sharing intelligence and mitigating the impacts of Welfare Reform.
- Developing materials and approaches to local scrutiny of Police and Fire & Rescue Services and supporting Community Safety partnerships, particularly in relation to developing ‘total place’ approaches.
- Working with third sector and public partners to support improved outcomes for children and young people in relation to GiRFEC.
- Developing materials and supporting local partnerships across Scotland on issues concerning Violence Against Women.
- Extending the Local Government Benchmarking Framework to take in partnerships and to improve the measurement of outcomes.
- Extending the use of our ‘Tell Me Scotland’ online information system to 29 councils, the NHS, Transport Scotland and Scottish Government.
- Launching the new mygovscot myaccount service in April 2014, supporting getting services to the right person with accounts growing by c5000 per month
- Re-procuring and upgrading our ‘Khub’ knowledge and practice sharing framework and extending its use across councils, CPP’s, Scottish Government, other public services and the third sector.
- Working with six groups of councils to develop proposals to share capacity and assets in the Roads Maintenance Service.
- Providing research and business analysis support to 25 councils and partnerships across Scotland.
Contributing to change and development through participation and practical support for the ‘What Works Centre’, the Public Service Reform Board, the Procurement Reform Board, the National Community Planning Group, the Digital Strategy Board, etc.

Launching the new IS website in December, which should realise cost savings of almost £5k per annum.

Working with SOLACE Scotland to develop and publish a menu of development opportunities for their senior manager members that focuses on change and key transformational skills, uses informal mechanisms for the actual delivery of learning, creates opportunities for collaborative learning between members and with the rest of the public sector and builds on national cross sector leadership development initiatives that are underway.
How we are Organised

Our planning is focused around 3 core programmes: ‘Improving Outcomes’, ‘Improving Delivery’ and ‘Supporting Change’. All support is organised through the ‘Business Support’ team. Research and Intelligence support is directed by the Chief Executive.

Although our staff are based in these programme teams for operational purposes, any particular development will draw on staff from across teams to ensure an integrated approach. In reality, all teams and programmes are inextricably linked by the key unifying theme of supporting councils and their partners to improve on outcomes.

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 the Customer First programme and services. We have also secured a number of specific grants.

We also generate additional funding and resourcing and have set a priority target of bringing in £750,000 for the year ahead.
Challenges and Priorities

Scotland’s councils face formidable challenges across the next period. Factors such as demographic change, including ageing population and the ongoing impact of further roll-out of Welfare Reform are likely to impact on demand for a range of public services. Budgets are likely to reduce by at least 6% in cash terms (13% in real terms) across the next four years and demand on major services will continue to rise. As schools and social care are likely to be relatively protected, other services are likely to face higher levels of budget reduction and this will raise issues about capacity, resilience and quality in often small scale services. This implies a focus on three key areas for the IS:

1. **Prevention and reducing demand** and cost by early intervention. This hinges on better identification of the families and communities most likely to experience negative outcomes and adoption of effective prevention/early intervention approaches. The work of our Research and Intelligence Unit, the Economic Outcomes programme and our support for ‘place’/neighbourhood approaches will focus on this.

2. **Improving productivity and resilience** through adopting new ways of working and sharing capacity and resources. As major efficiency savings have been made across the last four years, this will require a step change, not simply more of the same. Our work on digital and online services, flexible and mobile working, shared capacity and resourcing, and elected member development will focus on this.

3. **Supporting change and transformation** to ensure that necessary developments are effectively planning, designed, resourced and delivered. The need to make reductions in corporate capacity to protect front line services across the last five years has reduced councils corporate change capacity. The work of our Research and Intelligence Unit, our Business Analysis team, our Digital Services team and our Change and Development team will focus on delivering practical support for councils.

In all these areas, our investment in knowledge and practice sharing (Khub), our partnership in training and development, and our assessment and improvement framework (PSIF) will be fully drawn upon. The plan for 2015/16 shows the planned steps we will take but, as in previous years, around 30% of our work will be in response to requests for support by councils. Our own resources will be augmented by our partnership arrangements with other public improvement services, and by bringing in financial support from outwith the sector. The target for 2015/16 is to bring in additional financial support of at least £750,000.
Programme Priorities: Supporting Change

Lead: Sarah Gadsden, Head of Change and Development

Our core purpose is to support councils and their Community Planning partners to deliver transformational and operational level change in order to improve outcomes for local communities across Scotland.

Our role within the IS is very much twofold. Whilst we work directly with councils and other public service partners to support the development of their capacity to deliver change, we also work closely with the IS Improving Outcomes, Improving Delivery and Research and Intelligence teams to support them with the delivery of aspects of their programmes that require change capacity. We also work with other IS teams, when appropriate, to deliver joint support to councils and their partners.

Our core priorities for the year ahead:

- To work on a range of national initiatives that will help support councils and their partners to achieve improved outcomes.
- To support councils and their partners to develop and implement transformational and operational change that contributes to the achievement of improved outcomes.
- To provide a framework and support mechanisms to capture and exchange knowledge and data, highlight good practice and promote collaborative activities and technologies.
- To enhance the capacity of the public service workforce.
- To enhance the capacity of local political leaders.

The Supporting Change team also offers tailored support and advice to councils and their partners on a wide range of issues. The Supporting Change programme is organised around four overarching themes, each of which are closely interlinked and are fundamental to effective change management:

1. **People** - our focus is on how we support and build the capacity of people (workforce, elected members and communities) to deliver and respond to change. This will include supporting the development of collaborative leadership among partner agencies at a local and national level. The ‘people’ theme will help to address some of the cultural issues associated with delivering change and help to build people’s resilience, skills and capacity to respond to change and to work and behave in new ways by using a range of organisational development interventions.

2. **Change Management** - our focus is on how we support councils and their partners to manage the ‘hard’ aspects of organisational and partnership design in support of change. Such change means councils and CPPs will need to look at how they redesign local services and how services will need to operate differently to deliver that changes that will support improvements in inequalities of outcomes across communities. This is likely to include supporting councils and partnership with some of the design and business change issues they will face in identifying and addressing system failures that drive demand and expenditure patterns; service level integration; place based/locality working approaches; joint resource planning and management; and mobile and flexible working.
3. **Performance and Productivity** - our focus is on how we support councils and CPPs to understand how they are performing and what they need to do to improve, as well as how they can improve their productivity. We will support the deployment of self-assessment and improvement tools, such as the Public Service Improvement Framework (PSIF) and Partnership Checklist, and continue to build the capacity of colleagues in councils and CPPs to use these tools. We will also support councils and their partners to introduce techniques such as benefits realisation into their business and improvement planning to demonstrate the impact of improvement activity. Finally we will assist councils and CPPs with the identification of improvements and efficiencies through the development of business cases and process mapping. This theme will interlink with the IS work on benchmarking and outcome profiling.

4. **Knowledge and Learning** - this theme is a crucial element of everyone’s role within the IS, to further develop our approach as an organisation to share the knowledge and learning arising from our programmes. Our focus is on providing the framework and tools for IS teams, councils and other public services to exchange knowledge and collaborate with others.

The Change and Development team also has responsibility for delivering the Heads of Planning Scotland (HoPS) Business Support Service and Planning Skills Programme, which are self-financed by Planning Authorities. Due to the successful delivery of these services, from 2015/16 the team will also deliver a business support service for the Society of Chief Officers of Transportation in Scotland (SCOTS).

**Our specific offers for the year ahead**

Aligned to each of our core priorities, our offerings of support to councils and their partners for 2015/16 are outlined below.

**We will work on a range of national initiatives that will help support councils and their partners to achieve improved outcomes.**

- We will work with councils and other public service partners to progress the priorities of Workforce Scotland.

- We will work with CPPs, other public service partners and the IS Improving Outcomes team to deliver activities that support Community Planning.

- Working with the IS Supporting Delivery team we will support councils with the implementation of the Local Government ICT Strategy.

- We will ensure that the knowledge and outputs emerging from the What Works Scotland Centre are shared with councils and their partners and inform our programmes and practice.
**We will support councils and their partners to develop and implement transformational and operational change that contributes to the achievement of improved outcomes.**

- We will support councils and their partners to develop and implement approaches to locality/place based work and joint resource planning and management, a key element of which will be to build their organisational development capacity.

- By developing our business analytical capacity we will provide business analytical support to councils and their partners to facilitate the delivery of change.

- We will develop and facilitate a network for council Change Managers, including base lining change activity across all councils and identifying opportunities for collaboration around change activities and skills development.

- We will continue to manage, develop and roll out PSIF and support councils and other PSIF organisations to maximise its value to them.

- We will provide hands-on support to CPPs to embed self-assessment and improvement planning through the use of the Partnership Checklist and build the capacity of colleagues within the CPP to facilitate their own self-assessment.

- We will continue to work with councils to drive forward effective approaches to workforce planning.

---

**We will provide a framework and support mechanisms to capture and exchange knowledge and data, highlight good practice and promote collaborative activities and technologies.**

- We will develop an approach and tools for IS staff to support them to capture, share and embed knowledge into practice, including exploring options for the development of an IS intranet.

- Working with the IS Business Support team we will develop a corporate communications toolkit/portfolio, including considering how we use social media.

- We will maximize the take up and usage of the Knowledge Hub across councils and other public service partners and evaluate its impact.

- We will continue to develop the main IS website, and develop a mobile version, which provides a gateway to a range of tools, data and information relevant to councils and stakeholder organisations.

- We will continue to deliver a business support service for Heads of Planning Scotland that includes facilitating their collaborative activity and managing their website and commence the delivery of a new business support service for the Society of Chief Officers of Transportation in Scotland.
We will enhance the capacity of the public service workforce.

We will maximise the take-up, usage and sharing of learning materials on A2L by councils and partners and work with them to implement the collaborative Digital Learning Project.

We will work with councils and other public service partners to develop and deliver cross-sector leadership opportunities, including Leadership Exchanges and the Enabling Collaborative Leadership Pioneer Programme.

We will support SOLACE Scotland with the delivery of their Chief Executive and Executive Director Leadership Development Programme.

We will work with University of West of Scotland, councils and other public service partners to deliver a research project on talent management in Scotland’s public services.

We will work with Heads of Planning Scotland to develop and deliver their Planning Skills programme which will be focused on exchanging planning practice and skills between authorities and other relevant stakeholders.

We will enhance the capacity of local political leaders.

We will continue to develop and deliver a wide range of activities to support elected members’ development needs.
Programme Priorities: Improving Outcomes

Lead: Andrew McGuire, Head of Improving Outcomes

The Improving Outcomes Team works alongside the other IS Teams to provide a range of support to Councils and CPPs focused on implementing the public sector reform agenda. Our role is to support Councils and partnerships to focus on their key outcomes, identify areas for improvement, integrate service planning and better manage performance. The ultimate purpose of this is to deliver better outcomes for Scotland's communities.

Our core priorities for the year ahead:

- To help shape and implement the public sector reform agenda, by supporting better partnership working, performance management, joint resourcing and preventative approaches.
- To support councils and their partners to achieve improved outcomes and reduced inequalities.
- To deliver a national programme aimed at maximising the positive impact of the public sector on the economy.

The Improving Outcomes team will also offer bespoke consultancy advice and hands-on support to councils and their partners on a wide range of issues aimed at improving outcomes.

The Improving Outcomes Team is organised around three core units.

1. Outcomes Focus and Public Sector Reform - This incorporates our general outcomes development work, supporting capacity building within Councils and CPPs to deliver improved outcomes for communities.

2. Thematic Outcomes Projects – This includes work focused on driving forward the broad outcomes, reform and improvement agenda within the context of particular topics and sectors. It includes projects focused on Police & Fire, GIRFEC, Violence Against Women, Money Advice and wider advice services.

3. Improving Economic Outcomes – This workstream is premised on the fact that enhanced economic outcomes are central to driving improvements in wider outcome areas. By focusing on the economic levers that are within the direct influence of the public sector, the programme will work with Councils and CPPs to explore how they can maximise the positive economic impact of the public sector.

In delivering these programme areas, the Improving Outcomes team will work closely with the other IS Teams.
Our specific offers for the year ahead

Aligned to each of our core priorities, our offerings of support to councils and their partners for 2015/16 are outlined below.

We will help shape and implement the public sector reform agenda, by supporting better partnership working, performance management, joint resourcing and preventative approaches.

We will work with SOLACE, the Scottish Government, COSLA and other stakeholders to further develop effective approaches to public sector reform and help embed outcome-focused working.

We will provide practical support and advice to Councils and CPPs to assist them in developing their approach to public sector reform and outcome-focused working. This is likely to encompass a wide range of issues such as effective use of evidence-base, targeting inequalities, performance management, better partnership working, joint resourcing and prevention approaches.

We will support Councils and their partners to achieve improved outcomes and reduced inequalities.

We will deliver a series of projects which will help drive implementation of outcome-focused approaches across a range of key sectors and topics.

Our Money Advice project will support councils and their partners to implement the good practice principles laid out in the Framework for Public Funding of Advice. We will offer consultancy and hands-on support around specific areas of the framework including improved partnership working and sharing of good practice.

We will also develop a robust performance management framework for councils to measure the contribution they make to the money advice sector in Scotland and facilitate continuous service improvement.

Our Violence Against Women project will deliver support to local VAW partnerships across Scotland in helping them embed outcomes-focused approaches and develop improvement plans.

We will continue to work with Barnardo’s Scotland and Voluntary Action Scotland to deliver the National third sector GIRFEC project to support improved outcomes for children and young people.

Working with Scottish Government, we will provide advice on Safer Communities, including ‘total place’ approaches, and Police and Fire & Rescue Service reform.

Working with Police Scotland and the Scottish Fire and Rescue Service, we will help develop thinking and deliver support and improvements in relation to local scrutiny of safer communities.
We will deliver a national programme to maximise the positive impact of the public sector on the economy.

We will lead delivery of the second phase of the Economic Outcomes Programme.

Working with SOLACE, SLAED, the national economic development bodies and other stakeholders, we will develop an approach to assessing and improving the ‘economic footprint’ of Councils / partnerships. This work will directly engage the leadership teams of Councils and CPPs.

We will work with SLAED to provide secretariat support, further develop their approach to Performance Management and deliver a range of training and development sessions for economic development professionals.

We will deliver ‘masterclass’ sessions on the role of Elected Members in maximising economic outcomes.
Programme Priorities: Research & Intelligence

Lead: Colin Mair, Chief Executive

This IS has had a small research and analysis team whose work has focused on improving the evidence base for understanding the pattern of needs in local areas across Scotland, and the factors shaping outcomes and inequalities of outcome. The team have also developed tools to make available data more accessible and useful to local decision makers. It also provides analytical support for other IS programmes and directly to councils.

The IS also has a team responsible for managing and developing the Local Government Benchmarking Framework, and for developing the framework for Community Planning. These frameworks aim to provide standardised high level measures of cost, output and outcome that identify variations between councils and partnerships. They pose questions about why variations between areas are occurring that can be pursued to share good practice and improve performance.

Both teams have substantial, committed forward work programmes that will continue to drive their work. However, there is a strong interrelationship between their work, and significant overlap in the analytical skills necessary. It is critical that their work is fully aligned and useful synergies are captured. In 2015/16, a virtual ‘Research and Intelligence’ Unit arrangement will be trialled, reporting directly to the Chief Executive.

The virtual ‘unit’ model will allow a limited capacity to be more fully exploited, will allow priorities to be more consistently set, and will improve resilience through greater interchangeability of staff.

Our core priorities for the year ahead:

- To provide research and analytical support for priority IS programmes and, specifically, to provide the analytical capacity for the Economic Outcomes programme.
- To provide direct research and analytical support to councils and partnerships to optimise the impact of local data and information.
- To undertake depth studies of major issues relating to improving outcomes and reducing inequalities of outcomes.
- To improve and refine the Local Government Benchmarking Framework by improving the outcome measures for education and social care, and implementing a more consistent and reliable approach to satisfaction with local services.
- To develop, refine and implement Local Outcome Profiles for each Community Planning Partnership in Scotland on a standard basis, and to support CPP’s to use the profile to drive their outcome improvement plans.
## Our specific offers for the year ahead

<table>
<thead>
<tr>
<th>Offer</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working with SOLACE and councils, we will develop consistent measures</td>
<td>of councils economic footprint through employment, procurement and asset creation and</td>
</tr>
<tr>
<td>deployment as part of the Economic Outcomes programme.</td>
<td></td>
</tr>
<tr>
<td>Working with councils, we will develop tools for transforming the</td>
<td>information generated by routine service and administrative interactions with the public</td>
</tr>
<tr>
<td>into useable strategic and operational intelligence.</td>
<td></td>
</tr>
<tr>
<td>We will create and support a Research and Intelligence Community</td>
<td>of Practice that includes users of research and intelligence as well as providers.</td>
</tr>
<tr>
<td>of Practice that includes users of research and intelligence as well</td>
<td>as providers.</td>
</tr>
<tr>
<td>as providers.</td>
<td></td>
</tr>
<tr>
<td>We will provide every CPP in Scotland with a local outcome profile</td>
<td>and work with them to fit it to local planning and performance requirements.</td>
</tr>
<tr>
<td>Working with councils, we will deliver improved measures of education</td>
<td>and social care outcomes, and of public satisfaction with services.</td>
</tr>
<tr>
<td>We will support councils to use the benchmarks that capture variations</td>
<td>between council areas by linking these to detailed analysis of variation within council</td>
</tr>
<tr>
<td>areas, down to neighbourhood level.</td>
<td></td>
</tr>
<tr>
<td>We will strengthen our research and intelligence capacity to offer</td>
<td>10 days of direct support to all councils.</td>
</tr>
</tbody>
</table>
Programme Priorities: Improving Delivery

Lead: Paul Dowie, Director of Shared Services

We will continue our focus on the exploitation of opportunities to deliver high quality digital public services.

We will support public services to meet challenging fiscal pressures and increasing service demands. In parallel Councils, partners and the wider public sector must deliver efficiency savings, and provide sustainable front line service delivery. Our products and services will be key enablers to support their business and technological requirements to meet these challenges.

Shared Services – mygovscot myaccount

Through the mygovscot myaccount service our core aim is to be the UKs leading provider to the public and third sectors for a secure and trusted online registration and authentication service – helping deliver services to the right person. We do this by adopting national and international standards around security and information assurance, data management to ensure high quality digital public services are delivered to Citizens’. We are committed to service innovation, and supporting the delivery of improving outcomes across Scotland.

Our core priorities for the year ahead:

✓ To continue to deliver existing national core services to 2+ million citizens using secure and trusted technologies, supporting the delivery of high quality digital and smartcard public services.

✓ To work in partnership with Councils and the wider public sector, we will explore business and develop opportunities in support of national and local digital strategies around the exploitation mygovscot myaccount and the National Entitlement Card smartcard.

In delivering and maintaining our core services, we will:

* Provide a secure identity assurance, authentication and change of circumstances messaging service through the national mygovscot myaccount service

* Provide a ‘best in class’ data management service incorporating national and international standards, protocols and guidance for adoption by all service providers using mygovscot myaccount

* Continue to manage a Scottish Public Sector smartcard solution and shared Card Management System (CMS) for the National Entitlement Card (NEC) scheme that will:
  ◊ underpin the delivery of the national concessionary travel scheme across Scotland including the issue of over 1.9 million NEC customers (and shared customer records).
  ◊ underpin the delivery of the Smart Ticketing Delivery Strategy via an ITSO smart travel card (and shared customer records).
  ◊ underpin the delivery of the Young Scot Card including the issue of over 590,000 Young Scot NEC cards (and shared customer records).
  ◊ underpin the delivery of a new value added National Entitlement Card (NEC Online) service through mygovscot myaccount.
Maintain the National Gazetteer, a complete data set of over 3.2 million property records in Scotland that:

◊ supports National and Local Governments’ Spatial Information Strategy and ambitions around the adoption of high quality mapping products and services, underpinned through OSMA.
◊ enables the issue of around 13,000 home energy certificates per month.
◊ supports ePlanning, issuing around 900 online planning applications per month.

Our specific offers for the year ahead

Aligned to each of our core priorities, our offerings of support to councils and their partners for 2015/16 are outlined below.

We will work in partnership with Councils and the wider public sector; we will explore business and develop opportunities in support of national and local digital strategies around the exploitation mygovscot myaccount and the National Entitlement Card smartcard.

We will further engage with stakeholders around the adoption of the mygovscot myaccount service, within Local Government, Health and Social Care and the wider public sector, to support ambitions to provide high quality and efficient digital public services, leading to better outcomes for customers. We have set ambitious targets around achieving 15 -20 organisations using the service by March 2016.

We will provide, in collaboration with service providers, a diverse range of local and national secure and trusted digital public service to over 1 million accounts over the next twelve months.

We will support business development opportunities around the take up of mygovscot myaccount within councils, including online school payments.

We will continue to work with the NHS on national and local initiatives (including expansion of My Diabetes My Way service), to further develop enabled digital services for more patients and client groups to self-manage conditions, and access their own information securely online.

We will continue to work with the Scottish Government to build and implement the use of myaccount within the Justice, revenue and wider central government.

We will deliver a new value added service for the National Entitlement Card by delivering an online card capability service for customers, to request new replacement cards and report lost and stolen cards through mygovscot myaccount.

We will support business development opportunities around the take up of cards within the public sector for a wider range of ‘smart’ services, especially for greater use in transport, education and for young people.

We will demonstrate and evidence the contribution that myaccount services is bringing to achieving efficiencies through channel shift and supporting innovation in improving outcomes.
We will continue to deliver existing national core services to 2+ million citizens using secure and trusted technologies, supporting the delivery of high quality digital and smartcard public services.

- We will continue to ensure the core Customer Services are available to councils and partners to maintain high quality services to their 2 million+ customers.

- We will achieve improved service quality and information assurance including appropriately recognised accreditation resulting in greater customer confidence and wider adoption of our services.

- Develop a collaborative and customer driven approach to service delivery, change management and business development including through the Information Assurance and Standards Management Forum and the myaccount Users’ Forum.

- We will work with partners to progress the roll out of new CMD2 smart cards.
Shared Services - Development

Shared Services and collaborative working will have an essential role to play in meeting the forward financial challenges. There is an opportunity to re-focus on shared capacities and capabilities, building on the progress and achievements of collaborative initiatives over the last twelve months.

Our core priority for the year ahead:

✓ We will continue to support Councils, their partners and the wider public sector to engage and energise around potential shared services and collaborative opportunities in support of national and local service transformation and change programmes.

Our specific offers for the year ahead

Continue to provide support to Councils, their partners and the wider public sector around potential shared service initiatives, including knowledge capture and to support and encourage further exploration and exploitation.

Support development of Local Government ICT/Digital Strategy including the development of the collaboration hub and specific projects across the portfolio (including for example - mobile working, self-directed support, and school online payments).

Provide ongoing support to the national Scientific Services shared service.

Provide ongoing support in the development of the national collaborative Road Maintenance Programme.

Support the development of collaborative Road Maintenance initiatives.

Ongoing support for exploitation of the Scottish Public Information Notices Portal ‘tellmescotland for display of all councils’ (28) and (20) wider public sector organisations’ public information notices in a single view to improve the customer journey and achieve efficiencies.

Promote the increasing use of the One Scotland Gazetteer and AddressBase through collaboration with the Ordnance Survey and other land and property information initiatives in Scotland.

Develop opportunities to generate increasing benefit from managing Scottish local government’s spatial information collectively in partnership with Scottish Government and other organisations. This will also ensure that the obligations within the INSPIRE EU directive are met by Scottish local government and that a shared capacity for exploiting spatial information is developed.