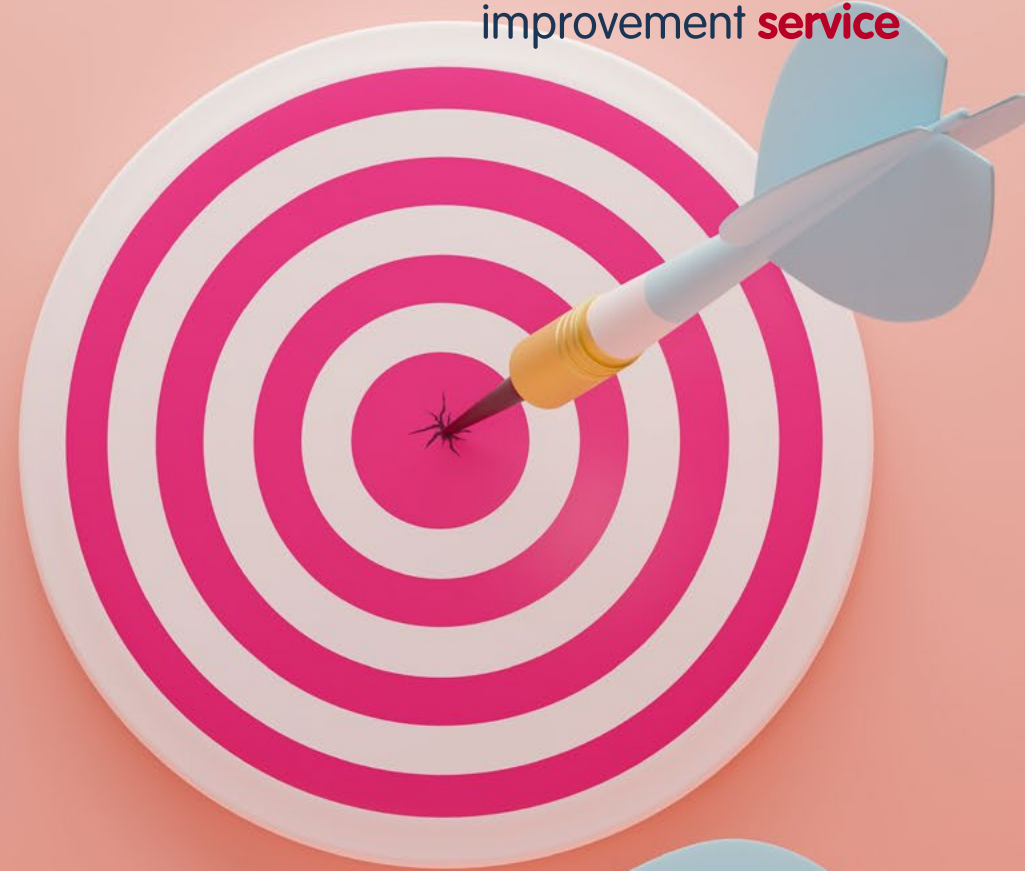


*The 'go to' organisation for Local
Government improvement in Scotland*

is.
improvement **service**

Business Plan

2022 — 2023



Contents

1. Introduction	3
2. Our Operating Context	4
3. Our Strategic Priorities	7
4. Our Corporate Priorities	16
5. Key Success 2021/22	17
6. Our Approach	26
7. How we Measure Success	28
8. How we are Funded	29
Appendix 1: The Business Plan 2022/23	31

1. Introduction

The Improvement Service (IS) is the ‘go-to’ organisation for Local Government improvement in Scotland.

Our vision is:

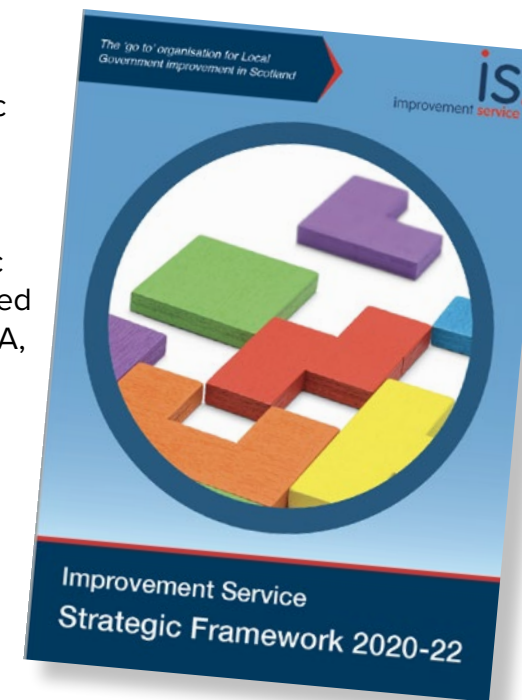
‘To be an agile organisation that supports and mobilises resources for our partners to manage the challenges they face in improving outcomes and reducing inequalities’.

Our purpose

- Provide leadership to Local Government and the wider system on improvement and transformation;
- Develop capability and capacity for improvement within Local Government;
- Deliver national improvement programmes for Local Government and partners and support councils to improve at a local level;
- Provide research, data and intelligence to inform Local Government’s policy-making and decision-making and to drive improvement;
- Deliver national shared service applications and technology platforms; and
- Broker additional resources from outwith the sector to support the delivery of Local Government’s priorities.

Our Business Plan for 2022/23 takes forward the commitments in our Strategic Framework and sets out our deliverables and activities for the coming year.

We will develop a new five-year Strategic Framework during 2022/23. As highlighted in our Partnership Agreement with COSLA, we will align our strategic planning cycle with COSLA following the Local Government elections in May 2022.



2. Our Operating Context

The operating context of Local Government continues to evolve at speed, with the Covid-19 pandemic intensifying the range of challenges already faced.

Local Government continues to face significant financial challenges, with COSLA estimating a gap of around £251M still remaining for 2022/23. This creates immediate and long-term implications for councils, including their ability to manage the financial impacts of the pandemic and deliver essential services.

Aligned to this, citizens are experiencing the negative impacts of increased financial pressures due to high inflation, soaring gas and electricity prices, high fuel costs etc., which will likely result in an increased demand for increasingly stretched council services. Socio-economic disadvantage and inequality of outcomes has exacerbated during the pandemic, which has been a social and economic crisis just as much as a health crisis.

The outcome of the National Care Service consultation will have far-reaching implications for councils and the wider Local

Government family. A final decision on the scope and shape of the new body has still to be announced, however, it could result in significant reorganisation within Local Government if all the services named in the consultation move from local authority control into the new body. This would undoubtedly have significant implications for the future sustainability of Local Government as we currently know it.

Councils are operating in a climate of uncertainty in relation to the trajectory of the pandemic and its impact on operations. They are continuing to respond to the pandemic at the same time as recovering services, dealing with increased demand and backlogs and thinking about future transformative and sustainable service delivery models.

A key priority over the next 18 months will be the delivery of the national Covid-19 Recovery Strategy, which will be jointly governed by Scottish Government and Local Government, through COSLA. This sets out the actions that will need to be taken to address systemic inequalities made worse by Covid, make progress towards a wellbeing economy and accelerate inclusive person-centred public



services. The strategy focuses on four key areas, which have clear links to IS Business Plan deliverables – financial security for low income households, wellbeing of children and young people, good green jobs and fair work, and rebuilding public services.

The Local Government workforce has experienced high absence levels, which has impacted on health and wellbeing, with challenges recruiting to critical posts in some service areas. A resilient and well supported workforce is vital to the ongoing response and recovery, particularly with increased demand for services in some areas, and our work on Organisational Development will be critical.

It is likely that as offices start to reopen over the coming months, hybrid approaches to working will become common practice, with staff working between the office and remotely. This will create opportunities to work differently and potentially to attract a wider talent pool. It will undoubtedly create some challenges too, for example, running events and meetings with some people attending in person and others attending remotely.



Councils will welcome new elected members, following the Scottish Local Government elections on 5th May 2022. Indications are that some councils expect to experience a 50% turnover in elected members. This will create short-term challenges whilst new members settle into their roles and new administrations are formed. Our Elected Member Development

Programme will play a key role in supporting new members.

Climate change continues to be a huge challenge facing Local Government, impacting on every community and local authority service area. How to best deliver the necessary transformation is of growing importance in UK and Scottish Government policy, with the Scottish Government and COSLA committing to a just transition to Net Zero by 2045. Action to deliver this transition presents an opportunity for councils to deliver positive health and wellbeing outcomes and reduce inequalities as part of Covid-19 recovery. We will work with the Local Government community to embed and accelerate climate change action through tailored, relevant and practical programmes of support which demonstrate the benefits for different outcomes and priorities.

The use of digital services grew exponentially during the pandemic, and will likely continue to grow, creating different opportunities for the way in which councils do business. At the same time, we need to guard against an increased risk of exclusion within our most vulnerable communities. A key priority for Local Government over the next year will be to work with Scottish Government, other public services and industry to deliver Scotland's Digital Strategy. The work of our Digital Public Services and Data and Intelligence teams will be critical to the successful delivery of this strategy.

Local Government's response to the pandemic has underlined the critical role of data and intelligence within public services, highlighting the importance of timely, relevant and good quality information for providing insight, supporting decision making and targeting resources. Our ambitious work with COSLA, Solace and the Digital Office for Scottish Local Government to develop a Local Government Data Platform will ultimately deliver improvements in the way Local Government manages and uses data.

As councils continue to reset their strategic priorities and direction over the next year, as part of their approach to recovery and renewal, it will be more important than ever to use the learning garnered through the Covid-19 response as a catalyst for sustainable transformation. Our Business Plan sets out the contribution we will make, aligned to our Strategic Framework 2020/22.

We will continue to work with partners within and beyond the Local Government family, to support councils through challenging times and to contribute to the delivery of Scotland's National Performance Framework.

3. Our Strategic Priorities

Across 2022/23 we will focus our resources on providing improvement support and services that will help us deliver our four strategic priorities.

1. We will support Local Government to live with Covid-19

We will continue to adapt our programmes, products and services as necessary to support Local Government's contribution to the delivery of Scotland's Covid Recovery Strategy and councils with the delivery of their Covid recovery plans. There are clear synergies between our key Business Plan deliverables and the four priorities set out in the national Recovery Strategy – Financial Security for Low Income Households; Wellbeing of Children and Young People; Good, green jobs and fair work; Rebuilding public services – how we will deliver. We are also working with the Scottish Government in relation to the wider role the IS will play in supporting the delivery of the strategy.

2. We will support Local Government to re-build post Covid-19

We will work with councils as they transition from response and recovery to renewal. This will include undertaking work to redesign and reconfigure services in ways that are truly transformative, sustainable, innovative, accessible and digital. We will deliver inclusive omni-channel approaches to public services for those who cannot access digital public services, choose not to or who

lack access to the right technology, connectivity or traditional forms of identity evidence.

In collaboration with a group of self-selecting Local Authority Chief Executives, we will develop a 'think piece' on leading transformation within place/ local public services, framed within the context of known policy commitments, inevitable changes and innovative practice within Scotland, the UK and internationally. This work will be valuable not only in accelerating the changes we have begun to see, but also in reimagining the delivery of key services in a truly transformative way. It will also inform the development of the next IS five-year Strategic Framework, by helping us define the types of support that councils will find most useful as they innovate and transform.



3. We will support Local Government's contribution to Scotland's National Performance Framework

Economy (Sustainable Inclusive Growth)

We will provide support to the Scottish Local Authority Economic Development Group (SLAED) to bring local authority economic development colleagues together to share good practice and tackle common challenges through the various Strategic and Thematic Groups.

We will work with SLAED to deliver the refreshed SLAED Strategic Plan 2022 – 2025 to respond to the impact of the pandemic and deliver on the collective priorities for the next 6 to 12 months. We are also working to ensure that Local Government economic development can effectively influence Scottish Government policy and practice through the gathering and sharing of local economic intelligence and through collating responses to consultations. We will extend the reach of our business verification service - bisaccount.scot - to more organisations, helping local businesses transact securely online. We will further develop it to allow businesses to delegate authority to employees to transact on a business' behalf.



One Left Behind, which will help transform Scotland's employability support system in a radical change towards an all age, needs led, person-centered and integrated range of services that can contribute to sustainable fair employment and tackle the root cause of poverty and disadvantage for priority groups and communities. We will effectively contribute to the delivery of the Scottish and Local Government Partnership Agreement through an equalities first approach, supporting inclusive economic recovery and wellbeing. We will provide practical improvement support to councils to help strengthen Local Employability Partnerships, develop improved service user engagement and contribute to the development of frameworks that support national coherence and local flexibility. We will work with Scotland Excel to support a national approach to local commissioning.

Environment (Climate Change)

We will work with SOLACE, COSLA and others to provide practical improvement support to councils on climate change. This will include helping connect councils better with good practice, signposting to existing resources, tapping into existing networks, supporting elected members' knowledge and scrutiny on this issue, helping embed the climate change agenda across the full range of programmes and supporting professional groups that have a role to play. We will seek to align with skills development and green jobs to ensure connectivity with other Scottish and Local Government policies and programmes. We will explore funding opportunities with Scottish Government to support our priorities on climate change, with a particular focus on work with Scottish and Local Government to consider and evidence the implications of net zero interventions on tackling poverty and inequality, helping to join up significant policy agendas. We will also engage with the Scottish Cities Alliance and Edinburgh Climate Change Institute to explore how we can support their Carbon Scenario Tool Pathfinder Project, particularly in

Fair Work and Business

We will work with SOLACE, COSLA, SLAED and Scottish Government to continue to develop and deliver the shared ambitions of No

relation to baselining data for area-wide emissions and developing a climate data repository for Scotland.

Health (and Social Care)

In order to support the delivery of Scotland's public health priorities, we have recently entered into a Partnership Agreement with Public Health Scotland and COSLA. We will finalise a tri-partite delivery plan, which will focus on the following priority areas: Shaping Places for Wellbeing Programme, child poverty, economic recovery, gender-based violence, data and intelligence, health and social care and elected member development.

We will work with national improvement bodies to deliver collaborative improvement support to integration authorities, including introducing a joint account management approach (JAM). The improvement support will be offered through the JAM approach, having been successfully tested with 2 Health and Social Care Partnership Chief Officers last summer. Support will comprise of an annual meeting with the Chief Officer and bi-monthly meetings with named persons from the Health and Social Care Partnership and the JAM team to progress improvement work. Seven national organisations make up the JAM team: Care Inspectorate; Healthcare Improvement Scotland; Improvement Service; Public Health Scotland; NHS National Services Scotland; NHS Education for Scotland; and Scottish Social Services Council.

We will work with Audit Scotland to ensure that our self-assessment and improvement planning offer complements, informs and supports the development of the Accounts Commission's approach to Best Value for Integration Joint Boards. Self-assessment is seen by Audit Scotland as a key part of the new audit and inspection approach for IJBs, which is planned to commence in autumn 2023.

We will support Local Government's response to the outcome of the National Care Service consultation, which could result in significant reorganisation within Local Government depending on the scale and scope of the new body.

Poverty

We will continue to work with the Scottish Government to assist its review of debt levy funding. Following an extensive engagement process we are evaluating the effectiveness of a range of funding models. Currently we are assessing the effectiveness of a grants programme supporting change and innovation and exploring the feasibility of developing a partnership framework that will be used to assist the adoption of a joint approach to funding advice services. The partnership framework will help to align the significant Local Government investment in advice services with the broader range of Scottish Government advice-related funding.

For the seventh consecutive year, we have produced an annual overview report, alongside individual local authority reports, which evidence the impact of local authority investment in money and welfare rights advice services. This work will be used to support improvement within the sector.

We are managing a two year 'Test and Learn' Programme on behalf of the Scottish Government, in which welfare rights workers have been placed in around 150 of the most deprived GP Practices in Scotland. Funding for this initiative is being channeled through local authorities.



We are analysing the availability and accessibility of advice services in Scotland and sharing examples of effective delivery approaches – particularly those that reach socially and economically excluded individuals.

Poverty/Children

We will continue to work with local and national partners to support the ongoing development, implementation and improvement of effective child poverty interventions. In doing so, we will continue to host the Child Poverty Peer Support Network and engage other peer support and learning networks to identify and share good practice and provide support and constructive challenge in relation to tackling child poverty and the Local Child Poverty Action Reports (LCPAR). In partnership with Public Health Scotland, we will act as a conduit between Local Government child poverty leads and the Scottish Government, facilitating engagement and influence in regard to national policy, particularly the development of the new Tackling Child Poverty Plan. We will continue to chair the National Partners LCPAR Co-ordination Group, supporting improvement actions identified through self-evaluation. We will

continue to contribute to the delivery of the Parental Employment Support Fund, supporting parents to increase income through employment. We will contribute to the review of labour market policies to improve access and support for parents to enter and progress in employment.

Children

The new statutory entitlement for 1140 hours of funded Early Learning and Childcare (ELC) has been in place since August 2021. As we move beyond the day 1 delivery of 1140 and the work of the ELC sector moves towards steady state,

we continue to tailor our improvement offer beyond the expansion support and assurance function. We will continue to be a point of connection for both Scottish and Local Government, bridging the gap between national policy and local implementation, and will support local authorities in implementing service improvements that will realise in full the intended outcomes of the ELC expansion. This will include, but will not be limited to, supporting local authorities in workforce planning improvements, in addressing the thematic challenge of 2-year-old uptake, and helping to standardise processes for calculation of sustainable rates paid to private and third sector providers. We will do this by drawing on the expertise of the existing team, utilising our business analysis, workforce advisory and communications functions. Alongside this sectoral improvement work, we will continue to gain a clear understanding of the status and trajectory of the sector on a national and local level, while identifying opportunities and highlighting any areas of risk through data collection and data analysis. This will be fed back to Scottish Government and COSLA through regular delivery progress reports, providing assurance on the status of the sector.

We will, through our partnership with SEEMiS, continue managing and delivering parentportal.scot, including to enhance it through new services and features, including a mobile app. We will aim to increase the portal's footprint to reach 18 councils and over 200,000 people with parental responsibility for over 300,000 school-age pupils while increasing annual authentication requests to over 1 million. Through our partnership with Young Scot, we will continue supporting the Young Scot Membership platform powered by myaccount, helping membership numbers rise towards Young Scot's target of 175,000. We will develop a prototype for a digital Young Scot National

parentportal.scot



Entitlement Card for use on a Show and Go basis. We will ensure that assets for which we are accountable – the National Entitlement Card, myaccount, parentsportal.scot and GETYOURNECSCOT – continue underpinning the Young Persons' Free Bus Travel Scheme which came into effect on 31 January 2022, contributing directly to Programme for Government commitments and to national outcomes being achieved, including encouraging sustainable travel behaviours for up to 1 million young people under 22 years of age while improving access to education, leisure, work and other opportunities.

We will work with Solace to consider and agree how best we can support the Local Government sector with the delivery of 'The Promise' over the lifetime of the Plan 21-24. This is likely to include dedicated improvement support, in addition to ensuring all of our related programmes such as UNCRC implementation, child poverty, protecting people etc. are working with Local Government colleagues to support them to embed the Promise.

Communities

Building upon the successful delivery of the Digital Planning Pathfinder on Data, we will undertake further work developing standards and promoting improved data governance for planning data. We shall also contribute to the delivery of Scotland's Digital Planning Strategy by utilising the rich array of data in the Spatial Hub. We will continue to promote the identified need for national data on health within the planning system, to deliver on National Planning Framework Outcomes on improving health and reducing inequality.



We will continue to co-ordinate Scotland's Violence Against Women Network and support local authorities to improve outcomes for women and children experiencing domestic abuse and other forms of gender-based violence within their local communities. This work will include supporting local authorities, and their public and third sector partners, to: develop local strategies and action plans for tackling violence against women and girls; measure the progress they are making in improving outcomes for women and children and identify any areas for improvement; and embed the lived experience of survivors in their system and service design processes.

We will also continue to work in partnership with the Scottish Government and NHS Education for Scotland (NES) to help local authorities to develop trauma-informed and responsive systems, services and workforces to help improve outcomes for people affected by trauma and adversity. This work will include: continuing to coordinate the network of Trauma Champions across Local Authorities, Health Boards, Health and Social Care Partnerships and other key community planning partners to help share learning and good practice; working with partners to develop a Quality Indicator Framework for Trauma-Informed Services, Systems and Workforces to support local areas with implementation and improvement planning; and continue to raise awareness of the benefits of a trauma-informed approach and connect trauma-informed policy and practice to a broad range of local and national strategic priorities.

Human Rights

We will continue to provide support for the implementation of the Fairer Scotland Duty across Scotland, working with the listed agencies to identify and share best practice, develop practical guidance for officers and elected members and further develop online resources via the Knowledge Hub. We will host and support the Fairer Scotland Duty Leads Network and provide training to

relevant organisations. This work will include supporting approaches to Impact Assessments and helping to streamline and connect broad areas of strategic importance to Local Government, such as wellbeing economies, environment, equalities, fairness and poverty outcomes.

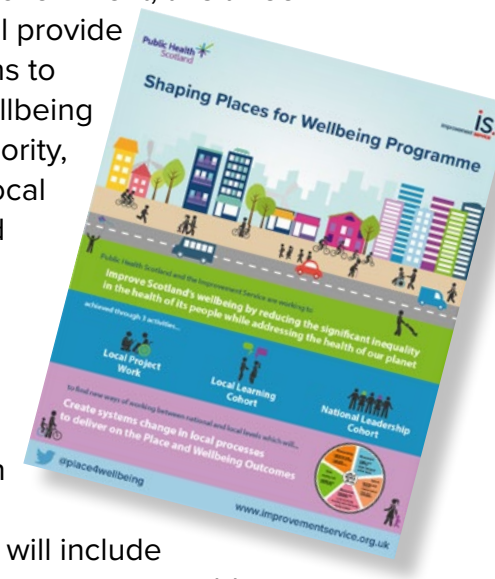
We will host a Project Manager who will support the work of Local Government in the implementation of the United Nations Convention for the Rights of the Child (UNCRC). Additionally, across our programmes we will support Local Government and wider stakeholders to support the implementation of the UNCRC, particularly through our work on tackling inequality, child poverty, embedding trauma informed practice and improving life chances for children and young people, all of which interlink and can help. The project manager will work with other IS colleagues to embed UNCRC across their programmes as well as provide support for Local Government through training, engagement and a collaborative learning programme. The project manager will also work in partnership with a range of other Scottish Government funded organisations focussed on UNCRC.

4. We will support Local Government, working with communities and partners, to deliver place-based approaches

We will partner with Public Health Scotland to support councils, communities and partners to work and plan together to improve the lives of people, support inclusive economies and improve equity in health and wellbeing through the creation of more successful places. This includes co-funding a joint Place and Wellbeing Partnership Lead to encourage new ways of working across national and local, and sectoral and disciplinary boundaries on policy and decision making processes that prioritise shared Place and Wellbeing Outcomes.

We will prioritise our focus on the social determinants of health under the remit of Local Government including pulling on our own expertise in areas such as economic development, employability, planning and child poverty. We will work with national partners and agencies to develop a more placed based approach to service design and delivery.

We will continue to work in partnership with Public Health Scotland on the Shaping Places for Wellbeing Programme. Using funding from the Health Foundation and Scottish Government, this three-year programme of intensive local work will provide a staff resource and support 4 project towns to take action on delivering the Place and Wellbeing Outcomes. We will work with the local authority, health board and a range of national and local partners to coordinate and deliver targeted action and lasting systems change in local approaches. This support will contribute to delivering a range of national ambitions including the Place Principle, Scotland's Public Health Priorities, 20 minute/ local living neighbourhoods and net zero carbon emissions within an overarching context of reducing inequality. A local learning cohort will include a further 4 mentored towns and 4 learning partners to enable approaches to be scaled across Scotland. A national leadership forum will continue to be facilitated to address national barriers to local action.



Supporting the delivery of our Strategic Priorities

All of the work delivered by our three teams will contribute directly, or indirectly, to the delivery of our 4 Strategic Priorities.

1. Transformation, Performance and Improvement

Our core improvement offer will underpin the delivery of our Strategic Priorities. We will:

- Work with councils as they develop their transformation programmes and options for future operating models as we emerge into recovery from the pandemic.
- Continue to deliver support and advice on change management and organisational development.
- Work closely with the Data and Intelligence team to target IS improvement activity in areas where data indicates that local authority performance improvement is slowing or declining.
- Embed our approach to self-evaluation and improvement planning across local authorities, other public services, partnerships and within priority outcome areas, including an assessment of the impact and reaction to the pandemic.
- Work with councils and elected members to co-design, develop and deliver our elected member development programme, including ensuring standard induction materials are in place for new members following the 2022 local elections.
- Continue to grow the number of active Knowledge Hub users and groups across Scotland's public services and, in parallel, explore options for a refreshed collaboration tool

2. Digital Public Services

We will maintain continuity of service for our digital public services. We will manage and develop them effectively, resiliently and innovatively, reflective of their role in the delivery of digital services across a range of outcome areas and in assisting citizens to manage their relationships with public services, online and offline. We will, through joint working with the Local Government family, contribute to the delivery of Scotland's Digital Strategy, including the Local Government elements of its eight themes and fifty-two actions.



For example:

- We will continue to maintain continuity of the myaccount service, ensuring it remains fit for purpose.
- We will continue to grow the use of the myaccount service, further expanding subscribers and the volume of authentication requests, unique and returning visitors.

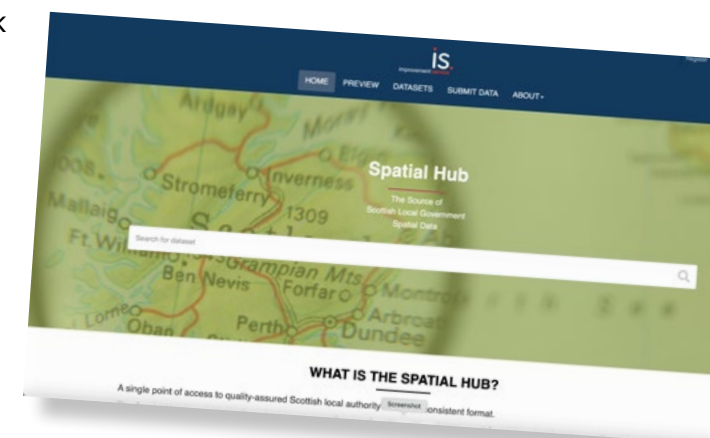
- We will aim to expand myaccount subscriber numbers to 1.75 million. We anticipate subscriber numbers plateauing, as we see authentication requests (forecasting an increase to 12 million annually), unique and returning visitors numbers taking on an even greater focus. We will continue laying the foundations for the myaccount service's future, closely aligning the myaccount service and the Digital Identity Scotland Programme as it looks to develop a common approach to Digital Identity Establishment across the public sector, centred on the delivery of a digital identity 'Attribute Store/Personal Locker' based model.
- We will protect and maintain ISO27001 certification, the internationally recognised standard for managing information security.
- We will continue growing uptake and usage of both the Data Hub and bisaccount.scot, increasing their impact even further.
- We will continue, with our delivery partner, Dundee City Council, managing the National Entitlement Card Scheme to maintain service continuity and availability. We will ensure the Scheme, and the components on which it relies, are fit for purpose and meet Scheme users' needs. We will capitalise on the January 2022 launch of the Young Persons' Free Bus Travel Scheme to exploit and grow usage of the National Entitlement Card and to increase the impact of the National Entitlement Card Scheme itself.
- We will seek to minimise the carbon footprint and the environmental impact on climate, both from the way we operate and manage the services for which we are accountable and through our supply chain.

3. Data and Intelligence

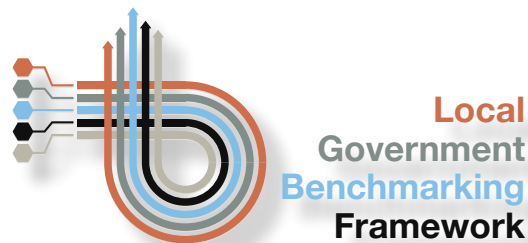
We will continue to invest in our collaborative approach to managing and improving data and intelligence across Local Government, resulting in the potential for long-term efficiency gains and cost savings.

For example:

- We will implement a series of technical upgrades to the Spatial Hub and continue to work with councils to extend the range of spatial data sets and improve the quality of spatial information available.
- We will explore the development of a long-term and sustainable funding model for the Spatial Hub that will enable us to meet the aspirations of Scotland's open government policy by making the Spatial Hub data freely available to anyone who wishes to use it.
- We will extend the facility to host other organisation's data in the Spatial Hub.
- We will commence a phased programme to extend the concept of the Spatial Hub to include non-spatial data and create a data ecosystem for Scottish Local Government.
- We will continue to work with local authority property and street gazetteer custodians and Ordnance Survey/GeoPlace to improve and enhance the vital address and street datasets for Scotland.



- The One Scotland Gazetteer will underpin Census 2022, providing the source of the address information to be used for Scotland’s first fully digital Census. It will also provide the source of the address and street data that shall form the Scottish Emergency Services Gazetteer. We will continue to support the emergency services and Ordnance Survey in the ongoing development of this resource.
- We will continue working in partnership with Public Health Scotland and NHS Scotland to support ongoing data improvements through the health service related to systems, property and street information and location.
- We will continue to support TellmeScotland.
- We will engage with the Scottish Cities Alliance and Edinburgh Climate Change Institute to explore how we can support their Carbon Scenario Tool Pathfinder Project, particularly in relation to baselining data for area-wide emissions and developing a climate data repository for Scotland.
- We will work with SOLACE and COSLA to continue to develop and embed the Local Government Benchmarking Framework and target IS improvement activity in areas where local authority performance improvement is slowing or declining.
- We will update the Community Planning Outcomes Profile and support CPPs to utilise the profile to enhance local planning, performance and reporting arrangements, including that required for the Local Outcomes Improvement Plans.
- We will continue to deliver the Local Government Covid-19 Dashboard and supply councils with relevant and timely data to help them track recovery and inform decisions. Work will continue to improve automation and extend knowledge and practice in the use of platforms such as Microsoft Power BI.
- We will deliver Phase 1 in the development of the Local Government Data Platform which aims to deliver improved governance and control of the lifecycle of Local Government data returns.
- We will maximise the use of our research and analytical services by Local Government to support analysis, thinking and decision-making in priority areas.
- We will offer support and guidance to any local authority looking to improve any aspect of their data and intelligence where necessary.



Our detailed deliverables for the year ahead, aligned to our strategic priorities, are outlined in Appendix 1.

4. Our Corporate Priorities

We will:

- Continue to deliver our Partnership Agreement with COSLA, our Partnership Agreement with COSLA and Public Health Scotland and our Strategic Alliance with the Accounts Commission.
 - Develop a new five-year Strategic Framework, aligning our strategic planning cycle with COSLA.
 - Ensure Board members are well supported in their role, with a particular focus on developing comprehensive induction materials and a training and development programme for Board members following the Scottish Local Government elections in May 2022.
 - Deliver our Business Development and Growth Strategy, to help ensure the ongoing financial sustainability of the company. This will include the delivery of creativity and innovation workshops for our people, to help generate new ideas for future products and services, and continuing to promote our IS prospectus.
- Seek to achieve a target of bringing in an additional £2.5m from outwith the Local Government sector in support of the delivery of our strategic priorities.
- Seek to grow the volume of business generated by IS Associates, across Local Government and wider public sector.



- Consider the implications of the National Care Service Bill on the company's future operating model.
- Continue to develop and evolve our approach to relationship management.
- Continue to embed our communications strategy to help ensure all stakeholders have a firm understanding of our improvement support, how to access it and the impact it has.
- Transform our approach to financial management and reporting across the company.
- Agree our future estates strategy and working practices.
- Continue to embed our approach to information/cyber security and protect and maintain our ISO27001 certification.
- Continue to exploit Office 365 to enhance flexible and mobile working and improve collaboration and sharing of information.
- Implement our PSIF self-assessment improvement plan.
- Continue to invest in developing leadership skills across the IS.
- Continue to support the work of the Community Planning Improvement Board, chaired by Solace, including providing secretariat support.
- Seek to minimise our carbon footprint and develop and change our business practices, where appropriate, in support of climate change outcomes.
- Contribute to the shared ambition for a more inclusive, well-being economy.



5. Key Success 2021/22

The developments noted above build on our existing successes. Our main achievements from 2021/22 are highlighted below.

- ✓ We have continued to **grow our funding base** in support of Local Government priorities and exceeded our 2021/22 target of £2.5M for bringing in additional resources to the sector.
- ✓ We successfully completed a **TUPE transfer of the Digital Office for Scottish Local Government** to COSLA on 31st March 2022.
- ✓ We developed a **Partnership Agreement between COSLA, Public Health Scotland and the IS** and entered into a **Strategic Alliance with the Accounts Commission**.
- ✓ We continued to provide a range of support to councils, SOLACE and COSLA in their work to **improve outcomes for children, young people and their families**:
 - ✓ With the statutory implementation for the **expansion of Early Learning and Childcare** to 1140 hours being set for August 2021, we continued to provide targeted business analysis, workforce planning and knowledge management support to councils through to the delivery of their programmes. We proactively identified support needs and risks and put in place creative solutions to unlock delivery for August 2021, ensuring that the expansion prioritises a high-quality experience for the child. Through data collection and data analysis, we

gained and shared a clear understanding of the status and trajectory of the programme at a national and local level, while identifying opportunities and highlighting any areas of risk. This was be fed back to Scottish Government and COSLA through regular delivery progress reports, providing assurance on the delivery of the programme. Throughout the COVID-19 pandemic, we also acted as the direct point of contact for councils to clarify Scottish Government guidance and policy on public health measures in the early learning and childcare sector.

- ✓ We continued to host the **Child Poverty National Co-ordinator post**, allowing us to provide a range of practical improvement support to local leads and partnerships across Scotland. This work included aligning with national partners to deliver practical support such as virtual peer support networks, presentations and workshops for local areas, one-to-one engagement with



local Child Poverty Leads, feedback on and support with draft Local Child Poverty Action Reports, briefing notes (particularly on the impact of Covid-19 on child poverty and ways additional funding might be targeted), webinars and tailored input to local areas. We took up the role of chair for the Local Child Poverty National Partners Co-ordination Group and supported a self-evaluation process seeking to develop the group and enhance its impact. We delivered a virtual national Child Poverty Conference. We developed a self-assessment framework for Child Poverty and supported two local areas to carry out the assessment process.

- ✓ We continued to work in partnership with SOLACE, COSLA and SLAED to **improve fair work and sustainable inclusive growth outcomes**:
 - ✓ Working with SLAED and COSLA in taking forward the Scottish Government – Local Government **Partnership Agreement for Employability**, we helped secure an additional £80.65 million for local governance. We contributed to the development of an Employability Service Standards Framework, Customer Charter, Delivery Plan Template and a local data toolkit. In addition, we supported the confirmation of the implementation of the next phase of transformation and contributed to the development of a job creation programme in the public and third sector for long term unemployed people.
 - ✓ We supported the development of a **Partnership Agreement between the Department for Work and Pensions and Local Government** and the direct engagement from Local Government with policy and operational leads in the delivery of the UK Government’s



Plan for Jobs.

- ✓ We undertook several surveys to help inform and shape a collective Local Government response to the ongoing programme of change, enabling the sharing of best practice and innovation.
- ✓ We contributed to the development of a **refreshed governance structure** and co-chaired the partnership operational group, strengthening collaboration with public, private and third sector partners.
- ✓ We supported the development of **new approaches to promoting flexible working** and co-ordinated council participation in the Scottish Government funded Timewise Programme
- ✓ We supported SLAED in discussions with COSLA, SOLACE and Scottish Government on responses to the COVID-19 pandemic, with a particular focus on **Business Support** and the dispersal of grants. The Secretariat drew together responses from across all 32 local authorities to feed into consultations and calls for views.
- ✓ We delivered a range of improvement work to address **poverty and inequality**:
 - ✓ We have continued to receive funding from Scottish Government to evaluate potential funding models and delivery approaches which could be used to allocate the levy funding devolved to the Scottish Government for **debt advice**. We are exploring how this could be used to support change and innovation and the feasibility of developing a partnership approach between local and national governments to maximise the impact of investment.



- ✓ We have produced a **social value analysis** on the impact of providing access to employability and money/welfare rights advice in schools alongside access to family support. The findings were shared widely.
- ✓ Working with local authorities and Public Health Scotland we have set up a two year programme funded by Scottish Government that will enable individuals in the most deprived communities in Scotland to access **welfare rights advice in their GP surgery**.
- ✓ We continued to host the National Co-ordinator to support the implementation of the **Fairer Scotland Duty (FSD)** across Scotland. The post was extended for a fourth year. The FSD Knowledge Hub Group is being used as a central repository for information and toolkits. We continued to host and support the FSD Leads Network to facilitate peer support and the sharing of good practice and useful information. We supported the involvement of the network in the refresh of the FSD Guidance which was published in October 2021. We delivered Fairer Scotland Duty Refresher training throughout the latter half of 2021, reaching over 300 people from across the organisations subject to the duty. As a result, the network has expanded and more people are signed up to the FSD Knowledge Hub. We delivered additional training to a wide number of organisations to improve knowledge and understanding of the duty.

VOLUNTEERING MATTERS

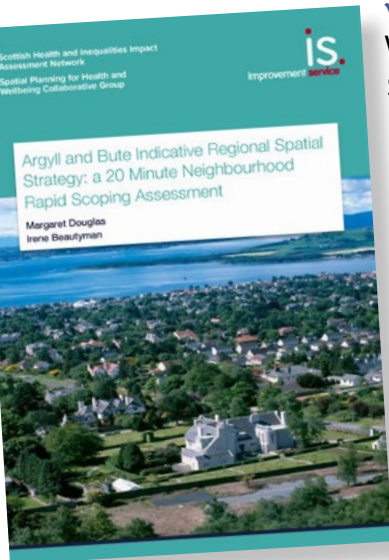
- ✓ We supported Councils to engage with care experienced young people through the **Volunteering Matters** programme, to support lived experience voices on the design and delivery of services.
- ✓ We supported the development of a customer journey map to help declutter and simplify the local

employability support touchpoints and contributed to the **careers programme review**.

- ✓ We supported engagement with **One Parent Families Scotland**.
- ☑ We continued to provide a range of support to local authorities and partners to help deliver outcomes in relation to **communities that are inclusive, empowered, resilient and safe**.
- ✓ We supported local authorities to develop action plans outlining how they would monitor and respond to heightened risks that women and children experiencing domestic abuse and other forms of **gender-based violence** faced during the Covid-19 pandemic.
- ✓ We coordinated a research project on the **mental health needs of women and children** who have experienced domestic abuse and other forms of gender-based violence, and opportunities for systems and services to better respond to these needs
- ✓ We also secured funding from the Scottish Government to support local authorities and their partner organisations to embed the **lived experience of women affected by violence, abuse and psychological trauma** in system and service design processes.
- ☑ We continued to support **place-based working** that supports co-benefits between national ambitions to create places that enable wellbeing of people and planet.
- ✓ We have continued to support the collaborative work of the Spatial Planning, Health and Wellbeing Collaborative.



We worked with Public Health Scotland, Directors of Public Health, COSLA, Heads of Planning Scotland, Health Improvement Managers Network and Edinburgh University to shape a consistent and comprehensive set of **Place and Wellbeing Outcomes**.



✓ We piloted the application of the Place and Wellbeing Outcomes using them in 3 **Rapid Scoping Assessments** to assess the delivery of 20 minute neighbourhood ambitions in three scales of plan – a development framework, a Local Development Plan and an Indicative Regional Spatial Strategy. We published the recommendations from each assessment to facilitate the sharing of learning across councils and national bodies. We undertook a formal evaluation of the process and will implement recommendations for briefings on the process and the Place and Wellbeing Outcomes during 2022.

- ✓ We worked with Public Health Scotland to publish a **Public Health and Spatial Planning Briefing Paper** to support closer links between the Place Principle and the social determinants of health. This paper and a linked animation now supports cross sector collaboration as the planning system reforms, including consultation on the National Planning Framework.
- ✓ We established the **Shaping Places for Wellbeing Programme**, to improve Scotland’s wellbeing and reduce inequalities. This programme is funded by the Health Foundation and Scottish Government, and it will run until March 2024. We are delivering it jointly with Public Health Scotland, to create the conditions for better Place and

Wellbeing Outcomes by enabling system-wide partnership action on the social determinants of health. The Health Foundation also funded a programme design process supported by NESTA, which has resulted in the programme focusing on three key activities to secure system change that enables the delivery of the Place and Wellbeing Outcomes. Firstly, 4 project towns were identified and their Council and NHS Board will receive active support, including 1.5 members of staff. Secondly, the programme will facilitate a learning cohort of a further 4 mentor towns and 4 learning partners. Finally, a National Leadership Cohort was created with membership from Scottish Government Directorates and COSLA Boards to address national barriers to local action. Work has also commenced on an Evaluation Framework and Communications Plan.

- ☑ We established and developed our **Climate Change Transformation** approach and are working to embed climate change across all our programmes and operations.
 - ✓ The IS Board undertook a Deep Dive on climate change to establish our strategic direction and build a shared understanding and language around climate change. This has been complemented by staff engagement and training through the **Carbon Literacy Project**, with over half of our employees now trained in awareness on carbon reduction and committed to take action to be more sustainable.
 - ✓ We delivered an all staff workshop to shape the creation of a statement on “**Our Approach to Net Zero**” to give direction and focus to our activity. This is a significant step and we will now focus on developing the underpinning actions and targets on this journey.



- ✓ We understand the importance of **networking our networks**, working in partnership to mainstream climate action and share knowledge. We have developed our relationships with COSLA, Solace, LGIU and Audit Scotland and rapidly established new partnerships across the UK, in particular exploring how we can work with academia and experts to provide insight and promote innovative ways of working.
- ✓ To build connections within local authorities and raise awareness of this crucial agenda, we have delivered sessions in collaboration with SLAED, the IS Organisational Development network and the IS Change Managers Network. We have supported regular Local Authority Forums with the Sustainable Scotland Network (SSN) bringing together sustainability officers from across Scotland to discuss key challenges and opportunities such as place based approaches. We have helped shape the **Climate Ready Clyde** initiative through input to the Adaptation Strategy for the Glasgow City Region and ongoing support to build the capabilities of local authorities and communities.

✓ Elected Members have a crucial role to play in driving this agenda. We co-authored a **joint briefing on Nature based solutions** with COSLA, NatureScot and the Sustainable Scotland Network alongside an event on delivering Net Zero. A new partnership with the Scottish Cities Alliance has also enabled the delivery of Carbon Literacy training to Elected Members across the cities, with future training planned for senior leadership.

- ✓ We have worked with COSLA and SSN to collect case studies and organise events

and engagement in the run up to, during and post **COP26** to showcase good practice and support local authorities to be part of the international agenda.

- ✓ We supported the **Community Planning Improvement Board** to deliver a workshop on climate change and are taking forward actions on how CPPs can share learning to work collaboratively and demonstrate leadership.
- ✓ Data is a key priority in tackling climate change and the IS has a critical role to play. We organised a successful workshop as part of the Local Government Benchmarking Framework review and a session for the Digital Pathfinder project to explore the **complexities of data in the climate change agenda**.
- ✓ We joined forces with Tata Consultancy Services (TCS) to support its Sustainathon challenge, asking university students across the UK to consider how the scope and capability of the **National Entitlement Card** could be expanded to promote sustainable behaviour.
- ✓ Our partnership working with Scotland Excel has continued to grow and develop to support councils to build their skills and capacity in project management and business analysis. The award winning **Professional Development Award in Project Management**, which is a level SCQF 8, upsills candidates on the practical application of key project management skills in a Local Government context. Since its launch in August 2018, we have 180 candidates either completed, or progressing, the qualification from across 21 different councils. Late 2019 we launched our first cohort of the first part of our **Business Analysis programme**,



which is a **Business Analysis Unit and Professional Development Award** in Decision Making and Innovation which are levels SCQF 8 and 9 respectively. There are now 23 candidates who have either completed or progressing through the qualification from across 13 different councils.

- ☑ Our offer of support on **change management** is continually adapted to reflect local authorities' needs. Our **Change Managers' Network group on the Knowledge Hub** has attracted over 640 members since its establishment, representing more than 100 organisations, including all 32 Scottish local authorities. Since the start of the pandemic our Network events have moved online and continue to focus on topics that councils have raised with us. We have held 6 events over the last year with colleagues from 25 local authorities in attendance, and a number of colleagues from our partner agencies. We continued to enhance change management capacity in councils, with workshops on change and project management held with North Lanarkshire and Stirling Councils.

Introduction to the Change Management Team



and to help identify and share good practice across councils. We are reviewing with stakeholders how we reset the [Local Government Benchmarking Framework](#) in light of Covid-19 to support councils in their response, recovery and renewal efforts. The new strategic plan for the next 3-year period will strengthen the relevance and credibility of LGBF across this coming period, including continuing to strengthen links with the National Performance Framework. The priority will be to protect the continuity provided by the LGBF across the 10 year period pre-Covid, which will be essential to understanding the impact of Covid on core Local Government services, whilst also working to evolve the existing suite of measures to reflect the challenges, risks and opportunities facing Local Government as it responds to the Covid pandemic and aims to build back better. To reflect this, the framework has recently included measures to strengthen its focus on poverty and inequality, financial sustainability (reserves, borrowing, budget performance), and climate change.



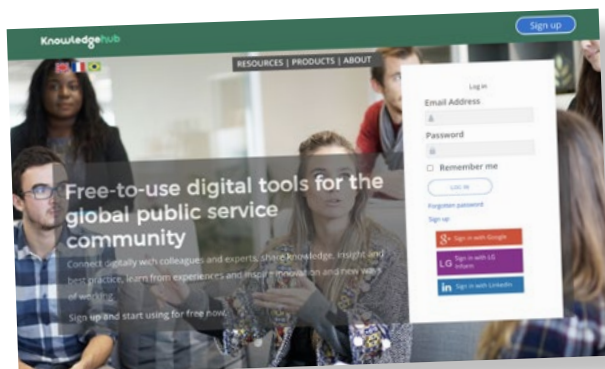
- ☑ We developed and launched our **Change Manager's video toolkit** series. These videos provide tools and approaches to support change and transformation and enable councils to use as and when needed, and request further support from the Team when relevant.
- ☑ We continued to successfully deliver the **Local Government Benchmarking Framework** (LGBF) to help councils better understand their current performance levels, to build understanding of where and why council performance varies

- ☑ We have continued to deliver the Local Government Covid-19 Dashboard, supplying councils with relevant and timely data to help them track recovery and inform decisions. This dashboard provides an invaluable picture of current system pressures facing local government, providing timely data in relation to Covid related support; staff absence levels; delayed discharges; adult and child protection referrals; homelessness and arrears; and pupil attendance and absence, along with other elements. The dashboard has been instrumental in co-ordinating current data returns, improving data quality and providing richer insight in

relation to patterns of deprivation and rurality. We have worked with colleagues to evolve the suite of measures, removing those which are no longer meaningful, and identifying others which will add value. The development of the dashboard has supported efforts to automate and streamline data reporting and will provide a key building block in the development of the Local Government Data Platform. An important step in progressing this has involved the Improvement Service taking over responsibility for the collection of adult and child protection referrals.

- ✓ We worked with councils to develop core **national induction notebooks**, along with complementary learning resources, for **newly elected members**. We supported councils with the development of their local induction and ongoing development programmes by hosting national events for lead officers to share thinking and good practice, as well as providing critical friend feedback on draft programmes.
- ✓ Our **Organisational Development (OD) Network** membership continued to grow during 2021 and now has more than 100 members. We hosted eight virtual sessions in 2021, with colleagues from 28 councils participating. These events give colleagues the opportunity to network and to share information and resources around OD challenges and practices including employee engagement, wellbeing and leadership development. We introduced Headspace Sessions for the network, running 10 sessions to provide support for members around OD and wellbeing issues. We also ran webinars for the group on a range of topics including Coaching Approaches and Flexible Working.

- ✓ We refreshed and updated our **workforce planning guidance and resources** on the IS website.
- ✓ In partnership with Police Scotland and the Scottish Government Collective Leadership Team, we designed and delivered a **Collaborative Leadership Programme**, running pilots in three sites – Aberdeenshire, West Dunbartonshire and West Lothian which are due to be completed in early 2022.
- ✓ We continued to manage, develop and train users on the **Knowledge Hub (Khub)**, a powerful digital platform for public servants to collaborate, communicate and connect. The Scottish Public Services Network (SPSN) enables its 19,500 members to drive significant efficiencies and tackle important social issues. 15,000 members are based in local authorities. There are around 600 communities covering a variety of subjects, including business transformation, organisational benchmarking, performance, sustainability and climate change, reducing re-offending and delivering excellent childcare and education. The Scottish network has seen more than 26,000 individual social interactions in 2021, which is around half of the total platform social activity. A number of professional associations, including the Society of Local Authority Lawyers and Administrators in Scotland, the Society of Personnel and Development in Scotland, Heads of Planning Scotland and Trading Standards Scotland, utilise the platform for online collaboration.
- ✓ We have continued to develop our **website** to better showcase our work. It provides improved personalisation, search and mobile experience and complies with the latest accessibility standards. With enhanced analytics, we can now understand our



stakeholders' requirements and develop new content to match their needs.

- ✓ We achieved all 32 Councils as users of the **myaccount service** by 31 December 2021, resulting in Scotland-wide coverage. In parallel, subscriber numbers grew by 31 December 2021, reaching just 2,300 short of the 1.5 million forecasted figure, and a 26% year-on-year increase.
- ✓ We **expanded the adoption, uptake and usage** of the myaccount service, with organisations using the service rising to 34, comprising all Councils, NHS Scotland and Young Scot.
- ✓ We helped fuel the expansion of digital service experienced in a lockdown environment, with annual authentication requests for the myaccount service rising to 9.63M, a 27% year-on-year increase.
- ✓ We secured all 32 Councils as users of **GETYOURNEC.SCOT** by 31 December 2021, as forecasted, in advance of applications opening for the Young Persons' Free Bus Travel Scheme on 10 January 2022, avoiding the potential of a postcode lottery for young people or parents/guardians when applying online for a National Entitlement Card.
- ✓ We were the Gold Winner in the Innovation category at IESE UK Awards 2021 in recognition of leading GETYOURNEC.SCOT's development, rollout and impact.

- ✓ A new Card Management System, vital in underpinning the **National Entitlement Card Scheme's** ongoing delivery, went live on the exact date planned, 23 November 2021, resulting in the National Entitlement Card Programme Office continuing normal service, and leading to cards being



produced, issued and working as normal on services accessible to cardholders.

- ✓ We successfully launched the **Young Persons' Free Bus Travel Scheme** on 31 January 2022 in conjunction with our delivery partners Transport Scotland, the National Entitlement Card Programme Office and Young Scot, delivering a Programme for Government commitment and in direct support of a range of outcomes being achieved.
- ✓ We successfully retained **ISO27001 certification**, the internationally-recognised standard demonstrating our commitment to keeping data, staff and premises secure. We delivered **cyber awareness training** to all staff in line with our commitment to maintain a culture of good cyber hygiene.
- ✓ We successfully expanded **parentsportal.scot's** footprint to make it available in 8 Councils, over 800 primary and secondary schools covering over 106,000 school-age children. A further 3 Councils are soft launching prior to a wider roll out.
- ✓ We expanded the adoption of the **Data Hub** to 31 organisations, including 22 Councils, helping improve the quality and accuracy of local data, enabling it to inform decision-making.

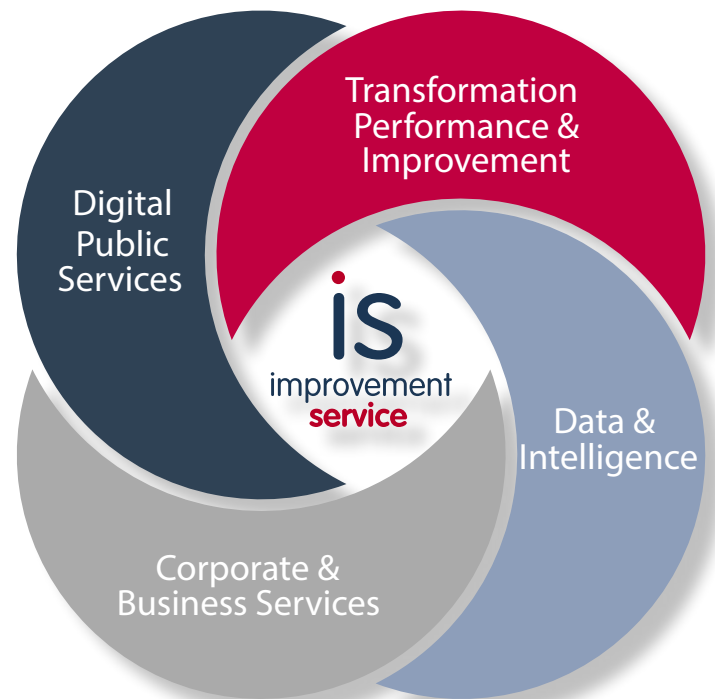


- ✓ Through **bisaccount.scot**, we developed and made available to all councils a secure online application process, resulting in over 1,600 businesses, operating as nurseries/child day-care settings, accessing vital financial support to adjust to Covid-19's impact, whilst keeping their premises open for children of essential workers.

- ☑ We received Scottish Government funding to develop and make available to all councils a **National Dog Control Notice Database**. Representing a Programme for Government commitment, the database will be available from February 2022, it being viewed by all councils and other stakeholders as a vital tool in improving the operational effectiveness of dog control legislation and in tackling irresponsible dog ownership.
- ☑ We have continued to improve the technical capability of the **Spatial Hub** and increased and improved the Local Government data available. We have also begun to transform, improve and share key health and social care datasets.

6. Our Approach

For planning and operational purposes, we are organised into 4 teams as the diagram below illustrates:



In reality and central to our ethos, our range of products, services and developments draw upon employees from across the four 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.

Partnerships are important to us. We recognise that delivering whole system transformational change, effective public services and improved outcomes is contingent on partnership working.

Across the next year, we will continue to work closely with COSLA, Solace, other professional associations, other Local Government bodies, Scottish Government, Public Health Scotland, improvement agencies and audit and inspection bodies, to ensure our collective efforts are better aligned and integrated to maximise added value.

We will continue to work closely with COSLA to deliver our partnership agreement. We will work together, in the interests of our members and their priorities, where it is appropriate and sensible to do so, and where collaborative gain will be delivered for Local Government.

Having just agreed a Partnership Agreement between COSLA, Public Health Scotland and the IS, we will work closely across the next year to finalise and deliver our Partnership Delivery Plan, focusing on key areas such as data and intelligence, health and social care, place, child poverty, economic recovery, gender based violence and driving improvement locally. We will continue to deliver our Strategic Alliance with the Accounts Commission and reflect on our progress to date as we agree new priorities over the next 12 months.

Across 2022/23, we will focus on opportunities to develop and enhance our organisational capabilities and core offers, including by forming strategic relationships with bodies having skills, tools,

expertise, capacity and networks in areas that we currently do not, and which would be of benefit to Local Government.

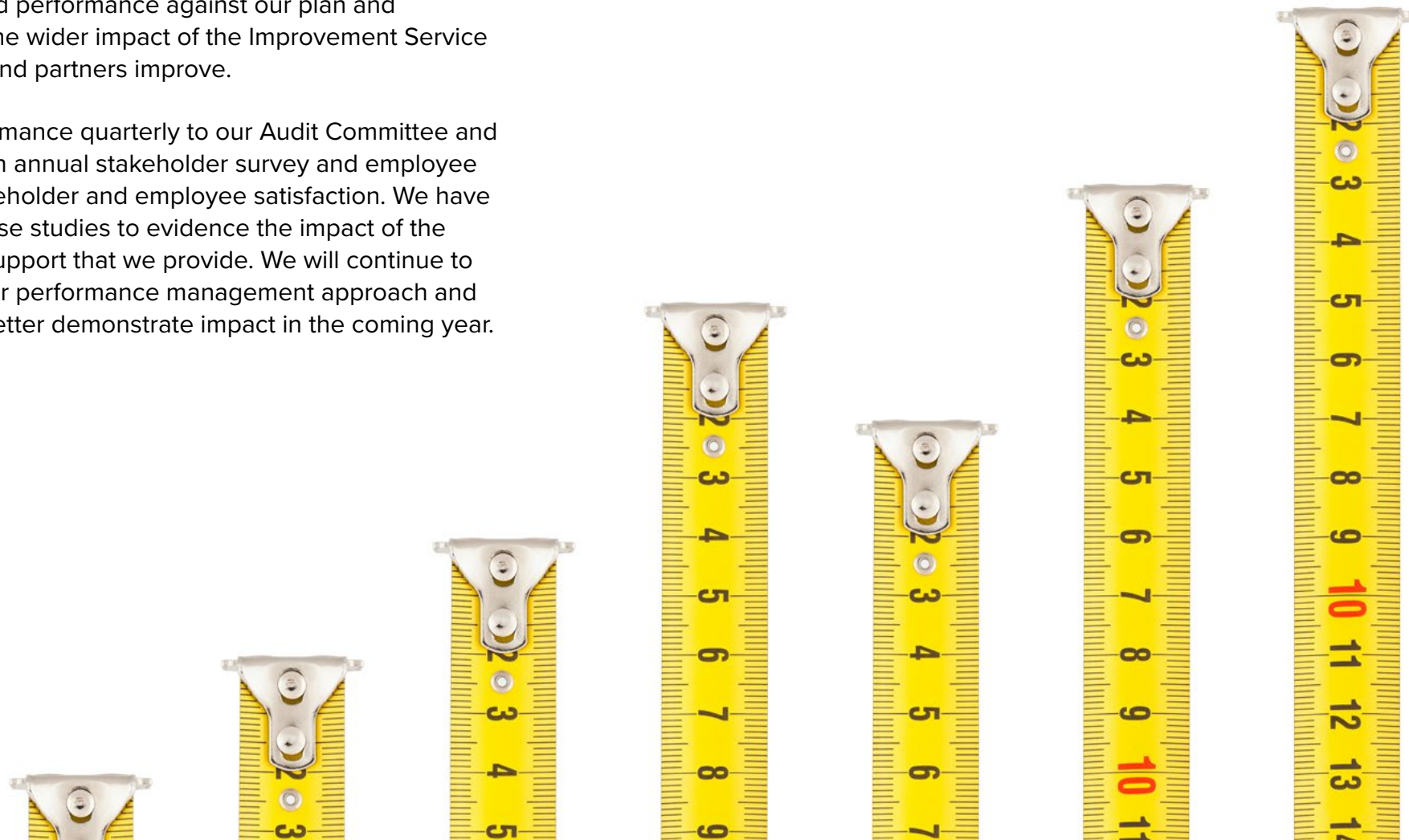
We aim to recruit and retain the right people with the right skills who are adaptable, empowered, kept motivated and challenged and provided with the opportunity to develop and grow. Across the next 12 months, we will further develop our approach to workforce planning, to ensure we have the right people resources in place to address future priorities and challenges.

Our plan for 2022/23 (Appendix 1) outlines the investments we will make and the products, services and activities we will undertake. In line with our priorities, we will continue to allocate time for reactive work, for example, strategically important reviews and requests from partners of a strategic nature. Within the context of the plan, we will also continue to provide responsive and tailored support to individual councils and partnerships, underpinned by our relationship management approach.

7. How we Measure Success

As part of our continuous improvement journey, our approach to performance management is aimed at 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.

We report on our performance quarterly to our Audit Committee and Board. We also issue an annual stakeholder survey and employee survey to measure stakeholder and employee satisfaction. We have developed a bank of case studies to evidence the impact of the product, services and support that we provide. We will continue to build and strengthen our performance management approach and consider how we can better demonstrate impact in the coming year.



8. How we are Funded

Our detailed spending plans are fully integrated and aligned to our Business Plan for the coming year.

We will continue to receive £1.656M from Scottish Government, part of the Local Government block expenditure grant. This core grant funds our core capacities: The Elected Member Development programme and Organisational Development activities, Supporting Change, Transformation and Improvement, Knowledge Management, and Research and Intelligence activities including core benchmarking activities. The core grant also funds a small corporate team delivering business support and finance functions and covers the running costs of the organisation.

Unlike other members of the Local Government family, the IS has not received an increase in its core funding since 2010-11. In 2010-11, the IS core grant was £1.7M and this was reduced by 2.6% to £1.656M in 2011-12, and there has been no increase since this point.

Calculations show that if the core grant income had increased in line with inflation, the IS would now be in receipt of an extra £430,000 this financial year, resulting in our core grant totalling £2,086,000.

It is acknowledged that since 2010-11, Local Government funding has been cut by 6% in real terms (LGBF annual report). Applying this

calculation to the IS core grant, we would have been in receipt of £1.96M this financial year, which would have given us an additional £304,000.

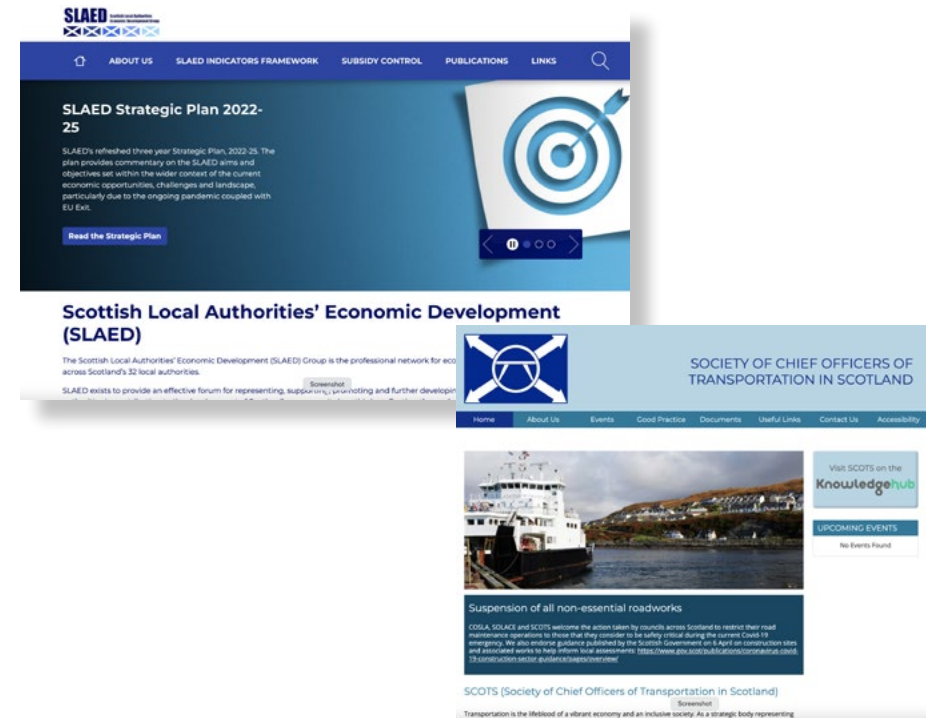
Given the core grant has remained cash flat since 2011-12, this places increasing importance on our ability to leverage additional funding into the organisation. Other income streams have continued to grow steadily, for example:

- We have secured £3.66M to deliver myaccount and related-services this year.
- Specific grant agreements have been secured for a range of programmes, each of which is underpinned by a separate grant agreement containing discrete deliverables. The vast bulk of agreements are with Scottish Government. We will maintain a realistic target of bringing in an additional £2.5M from outwith the sector in support of Local Government priorities.
- We broker partnerships and will continue to run collaborative programmes on behalf of all 32 councils, bringing in agreed funding from each individual council e.g., the Local Government

Benchmarking Framework.

- We will continue to provide support services to the following Local Government professional associations: Heads of Planning Scotland, Scottish Local Authority Economic Development Group and Society of Chief Officers of Transportation in Scotland. Part of the support also includes hosting and banking arrangements.
- We will continue to explore business development and growth opportunities for the benefit of Local Government, in line with our Strategy and IS Prospectus.

The funding source underpinning each key deliverable is contained in the detailed business plan (Appendix 1). Further enhancing and developing our core purpose and priorities, for the collective benefit of Local Government, is the common theme running through all existing and new income streams.



Appendix 1: The Business Plan 2022/23

The tables below highlight our detailed deliverables for the year ahead, aligned to our strategic priorities. Our strategic priority 3 is to support Local Government’s contribution to the delivery of Scotland’s National Performance Framework. To evidence our contribution to this strategic priority, we have identified deliverables that make a direct contribution to one or more national outcomes. It should be noted that many of our deliverables funded through the core grant cannot readily be allocated to one national outcome, because they are approaches used by the IS to support the sharing of practice and delivery of improvement across a wide range of service and outcome areas of relevance to Local Government. Likewise, our data and intelligence offer and digital public services provide the underpinning data and infrastructure that supports the delivery of a range of services that cut across different outcome areas.

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Transformation Support Programme	<p>We will continue to develop our transformation support programme, working with councils as we emerge into recovery, that will build on existing activity, explore opportunities for new and innovative practice, promote collaborations (where appropriate) and crucially provide councils with the opportunity to participate when and how they wish. We will:</p> <ul style="list-style-type: none"> • Work with council Chief Executives to scope options for future council operating models, following a series of facilitated workshops. • Create an innovation hub to assist with the implementation and delivery of new ways of working across a number of themes / services. 	Gerard McCormack, Head of Transformation, Performance and Improvement		Core Grant

Supporting Transformation, Performance and Improvement

Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Change Management	<p>We will continue to develop our offer of change management support to enhance skills and knowledge to support councils with transformational and operational level change. This will include: the continued development of the Change Managers' Network (both on the Knowledge Hub and through events) and the delivery of our business analysis and project management qualifications in partnership with Scotland Excel. We will continue to respond to the needs of councils by providing tailored workshops where requested, and also developing resources such as our Change Manager's Toolkit Series that all councils can access. We will also focus on developing support for strategic leaders in change and transformation. Examples of our deliverables include the following:</p> <ul style="list-style-type: none"> • We will host our Change Manager's networking event online at least every 8 weeks. All 32 local authorities will be invited and encouraged to participate. • We will listen and respond to requests from councils and tailor support to make best use of resources and share across the network, when appropriate. We will build on the content already available on our website and Knowledge Hub and further develop our Toolkit Series. • We will deliver the PDA in Project Management to at least 6 cohorts and the Business Analysis and Decision Making and Innovation qualifications to at least 2 cohorts by March 2023. • We will develop our Scenario Planning Toolkit, to ensure it is still relevant and current to inform strategic planning processes by providing a set of tools for thinking about the future and exploring possibilities of what that might look like. We will provide practical workshops to support councils where requested. 	Clare Sherry, Programme Manager, Change Management		Core Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Organisational Development/ Workforce Planning	<p>We will continue to develop the resources and support for organisational development in councils and partner organisations. We will continue to work with our organisational development network providing support to enhance skills, knowledge and capability for effective approaches to organisational development, culture change, workforce planning, facilitation and leadership.</p> <p>Our deliverables include the following:</p> <ul style="list-style-type: none"> • Review and further develop our workforce planning guidance and resources. • Develop a range of organisational development tools and resources that support our network members. • Work with network members to share leadership development learning resources. • Host Organisational Development Network events virtually every 6-8 weeks encouraging participation from all 32 local authorities. • Run webinars on a range of topics of interest and relevant to current organisational priorities and challenges. • Offer Headspace Sessions providing support for colleagues on organisational development and wellbeing issues. 	Amanda Spark, Programme Manager, Organisational Development		Core Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Organisational Development/ Workforce Planning	<p>We will continue to actively work with public service partners to provide opportunities for cross public service organisational development learning and networking. This will include:</p> <ul style="list-style-type: none"> Working with partners to roll out the Collaborative Leadership Programme for senior managers in Local Government and Police Scotland. Working with NHS and Scottish Government supporting the workforce planning community group, and sharing resources and practices. Working with Collective Leadership for Scotland supporting and facilitating leadership sessions and events. 	Amanda Spark, Programme Manager, Organisational Development		Core Grant
Self-Assessment	<p>We will continue to develop and deliver a wide range of self-assessment support to councils and partnerships and will further integrate partnership working around self-assessment to support Health and Social Care Partnerships and Integration Joint Boards. This will include:</p> <ul style="list-style-type: none"> Delivering self-assessments and improvement planning sessions online, making it easier for councils and partners to participate. Including statements in PSIF assessments to allow councils and partners to reflect on the impact of Covid-19, and new ways of working that have emerged during the pandemic. 	Barry McLeod, Programme Manager, PSIF		Core Grant

Supporting Transformation, Performance and Improvement

Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Elected Member Programme	<p>We will facilitate the development of elected members to provide effective Political Leadership for Scottish Local Government. We will do this by:</p> <ul style="list-style-type: none"> • supporting councils to put in place effective elected member development support • providing national development resources, such as briefings, guidance and workshops • providing bespoke support on roles, responsibilities and working relationships to individual councils • facilitating and influencing partner organisations to provide support and develop resources for elected members • signposting councils to other sources of support from partner organisations 	David Barr, Project Manager, Organisational Development		Core Grant
Knowledge Management	<p>We will continue to develop the IS website to meet users' needs, providing an added value gateway to a range of tools, data and information of relevance. We will:</p> <ul style="list-style-type: none"> • Initiate an annual user survey for the website which will aim to gather information on how it is used and identify what works well and what needs to be improved. The survey will also invite users to shape the development of the site by inviting ideas for further development. • Build a user-focused development plan for the website shaped from the annual survey. 	Martin MacKinnon, Digital Services Manager		Core Grant

Supporting Transformation, Performance and Improvement

Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Knowledge Management	<p>We will deliver the revised Knowledge Management plan for the IS and continue to embed and develop dedicated knowledge sharing platforms including the Knowledge Hub and the case study section of the website. We will explore options for a refreshed collaboration tool. We will continue to develop our Thought Leadership Series, publishing output around a range of topics, with contributions from across the public sector and academia. We will continue to connect internationally with Local Government organisations focused on improvement to embed international learning and good practice in our work. We will:</p> <ul style="list-style-type: none"> Initiate an annual user survey of Scottish Network Knowledge Hub users which will aim to gather information on how it is used and identify what works well and what needs to be improved. The survey will also invite users to guide communication around alternative collaboration options. Utilise the annual user survey to understand the audience reaction to the Thought Leadership Series and the case study section. The results will inform future commissioning. 	Mike McLean, Programme Manager, Knowledge and Collaboration		Core Grant
Knowledge Management	<p>We will continue to embed our communications strategy, ensuring a consistent and corporate approach across all IS communications. This will include: developing consistent and targeted campaigns to promote and market our core products and services; working with partners to complement and align with national campaigns; delivering our own events and working with partners to deliver events; and measuring the impact of our communications activity. We will:</p> <ul style="list-style-type: none"> Support teams as they implement their communications plan. Produce an annual communications review, reporting on our communications activities and highlighting successes, lessons learned, and areas for improvement. 	Mike McLean, Programme Manager, Knowledge and Collaboration		Core Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Economic Development	<p>We will work with Solace, SLAED, COSLA and the Scottish Government to support approaches to regional working, a wellbeing economy, a green, sustainable economic recovery and other Local Government priorities relating to economic development. Our deliverables will include:</p> <ul style="list-style-type: none"> • Providing secretariat and improvement support for regular meetings between Solace, SLAED, COSLA, Scottish Government and Scottish Enterprise, focussed on Business Support. • Carrying out a review of where the IS can best target its support regarding Economic Development. 	Miriam McKenna, Programme Manager, Inequality, Economy and Climate Change	Economy Fair Work & Business	Core Grant
SLAED	<p>We will continue to provide support to SLAED through the secretariat agreement. This includes support to the Executive and Sub Groups to maximise the profile of SLAED and take forward strategic priorities. We will work with SLAED to support the implementation of their Strategic Plan. Our deliverables will include:</p> <ul style="list-style-type: none"> • Organisation and support at SLAED Executive meetings and other subgroups as required. • The organisation of the SLAED AGM and a range of themed events throughout the year. • Annual collation and publication of the SLAED Indicators Report, working with the Performance Lead to finalise the data dashboard. • Undertake a review of the SLAED Indicators. • Work with Public Health Scotland to develop a measurement framework for Community Wealth Building. 	Hannah Young, Project Manager, Economic Outcomes	Economy Fair Work & Business	SLAED SLA

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Employability	<p>We will help implement the Scottish Government – Local Government Employability Partnership Agreement, which sets out the joint commitment of Scottish Government and Local Government to work together to transform the employability support system in Scotland, to deliver improved outcomes for individuals. This work is focused on ensuring alignment and integration of a wide range of policies, resources and services that impact on employment outcomes. The delivery of the employability elements of the Young Person’s Guarantee, Child Poverty Action Plan (Parental Employment), Closing the disability employment gap and reducing inequalities are a key focus. High level deliverables include:</p> <ul style="list-style-type: none"> • Local Employability Partnerships will be strengthened enabling collective leadership, collaboration and the delivery of improved outcomes at a local level, proactively tackling inequalities in the labour market. • Successful implementation of the next phase of the public sector reform via No One Left Behind, with the transfer of additional investment and decision making directed through Local Authorities as lead accountable bodies moving from national to local governance arrangements. • A range of national frameworks will be delivered to support national coherence and local flexibility • The creation of a national approach to Local Government commissioning • Adoption of a shared data recording, reporting and measurement Framework • Support professional network of Employability leads via SLAED to contribute to national workstreams 	Employability Partnership Manager	Economy Fair Work & Business	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Child Poverty	<p>We will work with local and national partners to support the development and delivery of effective local child poverty action reports and associated activity. We will continue to support networks to identify and share good practice in relation to tackling child poverty. We will:</p> <ul style="list-style-type: none"> • Review all Local Child Poverty Action Reports (LCPAR) and provide feedback to lead officers, focused on improvement. • Further roll out the self-evaluation process. • Co-ordinate and host the Child Poverty Peer Support Network. • Share practice from LCPARs across Scotland and provide improvement support in areas where there are gaps. • Support leads to ensure that tackling Child Poverty is at the heart of recovery from Covid-19. • Deliver briefing notes and webinars for elected members. • Chair the National Partners Co-ordination Group. • Work with National Partners to develop a joint work plan and identify how to jointly support local areas on key thematic issues. 	Hanna McCulloch, National Coordinator, Local Child Poverty Action Reports	Poverty Children Human Rights	SG Specific Grant
Community Councils	<p>We will further develop and support the Scottish Community Councils' website. We will continue to support the Community Council Liaison Officer Network at events and on the Knowledge Hub, as appropriate. We will:</p> <ul style="list-style-type: none"> • Develop and implement a communications plan for the Community Council Project. • Explore opportunities for further funding to support the development of local community council partnerships and the introduction of new and expanded services. 	Mike McLean, Programme Manager. Knowledge and Collaboration	Communities	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Protecting People	<p>We will continue to co-ordinate the National VAW Network and work to ensure that every local authority area in Scotland has a high performing multi-agency VAW Partnership that engages effectively with community planning processes. We will support VAW Partnerships across Scotland to use the Equally Safe Quality Standards and Performance Framework to measure, demonstrate and further improve the progress being made to tackle violence against women and girls within local communities. We will support local authorities to engage with the National Trauma Training Programme and identify actions they can undertake to ensure local systems, services and workforces better respond to the needs of people and communities experiencing trauma. Deliverables will include:</p> <ul style="list-style-type: none"> • Assisting local authorities in submitting data returns to the Equally Safe Quality Standards and Performance Framework to generate learning on progress being made to tackle violence against women at a local and national level and identifying examples of good practice and shared challenges. Individual reports will be produced for each local authority showing their own progress in implementing Equally Safe and highlighting potential areas of focus for the year ahead. • Facilitating an Action Learning Programme for Trauma Champions within local authorities and other community planning organisations to support them to identify tangible actions they can undertake to embed trauma-informed practice within and across organisations. • Developing a Quality Indicator Framework for Trauma-Informed Services, Systems and Workforces to support local areas with implementation and improvement planning. 	Joanna McLaughlin, Programme Manager, Protecting People	Communities Human Rights	SG Specific Grant

Supporting Transformation, Performance and Improvement

Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Place Based Approaches	<p>We will continue to promote, facilitate and develop place-based working including its input into climate crisis action, delivering Scotland Public Health Priorities, the Scottish Government Planning (Scotland) Act 2019, National Planning Framework 4, and the Digital Planning Strategy. We will continue to work with partners (COSLA, Public Health Scotland, Scottish Government) to support and promote the effective use of Place and Wellbeing Outcomes when delivering on priorities around climate change, Covid recovery and public health. We will promote the Place Principle, 20 minute neighbourhood ambitions and the Place Standard.</p> <ul style="list-style-type: none"> We will deliver the Shaping Places for Wellbeing Programme, which is a delivery partnership with Public Health Scotland to create conditions for better wellbeing by enabling system-wide action on the social determinants of health at a local level. We will help connect councils better with good practice, support elected members' knowledge and scrutiny on this issue and work to embed the value of place-based approaches across the full range of service areas and professional groups that have a role to play. We will take action on the the Place and Wellbeing Outcomes Rapid Scoping Assessment Evaluation Recommendations. This will include publishing a Briefing Paper on the Place and Wellbeing Outcomes and a Guide to undertaking Rapid Place and Wellbeing Scoping Assessments. Both will continue to enable a consistent and comprehensive approach to place-based working at local, council and regional level. 	Irene Beautyman, Place and Wellbeing Partnership Lead	Communities Environment Health	Core Grant + SG specific funding + Health Foundation funding

Supporting Transformation, Performance and Improvement

Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Planning Skills	<p>We will continue to deliver a Planning Skills Programme that leads the behavioural change required for those working within the planning system to deliver: the Planning (Scotland) Act 2019, National Planning Framework 4, Scottish Planning Policy and the Digital Planning Strategy. Key areas of interest are the implementation of the Place Principle and the contribution of planning to climate change, public health and Covid recovery priorities. In doing so, we will work closely with the Partners in Planning Forum members, including Scottish Government, HOPS, RTPi and the Key Agencies Group.</p> <p>High level deliverables will include:</p> <ul style="list-style-type: none"> • Regular training events on topics requested by planning authorities and key agencies. • Input into national working groups, such as Partners in Planning, to support the training and development of planning authority staff. 	Irene Beautyman, Place and Wellbeing Partnership Lead	Communities Environment Health	HOPS SLA
HOPS	<p>We will continue to provide support to Heads of Planning Scotland (HOPS), including supporting their input into the transforming planning programme associated with the Planning (Scotland) Act 2019, National Planning Framework 4, Scottish Planning Policy, the Digital Planning Strategy, public health reform and place-based working. This will include:</p> <ul style="list-style-type: none"> • Co-ordination between planning authorities and other organisations within the built environment to deliver the HOPS business plan. • Support of the Planning Performance Framework in conjunction with the High-Level Group on Planning. 	Trevor Moffat, Project Manager, Planning for Place	Communities Environment Health	HOPS SLA

Supporting Transformation, Performance and Improvement

Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Early Learning and Childcare Expansion Programme	<p>We will provide a range of business analysis, communications and workforce planning support to councils as they continue to evolve and deliver their Early Learning and Childcare services. Support will be tailored to individual local authorities' needs, whilst reporting on progress to Scottish Government and COSLA. High level deliverables include:</p> <ul style="list-style-type: none"> • Undertaking periodic data collections to evidence the progress being made by local authorities in delivering the expansion of funded ELC to 1140 hours. • Supporting local authorities in developing and improving recruitment strategies while strengthening capacity for effective long term workforce planning by sharing learning and good practice. • Support standardising processes for calculation of sustainable rates in ELC, including through the organisation and facilitation of a series of learning events • Support local authorities in addressing the thematic challenge of 2-year-old uptake 	Adam Hall, Early Learning and Childcare Team Leader	Education Children	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Covid Recovery	<p>We will support the work of the Covid Recovery Strategy Programme across each of the workstreams identified as part of the programme approach:</p> <p>EVIDENCE</p> <ul style="list-style-type: none"> Contribute to the Joint Analytical Group, developing a framework of indicators for each of the outcomes. Draw on existing data and intelligence held in IS, and collate and analyse data from a wider variety of sources as necessary. Support the periodic refresh and analysis of data and intelligence on core indicators. <p>CHANGE</p> <ul style="list-style-type: none"> Identify, gather evidence on and interrogate successful service delivery programmes to understand what makes them work – articulate and report on these studies appropriately. Establish criteria for identifying focus communities and present options for suitable candidates. Facilitate knowledge sharing sessions with stakeholders from the public, private and third sector in Focus Communities. Utilising appropriate data and intelligence, measure and report on the progress of service changes in relation to the outcomes and indicators in Focus Communities. Drive forward collaborative approaches to joint delivery of programme actions across disciplines and sectors. Support the development and implementation of local Covid Recovery planning in other areas. <p>ASSURE</p> <ul style="list-style-type: none"> Establish a reporting framework and report quarterly on the progress of the actions identified in the Covid Recovery Strategy. 	Adam Hall, Early Learning and Childcare Team Leader	Economy Fair Work & Business Communities Poverty Children	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Health and Social Care Integration	<p>We will work with national improvement bodies to deliver collaborative improvement support to integration authorities. We will work with Audit Scotland to ensure that our self-assessment and improvement planning offer complements, informs and supports the development of the Accounts Commission’s approach to Best Value for Integration Joint Boards. We will support Local Government’s response to the outcome of the National Care Service consultation, which could result in significant reorganisation within Local Government depending on the scale and scope of the new body.</p> <ul style="list-style-type: none"> We will work with another six national organisations through the National Organisations Integration Huddle (Care Inspectorate; Healthcare Improvement Scotland; Public Health Scotland; NHS National Services Scotland; NHS Education for Scotland; and Scottish Social Services Council) to deliver a Joint Account Management Approach to Health and Social Care Chief Officers. We will provide self-assessment support for IJBs to both support continuous improvement in IJB/HSCPs and to facilitate preparation in advance of upcoming Best Value audits by Audit Scotland. 	<p>Barry McLeod, Programme Manager, PSIF</p> <p>Gerard McCormack, Head of Transformation, Performance and Improvement</p> <p>Sarah Gadsden, Chief Executive</p>	Health	Core Grant
Public Health	<p>We will deliver our Partnership Agreement with Public Health Scotland and COSLA to support the delivery of Scotland’s public health priorities. This will focus on the following priority areas: Shaping Places for Wellbeing Programme, child poverty, economic recovery, gender-based violence, data and intelligence, health and social care and elected member development.</p>	<p>Irene Beautyman, Place and Wellbeing Partnership Lead</p> <p>Sarah Gadsden, Chief Executive</p>	Health Environment Communities	Core Grant + other partnership funding

Supporting Transformation, Performance and Improvement

Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Climate Change	<p>We will work with Solace, COSLA and others to provide practical support to councils in relation to the improvement agenda around climate change. This will include helping connect councils better with good practice, supporting elected members’ knowledge and scrutiny on this issue, supporting links to shared ambitions in promoting public health and helping embed the climate change agenda across the full range of service areas and professional groups that have a role to play. We will:</p> <ul style="list-style-type: none"> • Work with all IS programmes to embed climate change where relevant, building connections between networks, priorities and projects. • Work in partnership with Solace, Scottish Cities Alliance, Sustainable Scotland Network (SSN) and COSLA to drive transformation. • Deliver webinars and briefing notes tailored for elected members. • Undertake research with SSN, COSLA and Solace to understand the needs and priorities of Scottish local authorities in delivering on their Climate Change commitments. • Develop a strategy for the IS route to reach Net Zero and continue to train our staff to be “Carbon Literate”. • We will explore funding opportunities with Scottish Government to support our priorities on climate change, with a particular focus on work with Scottish and Local Government to consider and evidence the implications of net zero interventions on tackling poverty and inequality, helping to join up significant policy agendas. 	<p>Judi Kilgallon, Project Manager, Climate Change</p> <p>Miriam McKenna, Programme Manager, Inequality, Economy and Climate Change</p>	Environment	Core Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Fairer Scotland Duty	<p>We will provide support for the implementation of the Fairer Scotland Duty (FSD) across Scotland until September 2022, working with the listed agencies to identify and share best practice via a peer support network, develop practical guidance for officers and elected members, and further develop the online resource. We will:</p> <ul style="list-style-type: none"> • Co-ordinate and host the FSD Leads Network. • Share policy and practice. • Hold virtual meetings/webinars as required, including for new elected member post local government elections. • Further explore the possibilities of a shared online Integrated Impact Assessment tool. • Deliver FSD training to organisations subject to the duty. • Seek to engage with those organisations who have not engaged in regard to the FSD. • Continue to work with IS colleagues to better embed the FSD across projects. • Carry out legacy planning for when the post ends. 	Miriam McKenna, Programme Manager, Inequality, Economy and Climate Change	Human Rights	SG Specific Grant

Supporting Transformation, Performance and Improvement

Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
United Nations Convention on the Rights of the Child (UNCRC)	<p>We will provide support for the implementation of the UNCRC across Local Government, hosting a Project Manager to:</p> <ul style="list-style-type: none"> • Act as a champion for Children’s Rights and promote the inclusion of children and young people in decision-making • Deliver a collaborative action learning programme • Facilitate and host a peer support network constituted of officers from across all local authorities in Scotland • Produce quality learning materials as required, linking with other IS teams to ensure effective dissemination • Support councils to identify practical action which will further embed and improve the realisation of children’s rights across their services, not just within Children’s Services/Education • Liaise with other programmes and professional networks to support and encourage them to share, promote and mainstream a child’s rights based approach • Lead on the delivery of webinars and briefing notes for Elected Members via the Elected Member Development Programme • Host an implementation partners space • Provide training/upskilling via webinars for officers. • Work with partners to help co-ordinate and deliver national, regional and local events in order to share good practice and learning. • Establish and maintain a UNCRC implementation Knowledge Hub as an online repository to share resources and learning. 	Miriam McKenna, Programme Manager, Inequality, Economy and Climate Change	Human Rights Children	SG Specific Grant

Supporting Transformation, Performance and Improvement

Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
The Promise	We will work with Solace to consider and agree how best we can support the Local Government sector with the delivery of 'The Promise' over the lifetime of the Plan 21-24. This is likely to include dedicated improvement support, in addition to ensuring all of our related programmes such as UNCRC implementation, child poverty, protecting people etc. are working with Local Government colleagues to support them to embed the Promise.	Gerard McCormack, Head of Transformation, Performance and Improvement	Children and Young People	Core grant with input from SG funded programmes

Digital Public Services (DPS)				
Area	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Governance	We will work with Scottish Government to implement a new MOU/ framework agreement effective from 1 April 2022. We will ensure strategic and operational alignment across the Digital Public Services portfolio and other platforms. We will ensure our partnerships continue to be governed effectively and that agreements and governance mechanisms are reviewed at least annually to ensure that they remain fit for purpose. We will engage with organisations and individuals with expertise in areas of privacy, ethics and consumer groups to gain their feedback. su	Head of Digital Public Services		DPS Grant
Information Assurance and Information Security	We will continue to maintain regulatory and legislative compliance to protect individuals' privacy and manage risk. This will include: <ul style="list-style-type: none"> Protecting and maintaining ISO27001 certification status, including through an annual surveillance audit in September 2022. Implementing appropriate risk management policies and strategies as an ongoing activity. Providing a focus for UK GDPR and associated activities. Maintaining a focus on the UK Government Digital Identity Trust Framework, to analyse and assess implications and to make recommendations for how we respond. 	Cameron Walker, Strategic Technical Lead Daniel Glennie, IT Security Officer		DPS Grant

Digital Public Services (DPS)				
Area	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Information Assurance and Information Security	<p>We will maintain a culture of good cyber hygiene. This will include:</p> <ul style="list-style-type: none"> Ensuring plans for Cyber Resilience, Business Continuity, Disaster Recovery and Incident Management are robust and up to date, and by testing them systematically and periodically against several simulations to ensure appropriate controls are in place to protect against threats and vulnerabilities. We will undertake an IT Health Check at least annually in Q3. Ensuring digital workplace technologies to support remote and hybrid workforce models are implemented in line with best professional and industry practice. This will include progressing ongoing work to secure our Office 365 environment to one of optimised security. Developing and maintaining a Cyber Awareness Training Programme, securing the full participation of all staff in it. Defining requirements and evaluating options for a Managed Security Operations Centre, to provide an even higher security capability and posture, and to minimise cyber security risk. 	<p>Cameron Walker, Strategic Technical Lead</p> <p>Daniel Glennie, IT Security Officer</p>		DPS Grant/ Core Grant
Business Growth and Delivery	<p>We will continue laying the foundations for the myaccount service's future, aligning closely with the Digital Identity Scotland Programme as it seeks to develop a common approach to Digital Identity Establishment across the public sector.</p>	<p>Head of Digital Public Services</p> <p>Andrew Campbell, Business and Delivery Strategic Lead</p>		DPS Grant
Business Growth and Delivery	<p>We will work jointly with the Local Government family, contributing to the governance and delivery of Scotland's Digital Strategy, including the Local Government elements of the strategy's 8 Themes and 52 Actions.</p>	<p>Head of Digital Public Services</p>		DPS Grant

Digital Public Services (DPS)				
Area	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Business Growth and Delivery	We will ensure that service availability to service providers and users remains at, or near, 100% availability levels.	Andrew Campbell, Business and Delivery Strategic Lead		DPS Grant
Business Growth and Delivery	<p>We will review contractual commitments in April 2022, renewing or replacing, as appropriate.</p> <p>We will develop a procurement strategy and commence activity to implement new contracts in response to existing ones terminating in August 2023, and affect a smooth migration.</p>	Andrew Campbell, Business and Delivery Strategic Lead		DPS Grant

Digital Public Services (DPS)				
Area	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Business Growth and Delivery	<p>We will continue helping citizens manage their relationships with public services, online and offline. We will maintain continuity of service for services, operating and managing them effectively, resiliently and innovatively. We will continue to expand service uptake, adoption and usage levels, making refinements in response to customer and stakeholder need. We will aim to:</p> <ul style="list-style-type: none"> • Grow myaccount registered subscriber numbers to 1.75M and expand authentication request volumes to 12M annually by 31 March 2023. • Increase parentsportal.scot footprint to 15 councils, 1200 schools, 125,000 parents, 170,000 pupils and 1M annual authentication requests by 31 March 2023. • Extend the usage and impact of GETYOURNEC.SCOT, including to support up to 1 million people under age 22 years access the Young Persons' Free Bus Travel Scheme and process up to 300,000 applications by 31 March 2023. • Integrate bisaccount.scot with 3 councils by 31 March 2023 to support local businesses in transacting online securely. • Facilitate growth in usage and impact of the Young Scot Membership Platform - powered by myaccount - helping to drive up membership numbers to 175,000 by 31 March 2023 while using the launch of the Young Persons' Free Bus Travel Scheme as a catalyst. • Increase adoption and impact of the Data Hub to 36 organisations by 31 March 2023, helping derive quality and accurate local data, to inform decision-making. • Launch the new issecure service in April 2022, initially with National Records of Scotland. 	Andrew Campbell, Business and Delivery Strategic Lead	Economy Fair work & Business Poverty Children Education Environment	DPS Grant + Transport Scotland funding

Digital Public Services (DPS)				
Area	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Business Growth and Delivery	<p>We will refine and implement the 2022/23 Development Roadmap for myaccount and the wider portfolio. We will:</p> <ul style="list-style-type: none"> • Maintain continuity of service for the myaccount service. • Maintain alignment of it to the Digital Identity Scotland Programme. • Make changes to the myaccount service, where required, to further support the provision of strong credentials and Digital Identity Scotland Programme’s objectives. • Decouple authentication to support minimal data for the purposes of authentication. • Implement a locker holding unverified and verified user attributes, accessed only when attributes are required and controlled by the user. • Commence in July 2022 the Validation Portal development to providing omni-channel tools to those who cannot/ choose not to access digital public services. • Enable a Young Scot National Entitlement Card (NEC) as an anchor document for verification purposes. • Switch on systems functionality from June 2022 to support ‘Beat the Street’. • Enhance parentsportal.scot, including to develop a mobile app from June 2022, in response to demand and launch it in September 2022.. • Begin developing a prototype in April 2022 for a digital Young Scot Card for use on a Show & Go basis. • Enhance GETYOURNEC.SCOT in response to user feedback to improve the user experience while providing a standards-compliant application process. • Provide enhanced chat bot functionality, augmenting customer support. • Progress assisted digital proof of concept from June 2022. • Add Open ID Connect (OIDC) protocol to bisaccount.scot by December 2022. 	Andrew Campbell, Business and Delivery Strategic Lead	Economy Fair work & Business Poverty Children Education Environment	DPS Grant

Digital Public Services (DPS)				
Area	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Technical Assurance	<p>We will continue maintaining a healthy IT environment and culture., ensuring systems supported are performant, available, scalable, flexible and in a secure environment. This will include:</p> <ul style="list-style-type: none"> • Implementing the Cloud Hosting Strategy, beginning the migration of our infrastructure to the public cloud in May 2022, adding in even more resilience and flexibility to how services are managed and operated. • Ensuring people and third parties are provided with the information required to operate, maintain, support, deliver, and protect our IT infrastructure and our investment. • Ensuring systems are maintained and documented to the right level to agreed standards using the agreed framework. • Providing advice so that the right technology decisions are made by the organisation. • Reviewing technical skills, identifying training required and providing a training programme. 	Cameron Walker, Strategic Technical Lead		DPS Grant

Digital Public Services (DPS)				
Area	Deliverable	Lead Officer	Relevant national outcomes	Funding source
National Entitlement Card Scheme	<p>We will continue to ensure the smooth delivery of the National Entitlement Card (NEC) Scheme. We will:</p> <ul style="list-style-type: none"> • Ensure the new contracts agreed in 2021 for card application management, bureau services and smartcard supply are performant and meet Service Level Agreement (SLA) obligations. • Ensure cards for the Young Persons' Free Bus Travel Scheme launched on 10 January 2022 are produced and issued in line with SLA obligations. • Support the Young Persons' Free Bus Travel Scheme's evaluation through provision of robust data. • Ensure the NEC Stakeholder Forum, led by NEC Programme Office, is maintained as an effective interface with Councils and other Scheme users. • Lead the delivery of the Scheme's business development plan focused on increased card usage and exploitation in conjunction with the NECPO and Scheme users. • Maintain the Scheme's regulatory and legislative compliance. • Maintain alignment of the Scheme with the Digital Public Services' roadmap. • Minimise/avoid potential adverse impact to the Scheme's delivery through effective succession planning. 	<p>Brenda Robb, NEC Programme Manager</p> <p>Head of Digital Public Services</p>	<p>Economy Fair work & Business Poverty Children Environment</p>	<p>DPS Grant + Transport Scotland funding</p>

Data and Intelligence				
Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Data and Intelligence Strategy and Vision	Develop a compelling vision, cohesive strategy and roadmap for the IS Data and Intelligence Service, ensuring that the IS is recognised by Local Government and the wider system as a leader and centre of expertise in data and intelligence	Head of Data and Intelligence		Gazetteer Revenue/ Spatial Hub
Spatial Hub	<p>We will continue to support the Spatial Hub software and infrastructure. We will also implement a series of technical upgrades to the Spatial Hub, continue to work with councils to extend the range of spatial data sets and improve the quality of spatial information available. As part of this we will:</p> <ul style="list-style-type: none"> • Migrate the Spatial Hub architecture to Amazon Web Services in the next 6 months. This follows last year’s successful Proof of Concept with our current server provider in the next 3-6 months. • Implement some of the changes suggested by the external report provided by Parity, in particular focusing on data validation using an agreed standard. • Extend the Spatial Hub software to allow its use as an open data portal for all Local Authority data. This will allow authorities to maintain their own datasets rather than the current model where datasets are collated and managed by the IS. 	Dominic Greenslade, Technical Lead	Environment	Gazetteer Revenue/ Spatial Hub
Spatial Hub	We will develop a long-term and sustainable funding model for the Spatial Hub that will enable us to meet the aspirations of Scotland’s open government policy by making the Spatial Hub freely available to anyone who wishes to use it	Head of Data and Intelligence	Environment	Gazetteer Revenue/ Spatial Hub

Data and Intelligence				
Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Spatial Hub/Use of Data	We will investigate the feasibility of extending the scope of the Spatial Hub to cover spatial data from external organization such as utilities	Head of Data and Intelligence	Environment	DPS Grant/ Gazetteer Revenue
One Scotland Gazetteer	We will continue to work with local authority gazetteer custodians and Ordnance Survey/GeoPlace to improve and enhance the vital address and street datasets for Scotland	Ron Wilkinson, Gazetteer Programme Manager	Environment	DPS Grant/ Gazetteer Revenue
TellMeScotland	We will develop TellmeScotland to allow the automatic upload of planning notifications and continue to support the use of existing notices (Planning, Traffic, Licensing, General and Councillor Surgeries) by councils. Within the next 12 months, initial work will be complete on the related Cloud Connector Framework, with the ability to demonstrate the automatic transfer of planning data	Iain Paton, Project Manager	Environment	Gazetteer Revenue/ Spatial Hub
Cloud Connector Framework	We will develop the Idox Cloud Connector Framework to extract planning, building standards and gazetteer data from local authority Uniform casework management systems, and transfer to a central portal hosted by the Improvement Service	Will Hensman, Project Manager (Land and Property)	Environment Communities	Gazetteer Revenue/ Spatial Hub
Use of Data	We will work with IS colleagues and the Digital Office for Scottish Local Government to promote the virtues of good data practice across Local Government and promote the increased usage of data to support operational and strategic decision-making	Simon Roberts, Engagement Manager		Gazetteer Revenue/ Spatial Hub
Climate Change data	We will engage with the Scottish Cities Alliance and Edinburgh Climate Change Institute to explore how we can support their Carbon Scenario Tool Pathfinder Project, particularly in relation to baselining data for area-wide emissions and developing a climate data repository for Scotland	Head of Data and Intelligence	Environment	To be confirmed

Data and Intelligence				
Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Benchmarking	We will continue to deliver the Local Government Benchmarking Framework (LGBF) and highlight the maturing credibility and reliability of this Local Government-led improvement approach. We will work with partners to evolve the existing suite of measures to reflect the challenges, risks and opportunities facing Local Government as it responds to the Covid pandemic and aims to build back better, including improved measures in adult social care, poverty and inequality, economic development, climate change and digital. We will support council officers and elected members to continue to strengthen their use of the framework to drive improvement, scrutiny and to share practice and learning. We will target IS improvement activity in areas where local authority performance improvement is slowing or declining	Emily Lynch, Programme Manager, Performance Management & Benchmarking		Core Grant +32 Council MOU Agreement
Community Planning Outcomes Profile	We will update the Community Planning Outcomes Profile and support CPPs to utilise the profile to enhance local planning, performance and reporting arrangements, including that required for the Local Outcomes Improvement Plans	Emily Lynch, Programme Manager, Performance Management & Benchmarking		Core Grant
LG Covid-19 Dashboard	We will continue to deliver the Local Government Covid-19 Dashboard and supply councils with relevant and timely data to help them track recovery and inform decisions. Work will continue to improve automation and extend knowledge and practice in the use of platforms such as Microsoft Power BI	Emily Lynch, Programme Manager, Performance Management & Benchmarking Joseph Gavart, Project Manager		Core Grant

Data and Intelligence				
Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
LG Data Platform	We will deliver Phase 1 in the development of the Local Government Data Platform which aims to deliver improved governance and control of the lifecycle of Local Government data returns.	Head of Data and Intelligence Emily Lynch, Programme Manager, Performance Management & Benchmarking Joseph Gavart, Project Manager Will Hensman, Project Manager (Land & Property)		Gazetteer Revenue/ Spatial Hub
Research	We will work with all IS colleagues to help coordinate and facilitate cross-team collaboration; to share knowledge and expertise to encourage best practice in our analytical activities; to provide advice and support to colleagues on research matters; and to gather information on ongoing research and internal research needs within the organisation to help us prioritise our activities.	Nick Cassidy, Research Manager		Core Grant
Research	We will continuously review existing research and analytical activities within the IS and develop an ongoing set of planned research projects based on strategic priorities. These projects will be developed together with colleagues within the IS, as well as in COSLA, local authorities, and SOLACE.	Nick Cassidy, Research Manager		Core Grant

Data and Intelligence				
Project	Deliverable	Lead Officer	Relevant national outcomes	Funding source
Research	We will explore opportunities to partner with the Scottish Policy and Research Exchange, to encourage greater collaboration between the IS, Local Government and researchers and academics in higher education institutions to expand access to evidence and increase the range of expert voices in priority outcome areas.	Nick Cassidy, Research Manager		Core Grant
Advice Services	We will deliver the outputs of the Advice Services project as agreed with the project funders. This will include workstreams relating to performance management, service transformation and, strategic funding of advice services. A key focus will be on developing research and evaluation evidence, including identifying and sharing examples of effective practice, to support the implementation of improvement actions that create the greatest impact for service users.	Karen Carrick, Evaluation Manager Cara Connachan, Senior Research Officer	Poverty Human Rights	SG Specific Grant
Evaluation	We will deliver evaluation support within the IS and to external organisations. Support to the latter is by participating in advisory groups or carrying out evaluations on a commercial basis. A wide range of evaluations and reviews focusing on outcomes, process or both are undertaken. Subject areas covered include: potential funding models, social value, impact of increased digital access to services and capital investment programmes.	Karen Carrick, Evaluation Manager		External funding sources including Scottish Government, Money & Pension Service, Trading Standards Scotland

iHub
Quarrywood Court
Livingston
EH54 6AX

Tel: 01506 282012
Email: info@improvementservice.org.uk
www.improvementservice.org.uk

*The 'go to' organisation for Local
Government improvement in Scotland*

The logo for Improvement Service, featuring the letters 'is' in a dark blue, lowercase, sans-serif font. The 'i' has a red dot above it, and the 's' has a red dot at the bottom right. Below the 'is' is the word 'improvement' in a dark blue, lowercase, sans-serif font, followed by the word 'service' in a red, lowercase, sans-serif font.
improvement **service**