



## Case Study: Digital Public Services Project Delivery



*The Improvement Service is the national improvement organisation for local government in Scotland, with a mission to help councils and partners improve health, quality of life and opportunities of people in Scotland.*

We provide a range of products and services to councils and their partners covering digital public services, consultation and facilitation, learning and skills, performance management, knowledge management, and research.

The Improvement Service's [digital public services](#) (DPS) comprises a portfolio of products and services. [myaccount](#), the secure authentication service for online public services operated by IS with Scottish Government funding, sits at the portfolio's heart.

In 2018, the IS began looking for technology partners to help develop myaccount and its platform for digital services, and use it to support wider ambitions to realise Scotland's potential in a digital world.

The IS's twin requirements were to maintain business-as-usual with minimal disruption, and to exploit new technologies and innovation to help meet emerging and future requirements, bringing real benefits to Scotland.

### The challenge

The IS felt a single company might not be able to deliver all that was required, so the team began looking the possibilities brought by the larger community of small and medium size enterprises (SMEs) and academic sectors.

As it considered the potential to appoint a group of partners, the IS's preference was for one organisation to act as a managing agent to

coordinate day-to-day activities and be accountable for the overall service.

## What did we do?

The IS initiated market research to evaluate if a single company could deliver all the requirements or, alternatively, whether to tap into similar expertise and knowledge elsewhere.

This was an important initial step as some services operated by the IS were already well-established with a significant user-base. Others were in their early development stages and others were looking likely to emerge during the lifetime of the potential contract.

A dedicated in-house team was established, with a procurement advisor, to define the business and technical requirements and to develop and lead procurement strategy and implementation.

The initial research confirmed expectations that a single company could not deliver all requirements but could act as managing agent, coordinating day-to-day activities and operational accountability.

Bids were invited and, in August 2018, the IS appointed four technology partners - [Tata Consultancy Services](#), [Brightsolid](#), [Wallet Services](#) and [Yoti](#). These partners gave a blend of valuable skills, knowledge and expertise.

A review of internal resources by the IS followed this leading to changes to ensure that the right skills, experience and capacity were in place to help realise the ambitions of the organisation; to retain and develop staff; and to provide access to business development activities focused on strategic opportunities across the portfolio.

A roadmap of development priorities for the DPS portfolio was produced. This was shared with and consulted on with the customer base and stakeholders to ensure it met their priorities.

## Impact and results

- The new contracts were appointed on time and within budget.
- The right level of skills and expertise was obtained by reaching out to the larger community.
- We migrated seven live services seamlessly to new cloud infrastructure in under three months.
- Business as usual: maintained availability at 99.89% and complied with all legal and regulatory requirements.
- Reached out to new partners and provided new services whilst maintaining benefits for the current partners.
- This is an example of a large and complex project being successfully developed and delivered by the Digital Public

*"We are committed to providing a reliable and secure service and exploiting new technologies and innovating to meet our partners' requirements."*

**Sarah Gadsden**  
Interim Chief Executive  
Improvement Service

Services team at the IS who have demonstrated best practice in the successful delivery of their portfolio of ICT projects

Sarah Gadsden, IS's interim Chief Executive said, "As we continue to evolve our multiple award-winning myaccount service and our broader digital offer, we are committed to providing a reliable and secure service and exploiting new technologies and innovating to meet our partners' requirements."

Martin Brown, Head of Business Development, Improvement Service added, "We enjoy a strong and growing foothold in our core markets. By working closely with our partners, it will allow us to introduce new enhancements and capabilities, making our services and broader portfolio even more attractive. As importantly, it should help fuel an expansion in online public services in line with rising customer expectations, and support Scottish Government's wider ambitions for realising Scotland's full potential in a digital world."

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**Martin Brown**  
Head of Business Development  
Improvement Service

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