

*The 'go to' organisation for local
government improvement in Scotland*

is.
improvement **service**

Business Plan

2023—2024



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1. Introduction

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

Our Vision

The Improvement Service will support local authorities, working with their partners, to deliver transformational change to sustain and where possible improve outcomes, reduce inequalities and achieve efficiencies.

Our Purpose

- Provide leadership to local government and the wider system on transformation and improvement;
- Develop capability and capacity for improvement within local government;
- Support local authorities to collaborate and work together to tackle shared challenges and drive improvement and innovation;
- Support local authorities to share knowledge, practice, learning and skills;
- Deliver national improvement programmes for local government and partners, supporting local authorities 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 our improvement work.

Our Business Plan for 2023/24 takes forward the commitments in our new five-year Strategic Framework and sets out our deliverables and activities for the coming year.

2. Our Operating Context

The operating context of local government continues to be difficult, with local authorities transitioning at speed from responding to the Covid-19 pandemic to dealing with a cost-of-living crisis, which is affecting their own services as well as the lives of their citizens and communities.

Local authorities are facing increasingly difficult choices about spending priorities, in the face of unprecedented financial challenges, including inflationary pressures which are having a significant impact on the costs of service delivery and capital projects. This creates immediate pressures for councils, in relation to their ability to deliver essential services and capacity to deliver change, whilst impacting on resilience and sustainability in the medium to long term.

Local authorities are also facing relentless workforce challenges, including recruitment, retention, staff sickness levels and industrial action. Whilst there have been long-standing recruitment challenges in some professions, local authorities are now struggling to fill posts in senior and front-line roles across the full spectrum of council services. Hybrid approaches to working are also becoming common practice, with staff working between the office and remotely. Whilst this is creating opportunities to work differently and potentially to attract a wider talent pool, it is undoubtedly creating some cultural challenges too.

The use of digital services grew exponentially during the pandemic, and will likely continue to grow, creating different opportunities for the way in which local authorities do business. There is a greater expectation from citizens around council services being much more accessible, akin to how we can now access just about everything we need from our phones. At the same time, we need to guard against an increased



risk of exclusion within our most vulnerable communities. Over the next 12 months, local government will continue to work with Scottish Government, other public services and industry to deliver Scotland's Digital Strategy. Our digital public services and data and intelligence work will be critical to the successful delivery of this strategy.

There remains a lot of uncertainty about the future shape, role and sustainability of local government, with the development of a National Care Service for Scotland, making it difficult for local authorities to plan services. Reform of Scotland's education system is also underway, including a national discussion on education, an independent review of qualifications and assessments and reform of the Scottish Qualifications Authority and Education Scotland. Like the National Care Service, this is also creating uncertainty for the future role of local government.

Given the multiple and complex challenges facing local government, we have a critical role to play over the next 12 months to **assist local authorities to transform and transition to new models of service delivery**, which are sustainable and digital where possible, focus on prevention, are designed around the needs of people and communities and generate financial savings. This will not be without its challenges, given the limited capacity in the system to innovate and deliver change, due to finance and workload pressures.

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 is resulting in an increased demand for increasingly stretched council services. Evidence shows that socio-economic disadvantage and inequality of outcomes exacerbated during the pandemic, and this has now been further compounded by the cost-of-living crisis, with communities experiencing increasing poverty and financial hardship. Across the next 12 months, we have a key role to play in **providing leadership and facilitating collaboration to enable a more preventative, integrated approach to tackling poverty and inequality**.

Sector-led improvement is gaining increasing momentum in local government, with local authorities having a sense of collective responsibility for the performance of the sector as a whole, not just their own local authority. Across the next 12 months, **we will support local government to deliver sector-led improvement in a range of policy and service areas**. This will involve supporting individual local authorities with their own improvement journeys as well as supporting the sector as a whole to improve.

Finally, **we will support local government to deliver digital and data enabled transformation**. We have a crucial role to play in delivering digital and data services that will help local government and its partners innovate and collaborate to deliver the transformational change required to tackle the challenges we collectively face. Not only this, but we want to grow and develop solutions that will support reform and provide resilience, helping to future-proof the sector.

As we have highlighted in our new [Strategic Framework](#), if the last few years have shown us anything, it is that it is impossible to predict the challenges that we might face in future. We will therefore ensure that we remain a flexible, innovative and responsive organisation, able to adapt to support local authorities through whatever issues they encounter across the next twelve months.



3. Our Strategic Priorities

We have developed a new five-year [Strategic Framework](#) for financial years 2022/23 to 2026/27, which sets out our four strategic priorities. Whilst described separately, they are clearly linked and interdependent. Across 2023/24, we will focus our resources on providing improvement support and services that will help us deliver our four strategic priorities, as follows:

1. We will assist local authorities to transform and transition to new models of service delivery

During 2023/24, we will:

- Work with Solace to translate our think piece on '[Delivering a Future for Scottish Local Authorities](#)' into tangible action, managing and coordinating the delivery of the programme of work agreed with Solace through our Transformation Programme Management Office. A key part of this work will involve building future leadership capability within the local government sector.
- Develop and promote the use of our national shared service applications and technology, identifying opportunities to create new digital public services to underpin new service delivery models emerging through our work with Solace.
- Develop our offer of change management support to enhance skills and knowledge to support councils with transformational and operational level change, working with our Local Authority Change Managers' Network.

- Develop resources and support for organisational development in councils and partner organisations and 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.
- Deliver a wide range of self-assessment and improvement planning support to councils and partnerships.
- Facilitate the development of elected members to help them navigate the changing landscape.
- Deliver a range of improvement work to help local government deliver the Promise, early learning and childcare expansion and the Covid-19 Recovery Strategy.



- Develop resources and support to enhance consideration of place-based approaches when making decisions that impact place and wellbeing.
- Work with national improvement bodies to deliver collaborative improvement support to integration authorities to help them address pressures within the current health and social care system.
- Work with the Local Government Benchmarking Framework Board and Solace to identify and agree areas where there could be an opportunity for local government as a sector to focus its improvement on, and where improvement support could therefore be targeted.
- Contribute to the reform of the planning system, through the delivery of work to facilitate digital planning, including releasing the rich array of data in the IS Spatial Hub under an Open Government License and undertaking work to develop standards and improve data governance for planning data. We will also host the National Planning Improvement Champion, who will work with planning authorities, Scottish Government and partners to deliver improvements in the planning service.

2. We will support local government to deliver sector-led improvement in a range of policy and service areas

During 2023/24, we will:

- Deploy and flex our core improvement architecture to support sector-led improvement across different policy and service areas, including planning (through the appointment of a National Planning Improvement champion) and children and young people's services (through our work on the Promise and the Whole Family Wellbeing Fund).
- Work with the Local Government Benchmarking Framework (LGBF) Board to develop a Local Government led improvement approach, involving the LGBF and a refreshed IS approach to peer/collaborative improvement.
- Continue to facilitate and coordinate peer networks across our existing and emerging work programmes (e.g. Change Managers Network, Organisational Development Network), to support local authorities to share knowledge, practice, learning and skills.
- Continue to deliver and develop the Local Government Benchmarking Framework (LGBF) to support Councils' own improvement journeys through access to rich and timely comparative data and analysis, bespoke support for Councils, and peer events to share practice and learning.

- 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.

3. We will provide leadership and facilitate collaboration to enable a more preventative, integrated approach to tackling poverty and inequality

During 2023/24, we will:

- Help implement the Scottish Government and Local Government Employability Partnership Agreement, which will help transform Scotland's employability support system in a radical change towards an all age, needs led, person-centred 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.
- Work with local and national partners to support the development and delivery of effective local child poverty action reports and associated activity.
- Provide support for the implementation of the United Nations Convention for the Rights of the Child (UNCRC) across local government.
- Support the sector with the delivery of the Promise.
- Support local authorities with the implementation of the Whole Family Wellbeing Fund, through the delivery of a learning into action network.



- Continue to co-ordinate the National Violence Against Women Network and work to ensure that every local authority area in Scotland has a high performing multi-agency Violence Against Women Partnership that engages effectively with community planning processes.
- Support Violence Against Women 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.
- 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.
- 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.
- Lead the development of Welfare Advice and Health Partnerships, which involves embedding advice workers in health settings which supports earlier intervention and the engagement of individuals who would not usually use 'traditional' advice services.
- Ensure that we design and deliver digital public services that are inclusive, ethical and resilient and uphold people's digital rights.



4. We will support local government to deliver digital and data enabled transformation

During 2023/24, we will:

- Secure a role for the IS in the delivery of Scotland's Digital Identity ecosystem.
- Work with local authorities to identify and prototype new use cases for our existing national shared digital service platforms.
- Develop a mobile app for our parentsportal.scot service.
- Commence work on the development of national Digital Entitlement Card, which will enable citizens to access a range of public services through their mobile device.
- Work with the Digital Office for Scottish Local Government, COSLA, Solace, Public Health Scotland and the Scottish Government to deliver phase 2 of the Local Government Data Platform project.
- Continue to support Scottish Government's Digital Transformation of Planning through our work with Heads of Planning Scotland, supporting the development of a data strategy and through the supply of key data themes for the programme.
- Launch open data access to the Spatial Hub, which will provides a range of geospatial datasets which anyone will be able to access, use and share.
- Establish and co-chair a new Local Government Data Standards Board with the Digital Office for Scottish Local Government.
- Explore opportunities around the development and potential for a shared research, data analysis and evaluation service for Scottish local government.
- Protect and maintain our ISO27001 certification status, including through a full recertification audit in September 2023.

Supporting the Delivery of our Strategic Priorities

We have three interlinked work-streams within the Improvement Service, all of which will contribute to the delivery of our four strategic priorities.

Our detailed deliverables for each of these workstreams for 2023/24, aligned to our strategic priorities, are outlined in Appendix 1.



4. Our Corporate Priorities

We will:

- Consider the implications of the National Care Service on the company's future operating model, once it becomes clearer what the impact of the new service will be on local government.
- Continue to develop and deliver our Partnership Agreement with COSLA, our Strategic Alliance with the Accounts Commission and our Partnership Agreement with Public Health Scotland.
- Continue to explore opportunities across the IS to generate savings/efficiencies.
- Identify new business development and growth opportunities and continue to promote our IS prospectus.
- Review the impact of the IS Associates Framework, given that we are entering the final year of the Framework Agreement.
- Develop a new data and intelligence strategy for the company.
- Develop our approach to measuring our impact, including being able to evidence value-for-money and where possible, to evidence what our activities are worth in financial terms.
- Continue to develop and evolve our approach to local authority relationship management.
- Review and refresh our communications strategy, so that it aligns with our new Strategic Framework.
- Embed our new financial management system across the company.
- Further develop and evolve our hybrid working model as we move to West Lothian Council's civic centre.
- Continue to embed our approach to information/cyber security and protect and maintain our ISO27001 certification.
- Undertake our biennial PSIF self-assessment and improvement planning session, involving all our employees.
- Continue to invest in developing our employees, including delivering three mandatory development days.
- 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 2022/23

Our main achievements from 2022/23 are captured in our [Annual Report](#). Some key highlights are as follows:



For every £1 of core grant invested in the Improvement Service, we brought in an additional £6.46.



We successfully maintained our ISO 27001 accreditation.



Our employee satisfaction rating was 85%, with 94% of employees agreeing that they would recommend the IS as a good place to work.



Our stakeholder satisfaction rating was 90%, with 92% of stakeholders agreeing that the IS adds value to their organisation and work.

Transformation, Performance and Improvement

- 2022 saw a new cohort of councillors elected during the local government elections in May. Our [Elected Members Development programme](#) created a suite of [induction materials](#) for new councillors, as well as continuing to provide [briefings](#) and [webinars](#) on key issues of relevance to all elected members. We also published [#FollowMe](#), a new social media guide for elected members. We then adapted this guide for use by community councils, to support them to engage with their own communities through social media.
- Our [Scottish Community Councils project](#) worked with a variety

of partners, with the aim of providing free national resources and continued support to community councils. Our continued partnership with the Open University Scotland has seen more online modules added to the free training portal for community councils. The Scottish Tech Army continues to work with the community councils project to offer accessible website solutions to community councils and has developed around 25 sites for community councils in Aberdeenshire, Edinburgh and Dumfries and Galloway to date.

- We welcomed three new councils into the [Public Service Improvement Framework](#) community in 2022 – Aberdeenshire, Orkney Islands and East Lothian Councils.

- Working with a group of national improvement bodies, we launched a joint account management approach for Health and Social Care Partnerships. We made an offer of annual meetings with Health and Social Care Partnership chief officers to discuss improvement support needs. The team is comprised of the Care Inspectorate, Public Health Scotland, NHS National Services Scotland, Healthcare Improvement Scotland, Scottish Social Services Council, NHS Education for Scotland and the Improvement Service, and we are also providing a co-ordinating role in the process. We have now met with over half of the chief officers and their senior teams.
- We developed and delivered a Collaborative Leadership Programme in partnership with Police Scotland and Collective Leadership for Scotland (Scottish Government). Recognising the vital importance of leaders forming and enhancing partnerships to enable effective collaborative working in localities, the programme brought together colleagues in senior manager roles who were working in the same geographical area (Aberdeenshire, West Dunbartonshire and West Lothian), and with shared issues of concern. Groups were made up of participants from local government and Police Scotland as well as other partner organisations. Their shared learning experience provided an opportunity to act collectively on the issues in their local area that were important to them.
- Our Employability Partnership Manager worked with all 32 local authorities to support the development of Local Employability Partnerships. The partnerships have a role in ensuring that locally based employability services are person centred, easy to navigate, integrated and aligned with other services and driven by evidence, data and the experience of others.
- We continued to host the National Coordinator for [Local Child Poverty Action Reports](#), who works with local authorities and health boards to support the development of Local Child Poverty Action Reports by acting as a child poverty champion, sharing and promoting good practice and working to ensure local reports are an effective lever for tackling child poverty in Scotland. 2022/23 has seen the publication of a new elected members' briefing on child poverty and the cost of living, and improvement support to enable local areas to take a strategic approach to poverty reduction during what is a particularly difficult time for families.
- Our Protecting People team launched the [Embedding Domestic Abuse Informed Systems project](#) during 2022 with the Safe & Together Institute, to help local authorities and their partners



identify actions they can take to improve outcomes for children and families affected by domestic abuse. As part of this project, we have worked in partnership with the Safe & Together Institute to create and co-facilitate the National Safe & Together Implementation Forum, which regularly brings together representatives from local authorities across Scotland to help them to implement the Safe & Together model in a high quality and sustainable way.

- We launched the [Authentic Voice: Embedding Lived Experience in Scotland project](#) in partnership with SafeLives and Resilience Learning Partnership. The project aims to help ensure that local authorities and other community planning partners have the knowledge, confidence and tools they need to embed survivor voice into local system and service design processes in a robust, trauma informed and meaningful way.
- We launched our [Recovery and Delivery programme](#) in April, to support the ongoing improvements in early learning and childcare services, and to support the delivery of the national Covid Recovery Strategy.
- We launched a new project to support the implementation of the [United Nations Convention on the Rights of the Child \(UNCRC\)](#)

**Authentic
Voice**

**Embedding
Lived Experience
in Scotland**

ahead of its incorporation into Scots law. The project will support local authorities to prepare for the incorporation of the UNCRC, helping them to understand the duties that the legislation

brings on them to be prepared to meet these. This includes facilitating a new UNCRC Local Government Implementation Network, a series of 'Getting Ready For UNCRC' events and tailored support and resources for local authorities. The project also provides opportunities for experiences at local level to be shared nationally to inform the development of new statutory guidance and national resources.

- Our [Shaping Places for Wellbeing Programme](#) is a delivery partnership between the Improvement Service and Public Health Scotland. The overall ambition is to improve Scotland's wellbeing by reducing the significant inequality in the health of its people while addressing the health of our planet. Our objective is to support those making decisions that will impact a place, to consider the consequences of those decisions on all the features of places that impact people's wellbeing. The programme supports system change in how we work across sectors and with communities to deliver the objective. It is now supporting seven towns - Alloa, Ayr, Dunoon, Clydebank, Rutherglen, Fraserburgh



**SUPPORTING
CHILDREN'S
RIGHTS**

UNCRC IN SCOTLAND

and Dalkeith. The programme is working with local authorities, health boards and their partners to deliver on the range of national ambitions including Covid recovery, National Planning Framework 4, 20-minute neighbourhoods, Scotland's Town Centre Action Plan and Scotland's Public Health Priorities.

- We continued to [support carbon literacy training for councillors](#) and council officers in Scotland's cities, through a partnership with the Scottish Cities Alliance and the Carbon Literacy Project, supported first by Keep Scotland Beautiful and now by climate change training specialists Three Point Five. Over 70 councillors and council officers have undergone carbon literacy training, with 45 Improvement Service employees having completed the same course.
- We completed work for the Scottish Government on the implementation of the [Fairer Scotland Duty](#), helping public bodies to share practice through regional meetings, to develop and improve guidance and manage the intersections between duties focused on socio-economic concerns, human rights and equality. We received excellent feedback from the organisations we supported, as well as from the Scottish Government.

Data and Intelligence

- We published the tenth annual [Local Government Benchmarking Framework National Benchmarking Overview report](#) and provided

a weekly Local Government Covid-19 Dashboard, tracking key indicators to allow councils to monitor their response to the pandemic and the impact on communities.

- We delivered a major project to automate the collection and publication of planning and building standards data from Scottish local authorities and national parks. 24 out of 34 planning authorities are now providing automated updates on planning data, whilst 21 out of 32 local authorities have automated the updating of building standards data.
- We were instrumental in facilitating the development of the new [Infralink-Exchange platform](#), an innovative, cutting edge, end-to-end software solution for the management of mobile network equipment deployment. The platform identifies the location of over 140,000 public sector assets such as land, buildings, streetlights and CCTV, across its pilot area of the Tay Cities region. This was made possible by our [Spatial Hub](#), which is a single point of access to quality-assured Scottish local authority data, in a consistent format. Much of the data required for the Infralink-Exchange project was already hosted on the Spatial Hub and



working collaboratively with key public sector and commercial partners, the project was able to help deliver the required step change in mobile network operators' relationship with local authorities and speed up the deployment of mobile network infrastructure to enable economic development within the Tay Cities region.

- The [One Scotland Gazetteer \(OSG\)](#) played a fundamental role in the delivery of the 2022 Scottish Census. As the official address register for Scotland, the Gazetteer was selected by National Records of Scotland to underpin the address and location information used to contact all Scottish households.
- We launched the [Scottish Dog Control Notice Database](#), which brings together Dog Control Notices from across Scotland into a centralised online database that is accessible by councils and Police Scotland. When dealing with a dog-related incident, local authorities and Police Scotland need to understand the background on the offending animal, such



as whether there are any existing Dog Control Notices in place, to make informed decisions and apply the correct restrictions. The Scottish Dog Control Database makes these checks quicker and easier, helping to keep our communities safe.

- During 2022, it was announced that the Scottish Government would be investing an additional £300,000 in the [Welfare Advice and Health Partnerships programme](#) which is managed and evaluated by the Improvement Service. This will extend the provision of money and welfare advice within healthcare settings to 30 rural and islands communities. GP practices in an additional 20 rural and 10 island communities are now able to refer patients directly to an in-house welfare rights officer for advice on increasing income, social security eligibility, debt resolution, housing and employability issues. They will build on the work already being undertaken at nearly 150 GP practices in the most deprived areas of the country as part of the Welfare Advice and Health Partnerships programme.
- We reached agreement with Scottish Government to facilitate the release of over 40 location-based datasets as open data. This includes themes such as education, health, energy, planning, and the environment. Data that was previously restricted to public sector access, shall be made available for use throughout the wider economy.

Digital Public Services

- We played an integral role in the delivery of Scottish Government's [Young Person's Free Bus Travel Scheme](#). The scheme is open to young people aged under 22 living in Scotland who have a [National Entitlement Card \(NEC\)](#) or Young Scot NEC. The

expansion of the NEC scheme means that over 2.3 million people – everyone under 22, everyone over 60, and disabled people and carers – can now benefit from free bus travel in Scotland. Over 638,000 applications for all types of National Entitlement Cards have been made through getyournec.scot, alleviating substantial pressures on local authority offices. In the first 12 months, young people made almost 45 million free bus journeys across Scotland.

- parentsportal.scot played a key role in the delivery of the Young Persons' Free Bus Travel Scheme. Parents of younger children who had signed up to parentsportal.scot through their school were able to apply for free travel in just a few clicks, as their identity had already been verified by data from SEEMiS. 15 local authorities are live with parentsportal.scot and a further three are currently onboarding.



- [Myaccount](https://myaccount.scot), an online account launched in 2014 which allows people to access a range of public services, reached the significant milestone of 2 million accounts. 36% of the Scottish population now have a myaccount and all 32 councils are using myaccount for at least one online service, with the majority using it more widely to access various online services. Myaccount is also

used by Social Security Scotland, Young Scot, My Diabetes My Way and most recently, NHS Lothian to access hospital bookings.

- bisaccount.scot was again used by Scottish Government to facilitate applications for financial support to the childcare sector, with bisaccount being used by all 32 local authorities to administer the Omicron Support Fund. Following the success of bisaccount supporting businesses, North Lanarkshire Council has integrated with bisaccount to provide business authentication for business related digital services; with other councils in the process of onboarding.

6. 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.

During 2023/24, we will focus our efforts on further developing our approach to measuring our impact, including being able to evidence value-for-money and where possible, to evidence what our activities are worth in financial terms.



7. 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.

Our core grant has remained cash flat since 2010/11, which 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 £4.1m to deliver the digital public services portfolio 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 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 secure commercial income from Ordnance Survey, for the onward supply of spatial data which features in Ordnance Survey products.
- 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 Strategic Framework and IS Prospectus.

The funding source underpinning each key deliverable is contained in the detailed business plan (Appendix 1).

Appendix 1: The Business Plan 2023/24

The tables below highlight our detailed deliverables for the year ahead, aligned to our strategic priorities.

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Transformation Support Programme	<p>Following the publication of the transformation think piece in September 2022, we will work with Solace to develop a programme of work to implement the proposals within the report based around the six anchors. We will:</p> <ul style="list-style-type: none"> • Support the development of the Chief Executive Working Group which will lead on implementing the report and agreeing the scale and scope of potential opportunities • Establish an internal Programme Management Office within the IS, utilising the skills and experience of staff from across the organisation to support roll-out of the programme and the operations of the Chief Executive Working Group. • Support the Chief Executive working group to consider options for approaches to the development of leadership capability through the transformation work, to support leaders to become more confident and competent and to deliver transformation across the system. • Build on the assets, capacities and skills that we have and identify opportunities to develop new products and services to support the transformation work. 	Gerard McCormack, Head of Transformation, Performance and Improvement	<p>By March 2024, several workstreams and projects will be in train which will aim to deliver transformative and preventative approaches to service delivery.</p> <p>By March 2024, there will be evidence of savings/ efficiencies achieved through the work delivered by the Chief Executive Working Group</p>	Core grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	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. We will continue to respond to the needs of councils by providing tailored support where requested, and 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.</p> <p>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 eight weeks. All 32 local authorities will be invited and encouraged to participate including sharing practice and lessons learned. • 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. 	Clare Sherry, Programme Manager, Change Management	Local authority colleagues will have improved skills and knowledge to deliver change and transformation.	Core grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	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"> • 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. • Review and further develop our workforce planning guidance and resources. • Work with network members to share organisational development and leadership development learning resources. 	Amanda Spark, Programme Manager, Organisational Development	Local authority colleagues will have enhanced skills and knowledge to support organisational change and transformation.	Core grant
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 share leadership development practices and resources and to look for opportunities for joint working and activities. • Working with NHS and Scottish Government supporting the workforce planning community group and sharing resources and practices. 	Amanda Spark, Programme Manager, Organisational Development	Strong relationships and enhanced skills and knowledge to support organisational development.	Core grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
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. 	Barry McLeod, Programme Manager, PSIF	Continuous improvement within council services and boards/committees will be supported by focusing upon agreed priorities and improvement planning.	Core grant
Elected Member Development Support	<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 officers to put in place effective elected member development support providing national development resources, such as briefings, guidance and workshops 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	<p>Enhanced officer capacity to support elected members with their development.</p> <p>Enhanced knowledge and understanding for elected members of their roles, responsibilities and key issues relevant to local government.</p>	Core grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Communications	<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"> Undertake 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. We will continue to embed and develop dedicated knowledge sharing platforms including Office 365, Knowledge Hub and the case study section of the website. 	Martin MacKinnon, Digital Services Manager	<p>Councils and partners will be able to access a range of online information, tools and guidance.</p> <p>Our website will be accessible, easy to use and achieve high levels of user satisfaction.</p>	Core grant
Communications	<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 plans. Produce an annual communications review, reporting on our communications activities and highlighting successes, lessons learned, and areas for improvement. 	Martin MacKinnon, Digital Services Manager	Better collaboration and knowledge sharing across departments, teams and individuals.	Core grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	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"> Engagement with Scottish Government around wellbeing economy approaches, linking local government into awareness raising and learning opportunities. Explore how wellbeing economy approaches can be embedded in other IS programmes. 	Miriam McKenna, Programme Manager, Inequality, Economy and Climate Change	Greater knowledge and understanding as well as better joining up of services and programmes at IS and local service level.	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. Support SLAED with research, collation of consultation responses and other ad hoc support as required Support SLAED to engage with Solace lead for the economy. 	Hannah Brown, Project Manager, Economic Outcomes	<p>Local economic development officer voice is heard at local, regional and national level and informs policy development and delivery.</p> <p>Engagement and practice sharing between economic development officers is improved and promotes improvements in service delivery.</p>	SLAED SLA

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Employability	<p>We will support the refresh and implementation of 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.</p> <p>Sharing and promoting good practice and supporting the delivery of the employability elements of the 2022 – 26 Tackling Child Poverty Delivery Plan (Best Start, Bright Futures), 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. The delivery of a programme of training and capacity building workshops to build knowledge of the NOLB ambition and products across LEP partners and other key stakeholders 	Susie Donkin, Employability Partnership Manager	<p>Strengthened relationships between SG/LG/key stakeholders including the third sector.</p> <p>Local Employability Partnerships will more effectively deliver the No One Left Behind ambition.</p> <p>Every LEP will have a procurement route available to them to enable commissioning of services.</p> <p>Better sharing of data and other information to evidence the impact</p>	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
	<ul style="list-style-type: none"> Strengthening the national approach to local government commissioning through the further development of the National Employability Flexible Dynamic Purchasing System Embedding of a shared data recording, reporting and measurement Framework Supporting the professional network of employability leads via SLAED to contribute to national workstreams. 			
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 Local Child Poverty Action Reports (LCPARs) and provide feedback to lead officers, focused on improvement. Continue to support 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 deliver the joint work plan and identify how to jointly support local areas on key thematic issues. Deliver rural child poverty project, exploring data gathering, display and information governance around data sharing. 	<p>Hanna McCulloch, National Coordinator, Local Child Poverty Action Reports</p> <p>Miriam McKenna, Programme Manager, Inequality, Economy and Climate Change</p>	<p>LCPARs better reflect how actions are prioritised, how priority groups are targeted and how they sit within wider strategic priorities.</p> <p>Local authorities and health boards are able to learn from each other and improve practice.</p> <p>A cohesive offer of support is available to local government and NHS boards from across the national partners.</p> <p>Work to tackle child poverty is more effective and is making a difference.</p>	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	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. 	<p>Rebecca Spillane, Project Manager UNCRC Implementation</p> <p>Miriam McKenna, Programme Manager, Inequality, Economy and Climate Change</p>	<p>Local authorities are better prepared for the implementation of the UNCRC into Scots Law.</p> <p>Local government influences the development of national guidance.</p> <p>Children's rights are better upheld and local authority officers feel more confident in supporting children's rights across a wide range of services.</p>	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Whole Family Wellbeing Fund	<p>The Whole Family Wellbeing Funding (WFWF) is a £500 million investment over the life of this Parliament (2022 to 2026) to:</p> <ul style="list-style-type: none"> support the whole system transformational change required to reduce the need for crisis intervention shift investment towards prevention and early intervention <p>We will focus on building the bridge between national and local government by establishing and leading a learning network to share practice, support collaboration and ultimately deliver real change for local government.</p>	Clare Sherry, Change Management Programme Manager	Councils and partners will have a channel to share practice and learning to reshape whole family support.	Scottish Government Grant
The Promise	<p>We will continue to 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.</p> <p>We will use the results of our survey and focus groups to identify areas of good practice and areas for further development. We will also continue to support the work of the Local Government Promise Programme Board, and using the survey results, use this to inform the next steps in our work.</p>	Programme Manager: Governance (tbc)	Local government will be supported in its implementation of The Promise through identification of good practice to be shared and areas that potentially require development either at a local or national level.	Core Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Early Learning and Childcare Expansion Programme	<p>Workstream 1: Support Councils in ELC Service Improvements</p> <ul style="list-style-type: none"> Support councils in addressing the thematic challenge of 2-year-old uptake Offer support to address the lessons learned from the National Cost Collection Exercise to improve processes in setting sustainable rates Support councils in workforce planning improvements and implementation of the Sector Workforce Strategy <p>Workstream 2: Assurance and Delivery Support</p> <ul style="list-style-type: none"> Continue with the Improvement Service ELC Delivery Progress Reporting into academic year 2023-24 and beyond to give an overlap with the new census mechanism and implementation of SEEMIS Periodic engagement with local authorities to understand status of local ELC services; Work with SG policy and analytical colleagues to contribute to an agreed approach for identifying how success is defined and measured in each of the 1140 benefits Delivery support to address emerging risks and issues <p>Workstream 3: Communications Support</p> <ul style="list-style-type: none"> Source and develop content that benefits the ELC sector, evidences the benefits being realised, informs local authorities' ELC service planning and can be used as promotional material 	Adam Hall, Programme Manager	Improvement Service will work with Scottish Government, local authorities and their partners to strengthen, enable and assure the delivery of ELC services across Scotland while communicating successes and challenges faced to stakeholders.	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
	<ul style="list-style-type: none"> Bring together experts on specific topics including workforce recruitment and retention, SEEMIS, quality improvement to deliver events that are of value to ELC colleagues Create and maintain a knowledge bank that brings together the various policy details of the expansion for use as a reference tool (using KHub). Create, curate and maintain other KHub groups as required (e.g., SEEMIS, Deferrals). 			
Tackling Violence Against Women	<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 Violence Against Women 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. 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. Developing guidance and tools to support local authorities to embed survivors voice and lived experience into system and service design processes in a high quality, sustainable and trauma-informed way. Providing evaluation support to local authorities working to embed the Safe & Together model to help them to measure and demonstrate the extent to which local services, systems and workforces are domestic abuse informed, and to identify areas for potential improvement. 	Joanna McLaughlin, Programme Manager, Protecting People	Local authorities, and their partners organisations, will have increased capacity and capability to work in a way that improves outcomes for women, children and young people affected by violence and abuse.	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Adopting a Trauma Informed Approach	<p>We will support local authorities to engage with the National Trauma Training Programme and identify actions they can undertake to ensure local organisations, systems and workforces better respond to the needs of people and communities experiencing trauma. Deliverables will include:</p> <ul style="list-style-type: none"> Continuing to bring together local Trauma Champions, lead officers and key stakeholders to share experiences, learning, good practice and shared challenges; Continuing to develop tools and resources that both highlight the benefits of a trauma-informed approach and support local authorities and community planning partners with embedding trauma-informed practice and policy in system and service design; and Supporting local authorities and community planning partners with embedding the Quality Improvement Framework for Trauma-Informed Organisations, Systems and Workforces, to help them reflect on progress, identify areas for improvement and demonstrate the contributions of a trauma-informed approach for people affected by trauma, staff and local priorities. 	<p>Laura James, National Improvement Lead – Trauma</p> <p>Joanna McLaughlin, Programme Manager, Protecting People</p>	Local authorities, and their partner organisations will have increased capacity and capability to work in a way that improves outcomes for people affected by psychological trauma.	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	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 embedding the Place and Wellbeing Outcomes. Having already published a briefing paper on the Place and Wellbeing Outcomes and a guide to undertaking Place and Wellbeing 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	<p>Councils are supported to collaborate with partners on place-based approaches with an emphasis on prevention and early intervention.</p> <p>Delivering places that enable wellbeing of communities.</p>	Core Grant + SG specific grant + Health Foundation grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	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. 	<p>Trevor Moffat, Project Manager, Planning for Place</p> <p>Irene Beautyman, Place and Wellbeing Partnership Lead, Planning for Place Programme Manager</p>	Engagement and practice sharing between Planning officers is improved and promotes improvements in service delivery.	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. 	<p>Trevor Moffat, Project Manager, Planning for Place</p> <p>Irene Beautyman, Place and Wellbeing Partnership Lead, Planning for Place Programme Manager</p>	Local Planning Authority voice is heard at local, regional and national level and informs policy development and delivery.	HOPS SLA

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
National Planning Improvement	We will promote improvement within the Scottish planning system, by providing constructive input which promotes a measurable outcomes-based approach. We will seek to achieve this by reviewing planning performance reports, looking at overall trends to identify areas for improvement, identifying and sharing good practice, supporting planning authorities with making improvements and achieving efficiencies, and where appropriate, providing tailored advice to organisations within the sector including planning authorities, Scottish Government, agencies, community groups and developer interests.	Craig McLaren National Planning Improvement Champion	Local authorities will benefit from the support provided by the post-holder to improve performance.	Scottish Government Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Climate Change	<p>We will work with the Sustainable Scotland Network (SSN), 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. • Support local authorities with knowledge sharing, presentations and engagement with relevant agencies and Scottish Government directorates. • Work in partnership with Solace, Scottish Cities Alliance, 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. • Support the delivery of the IS Net Zero Strategy and continue to train our staff. 	<p>Judi Kilgallon, Project Manager, Climate Change</p> <p>Miriam McKenna, Programme Manager, Inequality, Economy and Climate Change</p>	<p>Improved knowledge and capacity at a local level.</p> <p>Local government better connected into Scottish Government and local officer voice influences policy development.</p> <p>IS programmes have incorporated climate change into their delivery where relevant.</p> <p>The IS will have reduced its carbon footprint.</p> <p>There is better clarity on all the various strands of policy and funding related to climate change prevention, mitigation and adaptation.</p>	Core grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
	<ul style="list-style-type: none"> 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. Support the development of the Climate Intelligence Service. 			

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Covid Recovery	<p>Workstream 1: Practice Sharing and Operational Support</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. Conceptualise, organise, facilitate and report on knowledge sharing sessions with stakeholders from the public, private and third sector in focus communities to understand the current context and organisational barriers to the delivery of the intended outcomes. Utilise expertise in change management and business analysis support and challenge service change and transformation plans in the focus communities, identifying discrete actions to impact change on the outcomes. <p>Workstream 2: Break Down Working Silos and Reduce the Identified Barriers</p> <ul style="list-style-type: none"> Facilitate practical practice sharing, showing what practical steps have been taken in other areas that have shown success in reducing the barriers experienced. This will include online and in person events as well as developing content that can be shared to evidence progress. Break down working silos by hosting cross-discipline collaboration sessions across local authorities. Drive forward collaborative approaches within local authorities and Community Planning Partnerships to encourage joint delivery of programme actions across disciplines and sectors. 	Adam Hall, Programme Manager	Improvement Service will work with local authorities and their Community Planning Partners to support and assure the delivery and development of public services that exemplify the Christie Principles and utilise learning from Covid recovery.	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
	<ul style="list-style-type: none"> Exemplify this way of working through proactive crossover work within IS, e.g. working collaboratively with Child Poverty Action, Protecting People, Early Learning and Childcare or Employability Partnership colleagues in the identification, design and support of service change in the focus communities. <p>Workstream 3: Provide Assurance on Progress and Develop a Delivery-Policy Feedback Loop</p> <ul style="list-style-type: none"> Continue to strengthen the relationships that will be required to deliver on longer term aims (with COSLA, CPPs, Community Planning Managers' Network, CPIB, SOLACE and local authorities). Regular reports (or contributions to reports) to update and assure both Scottish Government and local government on the progress being made, or the risks and issues identified. 			
Health and Social Care Integration	<ul style="list-style-type: none"> We will work with national improvement bodies to deliver collaborative improvement support to integration authorities. As a member of the National Organisations Integration Huddle which meets monthly as part of the Ministerial Strategic Group recommendations, we are offering improvement support directly to chief officers in Health and Social Care Partnerships (HSCPs) in an annual meeting, with further Named Person meetings held to progress identified work. This approach is called Joint Account Management (JAM) and includes Care Inspectorate; Healthcare Improvement Scotland; Public Health Scotland; NHS National Services Scotland; NHS Education for Scotland; Scottish Social Services Council and the Scottish Government. The IS PSIF team are leading this approach on behalf of the Huddle Group. We will provide self-assessment support for IJBs to both support continuous improvement in IJB/HSCPs. 	Barry McLeod, Programme Manager, PSIF	This joint offer of improvement support simplifies access for chief officers of HSCPs to the improvement bodies and clarifies the improvement requirements that chief officers and their senior teams are identifying. This process is also serving to increase synergies and collaborative working between the improvement bodies themselves through this joint process.	Core grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
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. 	<p>Programme Manager: Governance (tbc),</p> <p>Brian Davey Programme Manager, Communications Officer, Community Councils</p>	<p>Increased efficiency: By centralising resources and eliminating duplicated efforts, shared community council resources can streamline processes and increase efficiency.</p> <p>Enhanced scalability: working with key partners we can help public organisations quickly scale up or down to meet changing demand of community councils.</p>	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Community Planning Improvement Board (CPIB)	<p>We will continue to support the CPIB in their work to:</p> <ul style="list-style-type: none"> Support local systems and partnerships to develop the leadership, influence, services and approaches that are effective in improving outcomes, particularly for the most vulnerable Set the strategic vision for Community Planning Partnerships to carry out this vital role Understand what support, innovation and/or change is needed to make community planning work more effectively for and with local communities Capture and share good practice that is happening locally, and help identify and address barriers which are preventing progress Provide an advocacy role, including providing insight and advice to Scottish Government on the delivery of the Covid Recovery Strategy. 	Emily Lynch, Benchmarking and Performance Management, Programme Manager	<p>We will evidence how excellent outcomes are being achieved locally when partners come together and respond innovatively, and will work with CP partners to tackle challenges slowing progress.</p> <p>We will surface with Scottish Government Ministers those barriers which are getting in the way of delivering person-led services.</p>	Core Grant

Digital Public Services				
Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Governance	We will work with Scottish Government to implement a new MOU/framework agreement effective from 1 April 2024. 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.	Andrew Campbell, Head of Digital Public Services	Provide continuity and stability of service for all DPS Portfolio products and services, enabling local government and other customers to continue to provide services to their citizens/users. Supporting local government to deliver on their priorities and commitments.	DPS Grant
Future Strategy	We will endeavor to build on our assets, capacities, and skills within DPS to identify opportunities to deliver more shared services and shared resources for Scottish local government.	Andrew Campbell, Head of Digital Public Services	By delivering an increased range of shared services and resources to local authorities and their partners, we will be able to identify cost savings and provide examples of how our shared services/resources increase the resilience and sustainability of the sector.	DPS Grant

Digital Public Services				
Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Digital Strategy	We will continue building on the strong foundations of the myaccount services and increase additional value to the national local government asset, by seeking opportunities to align closely with the Digital Identity Scotland Programme as it looks to develop a common approach to digital identity establishment across the public sector.	Andrew Campbell, Head of Digital Public Services	Support the measures laid out in the Digital Strategy which will ensure that Scotland will fulfil its potential in a constantly evolving digital world.	DPS Grant
Digital Strategy	We will work jointly with the Scottish Government and the local government family, contributing to the governance and delivery of Scotland's Digital Strategy, including the local government elements of the strategy's eight themes and 52 actions.	Andrew Campbell, Head of Digital Public Services	Supports the measures laid out in the Digital Strategy which will ensure that Scotland will fulfil its potential in a constantly evolving digital world. Supporting the collaboration between local government and Scottish Government to jointly deliver the strategy.	DPS Grant
DPS Operations and Procurement	To maintain stability and continuity of service for DPS customers, we will develop a procurement strategy and conclude procurement activities to implement new technology contracts in response to existing ones terminating in August 2023.	Andrew Campbell, Head of Digital Public Services	Provide continuity and stability of service for all DPS Portfolio products and services, enabling local government and other customers to continue to provide services to their citizens/ users.	DPS Grant

Digital Public Services				
Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Information Assurance and Information Security	<p>We will continue to maintain regulatory and legislative compliance to protect individuals' privacy and manage risk. This will include:</p> <ol style="list-style-type: none"> 1. Protecting and maintaining ISO27001 certification status, including through a full recertification audit in September 2023 2. Implementing appropriate risk management policies and strategies as an ongoing activity 3. Providing a focus for UK GDPR and associated activities 4. Maintaining a focus on the UK Government Digital Identity Trust Framework, to analyse and assess implications and to make recommendations for how we respond 	<p>Cameron Walker, Strategic Technical and Security Advisor</p> <p>Daniel Glennie, IT Security Manager</p>	Provide continuity and stability of service for all DPS Portfolio products and services, enabling local government and other customers to continue to provide services to their citizens/users.	DPS Grant/Core Grant
Information Assurance and Information Security	<p>We will maintain a culture of good cyber hygiene. This will include:</p> <ol style="list-style-type: none"> 1. 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. 2. 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. 3. Developing and maintaining a Cyber Awareness Training Programme, securing the full participation of all staff in it. 4. 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 and Security Advisor</p> <p>Daniel Glennie, IT Security Manager</p>	Provide continuity and stability of service for all DPS Portfolio products and services, enabling local government and other customers to continue to provide services to their citizens/users.	DPS Grant/Core Grant

Digital Public Services				
Area	Deliverable	Lead Officer	Expected Project Impact	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> <ol style="list-style-type: none"> 1. Implementing the Cloud Hosting Strategy - we have begun the migration of our infrastructure to the public cloud and will expand the migration as part of the renewed hosting services contract, adding in even more resilience and flexibility to how services are managed and operated. 2. Ensuring people and third parties are provided with the information required to operate, maintain, support, deliver, and protect our IT infrastructure and our investment. 3. Ensuring systems are maintained and documented to the right level to agreed standards using the agreed framework. 4. Providing advice so that the right technology decisions are made by the organisation. 5. Reviewing technical skills, identifying training required and providing a training programme. 	Cameron Walker, Strategic Technical and Security Advisor	Provide continuity and stability of service for all DPS Portfolio products and services, enabling local government and other customers to continue to provide services to their citizens/ users.	DPS Grant/Core Grant
DPS Operations	<p>We will ensure that service availability to service providers and users remains at, or near, 100% availability levels.</p> <p>Customer service enquiries will be acknowledged, responded to, and resolved in line with SLA's.</p>	Jillian Edwardson, Customer Service Manager	Access to DPS services is maintained and customer resolutions are responded to in an expedited manner to ensure swift access to services for users.	DPS Grant

Digital Public Services				
Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Product Development – Portfolio	We will refine and implement the Development Roadmap for myaccount and the wider portfolio. We will continually improve, review and enhance all platforms based on customer feedback.	Fiona Gray, Product and Project Manager	Increased customer satisfaction, more customers using our platforms which will in turn reduce workload for council staff e.g. more parents using parentsportal will mean fewer permission slips being printed and manually chased by office staff.	DPS Grant

Digital Public Services				
Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Product Development - myaccount	<ol style="list-style-type: none"> 1. Maintain continuity of service for the myaccount service. 2. Explore GPG 45 Right to Work Proof of Concept with myjobscotland and the Improvement Service 3. Explore the feasibility of adding the Yoti docscan process into the myaccount platform which enables citizens to verify their account using uploaded documentation. 4. Explore the feasibility of offering password less myaccount authentication using voice pattern or FIDO authentication passkeys. 5. Further enhance myaccount platform to meet translation needs of users. 	Fiona Gray, Product and Project Manager	<p>Supporting local government and the wider public sector to deliver their online services.</p> <p>First example of using myaccount and GPG 45 identity checking cuts down time and cost for both the service provider and candidates. Supporting myjobscotland to deliver on their priorities and commitments.</p> <p>Offering new options to citizens to verify their myaccount and access a larger basket of services online.</p> <p>Easier and faster access for citizens to access their myaccount and reduce the risk of phishing attacks.</p> <p>Including translation and audio tools to the platform makes it easier for non-English speaking customers to access.</p>	DPS Grant

Digital Public Services				
Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Product Development - parentsportal	<ol style="list-style-type: none"> 1. Enhance the parentsportal.scot offering by launching an app by June 2023 on both android and iOS. 2. Enhance the parents' user interface of parentsportal on the web version – to be launched in 2023 3. Enhance the school admin portal interface of parentsportal – to be launched in 2023 4. Explore the feasibility of adding a chat / messaging functionality to parentsportal – this will be determined by the council users. 5. Further enhance parentsportal platform to meet translation needs of users. 	Fiona Gray, Product and Project Manager	<p>Increase in numbers of parents using parentsportal.scot which then supports councils in reducing costs around non-digital communications with parents e.g. paper ADC or permission slips.</p> <p>Increase in numbers of parents using parentsportal.scot</p> <p>Redesigned admin portal also includes new reporting, enabling councils and schools to drive uptake of parentsportal.scot and reduce their non-digital communications with parents.</p> <p>This has the potential to reduce the phone calls and emails to schools, freeing up some staff time.</p> <p>Including translation and audio tools to the platform makes it easier for non-English speaking customers to access.</p>	DPS Grant

Digital Public Services				
Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Product Development – National Entitlement Card (NEC)	Explore the feasibility of developing a digital NEC for use on a Show and Go basis.	Fiona Gray, Product and Project Manager	Supporting NECPO, Young Scot and local government to deliver on their priorities and commitments.	DPS Grant
DPS Product Development – getyournec.scot	<ol style="list-style-type: none"> 1. Explore the feasibility of offering base cards (ages 26-59 non-disabled) via getyournec.scot by the end of 2023. 2. Further enhance getyournec.scot platform to meet translation needs of users. 	Fiona Gray, Product and Project Manager	<p>Offering base cards supports local government to deliver more services on NECs.</p> <p>Including translation and audio tools to the platform makes it easier for non-English speaking customers to access.</p>	DPS Grant
DPS Business Development - Portfolio	<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 needs.</p> <p>Business Development within DPS will continue to be pro-active and seek every opportunity to promote the DPS portfolio of products and its offering.</p>	Julie Edington, Business Development Manager	<p>Supporting local government to deliver on their priorities and commitments.</p> <p>Contributes to helping local government reduce their carbon footprint by offering digital solutions.</p> <p>DPS team trusted as the 'go-to' for digital business solutions in local government.</p>	DPS Grant

Digital Public Services				
Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Business Development - myaccount	<ol style="list-style-type: none"> 1. Grow myaccount registered subscriber numbers to 2.5m annually by 31 March 2024. 2. Expand authentication request volumes to 18m annually by 31 March 2024. 3. Create a communications plan to promote myaccount which helps to increase the number of myaccount subscribers and raises awareness of the platform and its capabilities. 4. Pro-actively seek to expand myaccount (beyond local government) and work with service providers and partners that can utilise myaccount to help enhance the user experience for their customer base. 	Julie Edington, Business Development Manager	<p>Platform will continue to grow; not only are we hoping to see an increase to 2.5m accounts but also to hit a record of 18m authentication requests annually. This is testament to the growth of the platform.</p> <p>Increase in customer satisfaction as customers are offered a mechanism by which they can do tasks online which will in turn reduce the workload for staff on the front line dealing with customer enquiries.</p> <p>Supporting local government to deliver on their priorities and commitments.</p> <p>Branching out working with new customers to offer them the 'toolkit' of benefits that myaccount offers.</p>	DPS grant

Digital Public Services				
Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Business Development - parentsportal.scot	<ol style="list-style-type: none"> 1. Increase parentsportal.scot footprint to 18 councils, 1,400 schools, 130,000 parents, 190,000 pupils and 1.5m annual authentication requests by 31 March 2024. 2. Expand total authentication request volumes to 3.5m by 31 March 2024. 3. Continue to pro-actively target local authorities that have yet to onboard and offer demos and anything else that may be required of them to onboard the platform. 4. Continue to promote usage of the parentsportal.scot marketing toolkit as well as monitor usage of toolkit. 	Julie Edington, Business Development Manager	<p>Platform will continue to grow; hoping to hit a record of 3.5m total authentication requests. This is testament to the growth of the platform.</p> <p>By continuing to grow usage of the platform it will help create cost savings for the councils that have onboarded as the platform offers a digital solution which means fewer manual steps and less paper printed to be dropped in school bags. It will also help to ease phone calls, emails, and other forms of communication to the schools.</p> <p>It will continue to help create, enable, and enhance a digital relationship between the parent, the pupil and the school, and can help local government deliver on their digital transformation strategies.</p>	DPS Grant

Digital Public Services				
Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
			Marketing toolkit will help councils to promote parentsportal.scot amongst parents and showcase its offerings which in turn can help increase uptake.	
DPS Business Development - getyournec.scot	<ol style="list-style-type: none"> 1. Continue to support the Young Persons' Free Bus Travel Scheme and process up to 560,000 applications, and 750,000 overall for National Entitlement Card applications by 31 March 2024 2. Work closely with the Product Development team to explore what new features can be added to the platform and work together to promote this, and in turn increase usage/awareness of getyournec.scot 	Julie Edington, Business Development Manager	<p>Support Scottish Government to deliver on key national objectives.</p> <p>Applications for the Young Persons' Free Bus Travel scheme have peaked but we will continue to support by offering applicants an online route and making it as smooth a transaction as possible.</p> <p>By continuous improvement of the platform and exploring new features and application routes we can ease pressures for local government because the more people that opt for the online application route will mean less paper applications that need to be processed.</p>	DPS Grant/ Transport Scotland U22 Funding

Digital Public Services				
Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Business Development - bisaccount.scot	Integrate bisaccount.scot with three councils by 31 March 2024 to support local businesses in transacting online securely.	Julie Edington, Business Development Manager	Give public sector organisations across Scotland a shared and secure method of verifying who businesses are online. Growth of the platform will help to increase usage and awareness of bisaccount.scot	DPS Grant
DPS Business Development - Young Scot	Facilitate growth in usage and impact of the Young Scot Membership Platform - powered by myaccount - helping to drive up membership numbers to 150,000 by 31 March 2024.	Julie Edington, Business Development Manager	Growing the platform will in turn help to support young people of Scotland by helping them to access the benefits and discounts that Young Scot offers.	Young Scot Funding

Digital Public Services				
Area	Deliverable	Lead Officer	Expected Project Impact	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 National Entitlement Cards are produced and issued in line with SLA obligations • 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. 	<p>Tony Jones, NEC Programme Manager</p> <p>Andrew Campbell, Head of Digital Public Services</p>	<p>Supporting local government to deliver on their priorities and commitments.</p> <p>Supporting Scottish Government to deliver on key national objectives.</p>	DPS Grant/ Transport Scotland U22 Funding

Data and Intelligence				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Data and Intelligence Strategy	We will develop a Data and Intelligence Strategy for the IS, ensuring that we are recognised by local government and the wider system as a leader and centre of expertise in data and intelligence.	Sarah Gadsden, Chief Executive Andrew Campbell, Head of Digital Public Services Gerard McCormack, Head of Transformation, Performance and Improvement	The strategy will enable us to raise the profile of and embed data and intelligence across our programmes. We will have a clear offer of support for councils and their partners on data and intelligence	Gazetteer Revenue/ Spatial Hub/ Core Grant
Spatial Hub	<p>We will continue to support the Spatial Hub software and infrastructure, including a series of technical upgrades in order to best meet the needs of opening the data (such as new user sign up and authentication systems, usage statistics and more).</p> <p>We will continue to work with councils to extend the range of spatial datasets and improve the quality of spatial information available. As part of this we will:</p> <ul style="list-style-type: none"> • Improve the Spatial Hub architecture's use of Amazon Web Services (AWS), allowing more advanced usage collection, and furthering the use of technologies such as remote databases and serverless code for other teams • Implement changes needed for the open data release. • Add upload schema validation so that some datasets may move in a more automated way. 	Dominic Greenslade, Technical Lead	<p>Continuity and stability of enhanced Spatial Hub services.</p> <p>Spatial Hub users will have access to an increased range of spatial datasets, of improved quality.</p>	Gazetteer Revenue/ Spatial Hub
Spatial Hub	We shall release key national datasets as open data	Ron Wilkinson, Spatial Information Services Programme Manager	Key national datasets will be publicly available	Gazetteer Revenue/ Spatial Hub

Data and Intelligence				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Spatial Hub/Use of Data	We will explore further commercial opportunities relating to our data infrastructure; including extending the scope and capacity of the Spatial Hub to store and share data from external organisations such as utility companies and the NHS.	Ron Wilkinson, Spatial Information Services Programme Manager	Potential increase in commercial income for IS and greater use of IS data assets	Gazetteer Revenue/ Spatial Hub
One Scotland Gazetteer (OSG)	As the authoritative street and addressing source for Scotland, the One Scotland Gazetteer shall continue to support and underpin systems across the Scottish public sector. The information forms the bedrock of the emergency services' command and control operations as well as over 80 different public sector organisations. We will continue to work with local authority gazetteer custodians and Ordnance Survey/GeoPlace to improve and enhance the data for these users.	Ron Wilkinson, Spatial Information Services Programme Manager	More efficient public services through centralised information source. Access to the most comprehensive and current addressing dataset in Scotland. High data currency and reliability.	DPS Grant/ Gazetteer Revenue
TellMeScotland	We will continue to 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.	Ron Wilkinson, Spatial Information Services Programme Manager	Public notices across Scotland are published in a single online location. Improved accessibility to statutory information	Gazetteer Revenue/ Spatial Hub
Digital Planning	We shall continue to support Scottish Government's Digital Transformation of Planning through our work with Heads of Planning Scotland, supporting the development of a data strategy and through the supply of key data themes for the programme.	Ron Wilkinson, Spatial Information Services Programme Manager	Value of planning data is unlocked. Opening up data services and opportunities will help to drive the digital economy.	Scottish Government

Data and Intelligence				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
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 IS. This data is a key component of the Scottish Government's Digital Planning programme, due to run over the next five years, which aims to modernise and streamline the end-to-end Planning and Building Standards process.	Will Hensman, Project Manager (Land and Property)	Saves resources in local authorities from not having to manually upload Gazetteer exports everyday/week Provides a more robust, automated and reliable way of obtaining data from local authorities Reduced time lag from local authorities data submission to data being available to users	Gazetteer Revenue/ Spatial Hub
DPS Product Development – Data Hub	Enhance the export options from the address matching programme in early 2023.	Fiona Gray, Product and Project Manager	Supports local government and service providers to cleanse their data quicker and save more of their time.	DPS Grant

Data and Intelligence				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Business Development - Data Hub	Increase adoption and impact of the Data Hub to 36 organisations by 31 March 2024.	Julie Edington, Business Development Manager	Cleansing data can be complicated, time consuming and a labour-intensive process but Data Hub eases those pain points and continues to be an effective solution for the Scottish public sector, helping to derive quality and accurate local data, to inform decision-making. This will save users of Data Hub time/effort/resource and their project money.	DPS Grant
DPS Product Development – datapipeline.scot	<ol style="list-style-type: none"> 1. Launch datapipeline.scot to enable Scottish Government to securely distribute and sort early learning and childcare data for eligible parents of children aged 1.3–3 years old. 2. Explore other use cases for datapipeline.scot in 2023. 	Fiona Gray, Product and Project Manager	<p>Provides one national platform to securely distribute and sort data, saving each council from developing their own solution.</p> <p>Reusing the same platform for other use cases will prove cost-effective for service providers.</p>	SG ELC Grant

Data and Intelligence				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Business Development – datapipeline.scot	Support the delivery of datapipeline.scot in March 2023. Explore other use cases for datapipeline.scot after it has initially launched. Seek opportunities to have other organisations/local government use it.	Julie Edington, Business Development Manager	Deliver a tool to the Scottish Government that provides one national platform to securely distribute and sort data. If other use cases are identified for datapipeline.scot it will demonstrate good use of public sector money as there is no duplication; we have built something that is reusable. instead of reinventing the wheel every time.	DPS Grant/ELC Funding/Other
DPS Product Development – dcn.scot (Scottish Dog Control Notice Database)	Continually improve and enhance the platform and explore future options for its development, based on the User Forum, and discussions with Scottish Government/Police Scotland around potential changes to the legislation.	Fiona Gray, Product and Project Manager	Dcn.scot continues to save precious council and Police time by making data available 24/7 but further enhancements (dependent on new legislation) could make a bigger impact on dog incident data/ investigations across Scotland.	SG Justice

Data and Intelligence				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Business Development – dcn.scot (Scottish Dog Control Notice Database)	Work closely with the product development team to explore what new features can be added to the DCN platform and work together to promote this.	Julie Edington, Business Development Manager	DCN continues to offer an effective way to bring together the records of all 32 local authorities into a centralised online database that is accessible by local authorities and Police Scotland. Make councils aware of any newly added features to help increase usage, and to help improve customer satisfaction and user experience.	SG Justice
Use of Data	We will work with IS colleagues and the Digital Office for Scottish local government to promote good data practice across local government and promote the increased usage of data to support operational and strategic decision-making	Simon Roberts, Engagement Manager	Enhanced skills and capacity in councils to manage and use data to support decision-making and improvement	Gazetteer Revenue/ Spatial Hub/ core grant
Benchmarking	We will continue to deliver the Local Government Benchmarking Framework (LGBF) to support councils as they engage with and respond to the ambitious innovation and transformation agendas in recovery. We will work with partners to develop the benchmarking approach, including a stronger focus on sector-wide performance, delivering improvements in the timeliness of reported data, and adopting a proportionate and focussed approach to the development of the LGBF suite of indicators, to reflect those areas of greatest importance for local government, e.g., cost of living crisis and climate change.	Emily Lynch, Programme Manager, Performance Management and Benchmarking	The LGBF supports councils in their efforts to make better use of data and intelligence in scrutiny, decision making, improvement and public transparency.	Core Grant +32 Council MOU Agreement

Data and Intelligence				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
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 and Benchmarking	CPOP work supports councils and Community Planning Partnerships to make better use of data to inform decision making by providing a useful high-level overview of whether the lives of local communities are improving and whether inequalities are reducing over time. The 10-year time-series data provides a valuable resource for partnerships in tracking progress against Local Outcomes Improvement Plans	Core Grant
LG Data Platform	We will deliver Phase 2 in the development of the Local Government Data Platform which aims to reduce reporting requirements, facilitate greater use and re-use of existing data, and deliver greater co-ordination and automation of existing processes.	Emily Lynch, Programme Manager, Performance Management and Benchmarking Joseph Gavart, Project Manager	Reducing the effort and cost required to collate and provide data within councils, improving the timeliness and quality of data collected, and providing richer insight from the data collected to support progress in improving outcomes.	Core Grant/ Gazetteer Revenue/ Spatial Hub

Data and Intelligence				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Research	<p>We will promote and support development of research and analytical skills, capability and capacity within the IS and across the local government sector to support access to and use of evidence.</p> <p>Within the IS we will work with 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.</p> <p>We will continue to promote collaboration and relationships between researchers in higher education institutions and the IS and local government to expand access to evidence and increase the range of expert voices in priority outcome areas. This will include developing our partnership with the Scottish Policy and Research Exchange.</p> <p>We will work directly with researchers and analysts within local government and partner organisations to develop networks that can share best practice, build capacity, and promote use of evidence in decision making.</p> <p>We will continue to publish output around a range of topics, with contributions from across the public sector and academia.</p> <p>We will continue to connect internationally with local government organisations focused on improvement to embed international learning and good practice in our work.</p>	Nick Cassidy, Research Manager	Improve the quality of research outputs within the IS and across local government. Build research capacity and capability and an evidence base. This will improve access to high quality evidence that can inform better decision making to promote better outcomes for citizens and communities.	Core Grant

Data and Intelligence				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
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	Directly provide evidence to support the achievement of local government priorities and to identify future challenges and opportunities.	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	We will produce evidence of the impact of local authority investment in debt and welfare rights advice services. This will be used to influence future funding decisions. We will produce insights and intelligence that can be used to improve the delivery and accessibility of debt and welfare rights advice services, and which will contribute to improved user outcomes.	SG Specific Grant

Data and Intelligence				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
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. This will include cost benefit and social value analyses. Subject areas covered include: evaluation of grants programme to tackle illegal money lending, benefits of providing person centred support in community spaces and the impact of place-based capital investment programmes.	Karen Carrick, Evaluation Manager	We will provide the information, insights and intelligence that are required to support effective decision making and best value resource allocation. This will support councils and others to contribute to achieving national and local outcomes and having a positive impact on people and communities.	External funding sources including Scottish Government, Money and Pension Service, Trading Standards Scotland and Hunter Foundation
Delivery of research, data analysis and evaluation services	Explore opportunities to deliver research, data analysis and evaluation services to local authorities and partners on a full cost recovery basis, with a view to potentially growing this into a shared service	Nick Cassidy, Research Manager Karen Carrick, Evaluation Manager	We will be able to expand our reach and the range of services and support we provide to councils and partners, helping them to address skills and capacity gaps. We will generate additional income, which will make a significant contribution to the IS core grant.	Core grant & External Funding Sources

Data and Intelligence				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Climate Intelligence Service	We will support the development of a Climate Intelligence Service.	Gerard McCormack, Head of Transformation, Performance and Improvement Judi Kilgallon, Project Manager, Climate Change	Increased compliance with legislative duties on climate change and enhanced analysis of mandatory reporting submissions. Increased capacity at local level to analyse data and use insights to drive the transformation needed. Reduced officer time and external spend on individually calculating and reporting on area wide strategies	Core grant / potential new SG/LG funding
SLAED	We will collate and publish the annual SLAED Indicators Report, working with the Performance Lead to finalise the data dashboard. We will also undertake a review of the SLAED Indicators.	Hannah Brown, Project Manager, Economic Outcomes	Assists local authorities to evidence and publicise the contribution that they make to Scotland's economy through their economic development activities. Provides a basis for collating consistent data which can be used to better understand impact and identify potential areas for improvement.	SLAED SLA

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