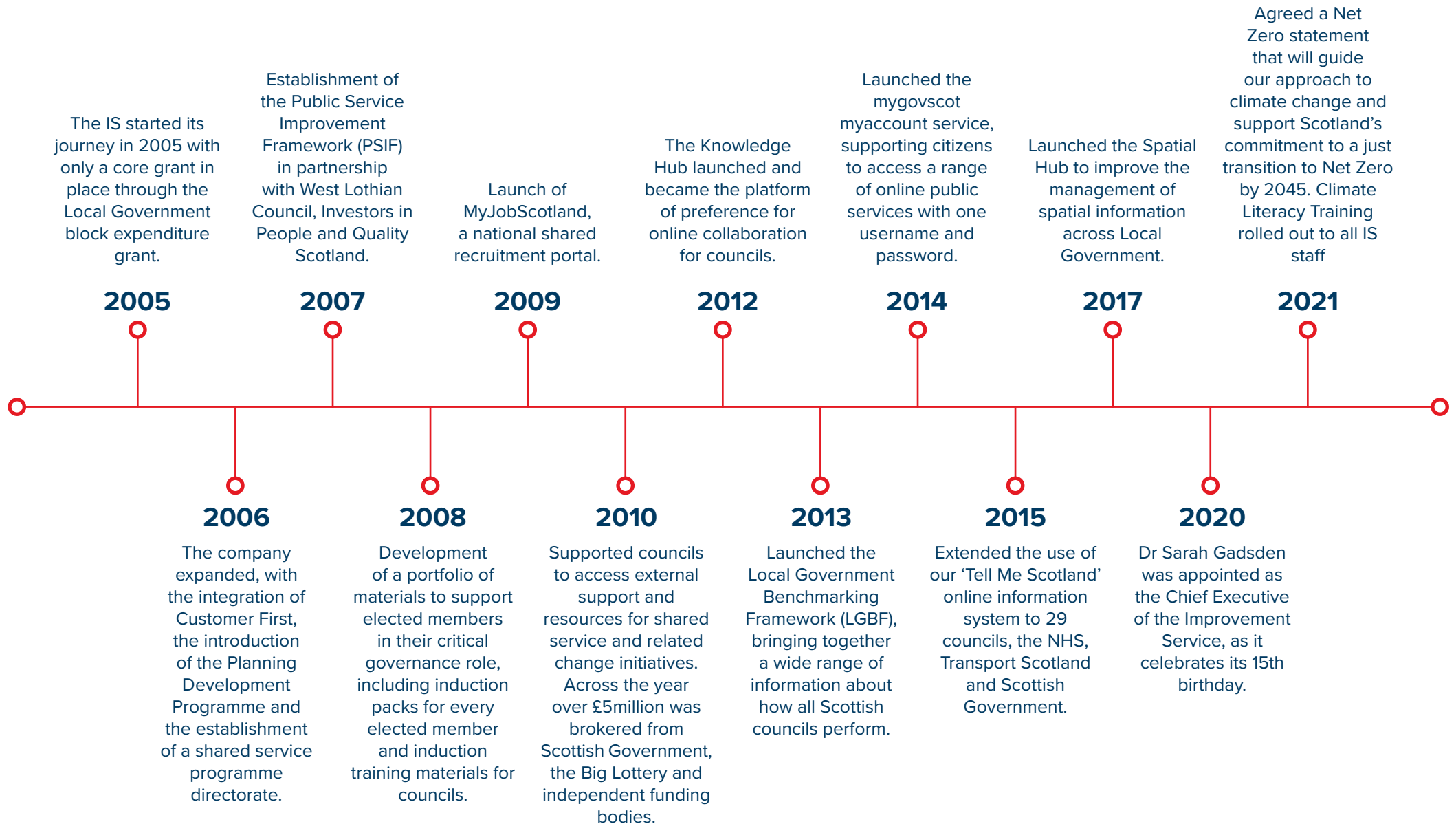


*The 'go to' organisation
for Local Government
improvement in Scotland*



Improvement Service Annual Report 2021

Our story so far



Foreword



Cllr Alison Evison
Chair



Sarah Gadsden
Chief Executive

2021 has been dominated by the Covid-19 pandemic, and the impact that the subsequent restrictions have had on our employees, the wider Local Government workforce and communities across Scotland.

We have taken action at every level to respond to Covid-19, both within the organisation and in the support that we provide to Local Government through our projects, products and services. We have developed innovative solutions, often at pace, to respond to the needs of Local Government and their communities throughout the pandemic. That work will continue in the months and years to come as Local Government starts to recover from the effects of the pandemic.

We are extremely proud of how our employees have responded to the challenges we have faced over the last 12 months and their unwavering commitment to doing the best they possibly could for councils, partners and their communities.

Some highlights from us include the publication of our Net Zero Statement in the run up to COP26, which will guide our approach to climate change and support Scotland's commitment to a just transition to Net Zero by 2045. This was co-designed with our employees, who have also participated in climate literacy training.

Over the last year, we have produced a weekly Covid-19 Dashboard, tracking key indicators to allow councils to monitor their response to the pandemic. We launched getyournec.scot, now live in 27 councils, to allow people to apply online for a National Entitlement Card and we have received over 40,000 applications so far. We were proud winners of the Innovation Award at the IESE Awards 2021 for leading the development and rollout of getyournec.scot, and the impact it has made.

We also played a central role in the delivery of Early Learning and Childcare (ELC) Expansion, ensuring councils had access to tailored support. Our ELC Expansion team are delighted to have been shortlisted for the Project and Programme Management Award at Holyrood's 2021 Scottish Public Service Awards.

Our Partnership Agreement with COSLA has grown from strength to strength and in March, we entered into a Strategic Alliance with the Accounts Commission, focused on accelerating the improvement and pace of change in council services.

In spite of the challenging context in which we were working, we achieved a 87% staff satisfaction rating in our 2021 staff survey, with 94% of employees recommending the IS as a good place to work. Furthermore, 87% of stakeholders who responded to our 2021 stakeholder survey were very satisfied or satisfied with the services and products offered by the IS, the highest rate of satisfaction recorded since the survey began in 2017. Finally, we exceeded our target of bringing in £2M from outwith the Local Government sector, achieving £2.28M.

We are delighted to share our key work, highlights and achievements and to give you an insight into what the last 12 months has looked and felt like for the IS. We look forward to continuing to work with you over the next 12 months as we collectively strive to achieve better outcomes for Scotland's communities.

Alison Sarah

Covid-19 Response

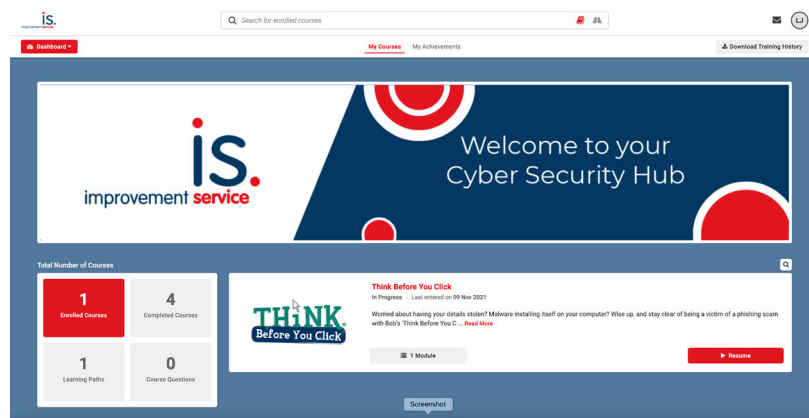
We introduced a number of initiatives within the IS to support our staff through what has been a difficult period for many public service organisations.

We received a grant award from [Smarter Choices, Smarter Places](#), Paths for All's programme to increase active and sustainable travel throughout Scotland. We used this grant award to support our staff to work from home safely and effectively, by developing a homeworking policy and a suite of complementary practice guidelines and activities.

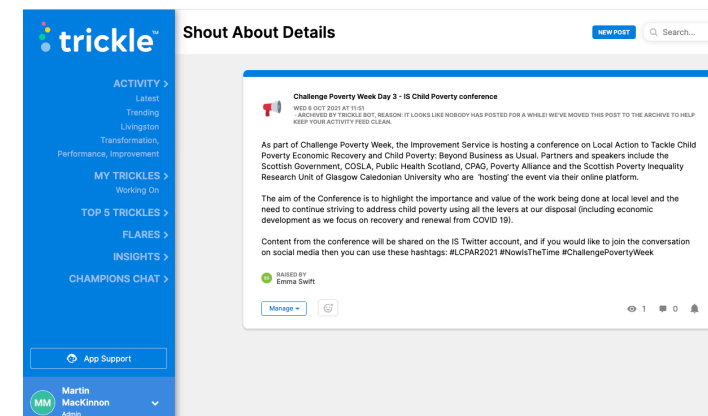
Our revised policy seeks to create a secure working from home environment whilst maintaining compliance with regulatory obligations and our company's security objectives. To ensure our staff understand and accept the responsibilities they have in relation to information

security, we have a mandatory company-wide training and awareness programme. As part of that programme, we use a cloud-based training package from Bob's Business, a cyber-security awareness e-learning training platform. We also provided headsets and webcams to ensure secure and effective connections whilst working remotely and staff have been provided with adaptive equipment when needed.

We created a dedicated staff group on Microsoft Teams and built new SharePoint sites to support home working and provide support during the Covid-19 crisis. We have also trialled a staff engagement tool called Trickle, which has created a safe place for people to share their thoughts. This could be everything from a business idea to a concern about group morale or even a sensitive issue about the health and wellbeing of teammates. It has allowed staff to raise, discuss and tackle emerging issues and suggest what might improve the situation.



Bob's Business Cyber Security Training



Trickle Staff Engagement Tool

As we start to emerge from the pandemic, we are likely to see different working patterns become popular, including hybrid working – spending part of the week in the office and part of the week at home.

The IS Board agreed to trial a reopening of the office three days per week for three months from 1 November 2021. Returning to work in the office was voluntary, continuing the flexible approach to work patterns which the IS took even before the pandemic. The trial is designed to give staff the opportunity to ease back into working in the office environment, and to enjoy the benefits it brings. However, new guidelines have been introduced to ensure that the office is Covid-19 compliant, as staff safety is paramount.



'Returning to the office' video, which explains the new Covid-19 guidelines in place

We successfully upheld our [ISO27001 accreditation status](#) in the recent surveillance audit conducted by the British Assessment Bureau. This process assesses the strength and robustness of our various systems including, but not limited to, risk management, HR and data protection, IT system security, business support processes, asset inventories, staff training and more.

Passing the audit means that we have been independently assured of the strength of our various organisational processes. The approach we take to various business critical areas is more than meeting the requirements of the ISO27001 standard, as well as meeting the high standards we set for ourselves to ensure our partner organisations can depend on us for the delivery of vital services.



Key Achievements

Data and Intelligence

We have delivered a programme of [Local Government Benchmarking Framework](#) sessions exploring the short and long-term impacts of Covid-19 on Local Government services. These workshops provide an opportunity for colleagues to share practice in relation to how councils have responded during the pandemic and consider future challenges, opportunities and new ways of working emerging from the pandemic. To date, 18 workshops have been delivered with over 600 participants representing all 32 councils.

We also continued to produce a weekly [Local Government Covid-19 Dashboard](#) throughout 2020/21, tracking key indicators to allow councils to monitor their response to the pandemic.

We are supporting the [Community Planning Improvement Board](#) (CPIB) to build on and promote evidence of the hugely positive role Community Planning has played in responding to Covid-19. The CPIB has [produced a report](#), which provides important evidence on the role Community Planning has played in responding to Covid-19 and highlights its

significant potential to contribute to recovery efforts in local areas. The report has been shared widely with stakeholders, including the COSLA President and Deputy First Minister to ensure the learning feeds into and supports the delivery of Scotland's Recovery Strategy.

We are working with the Digital Office for Scottish Local Government, COSLA and SOLACE to progress plans for the development of a Local Government Data Platform, an ambitious transformation programme to deliver improvements in the way Local Government manages and uses data. The current arrangements for providing data returns to external agencies present a number of challenges to Local Government in terms of volume, frequency and lack of co-ordination of reporting requirements. The Local Government Data Platform aims to improve and streamline the management of data returns and to provide enhanced value from the process by providing greater insight and intelligence to Local Government itself.

In partnership with the [British Geological Survey](#), we were commissioned by Scottish Government Digital Planning in 2021 to undertake a Planning Data Pathfinder, continuing and progressing the work we began last year with an exploratory report. The intention is to develop guidance and improve discoverability and access to data for anyone working within the planning sector, including specific



tools that will help ensure greater consistency and efficiency in data usage across the whole planning process.

In the last year, the IS Spatial Hub has expanded its remit to be able to publish data from organisations other than councils. Greenspace Scotland approached us to host all of the data that was developed as part of their [Green Heat in Greenspaces \(GHiG\)](#) project. This means that any public sector organisation can easily find and access

The IS Spatial Hub was migrated to a new site during 2021, making it easier for local authorities and public sector organisations to access and use geospatial data from across Scotland.

this data for conducting their own analysis on how feasible GHiG is for their area and interest.

The Data and Intelligence team has increasingly been working on cross-organisational initiatives and groups that look to assist Local and central government in how they improve everything they do around data, including;

- iStand UK – This is a group of central government-funded data experts from English local government that are building a framework and infrastructure for more integrated use of local government data. We now sit on their board and will look to share knowledge, expertise and tools with this group. One of their initiatives provides a framework for local government across the UK on how they should manage data about vulnerable people, in order to gain insight and be able to intervene to improve citizen outcomes.

- Drugs Harms Surveillance Operations Group is a Public Health Scotland project looking to use data to create an early warning system that would enable us to reduce drugs harms. We play a valued data standards advisory role on this group.
- Infralink – we are working closely with Scottish Futures Trust on how Local Government asset data can be improved and shared with this initiative to improve broadband connectivity.

Over the past 18 months, we have been working with local authorities to automate the process of receiving local property and street gazetteer information. This has resulted in a change in the timeliness of the information we receive and publish to users and has allowed 28 local authorities (so far) to reduce the time spent providing us with data, also decreasing the time spent identifying and resolving issues and errors. Phase 2 of the project (Planning & Bulling Standards) has just entered the deployment phase, and already 3 planning authorities are automatically providing us with data from their systems on a weekly basis.

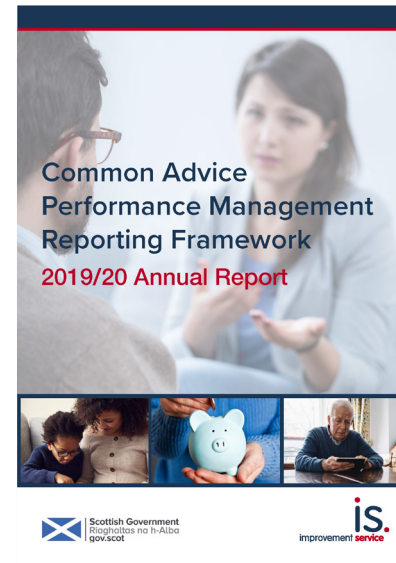
The Research Team has been working to support local authorities, and our partner organisations to make best use of evidence and data to derive insights and intelligence. This year we have again delivered the Common Advice Performance Management and Reporting Framework (CAPMRF) report, highlighting that these services contribute around £13 of financial gain for every £1 invested. In March, we worked with the Scottish Government to deliver a [survey](#) across the Scottish workforce exploring knowledge and awareness of Trauma-Informed practice. Throughout the summer we continued our work with the Heads of Instrumental Music Scotland on the Instrumental Music Survey, and worked with COSLA as the

Scottish Government removed all tuition fees for these services in 2021/22 and beyond. Finally, we have been closely involved with the Local Area Research and Intelligence Association in Scotland and across the UK exploring how we can help develop the research capacity across Local Government.

Working together, teams in research and evaluation have generated £245,000 in additional income for the IS and have supported improvements in approaches to sustainable travel, highlighted effective activities to reduce illegal money lending, demonstrated the impact of council investment in advice services, set up a

network for money guiders, gathered insights on the public's attitudes to community councils, and surveyed the Scottish workforce on their knowledge and understanding of trauma-informed practice.

We launched a new learning network in Scotland called the Money Guiders network which aims to support a wide range of individuals across all sectors that deliver any form of money guidance.



Digital Public Services

Twenty-seven councils are now using the getyournec.scot platform, with the remaining six in various stages of onboarding. getyournec.scot was developed in response to the lockdown environment to ease the burden on councils and provide a richer customer experience. It enables eligible people to apply online for a National Entitlement Card (NEC) instead of having to visit council offices. Over 40,000 NEC applications were made through getyournec.scot within the first year of its launch.

The site will be a key part of the delivery of the upcoming Young Person's Free Bus Travel Scheme in January 2022, which will help embed more sustainable travel behaviour from a young age to help Scotland achieve its net zero goals, while reducing the barriers created by transport costs to support young people to achieve their fullest potential.

We continued funding Dundee City Council to staff and run a Programme Office in support of the delivery and management of

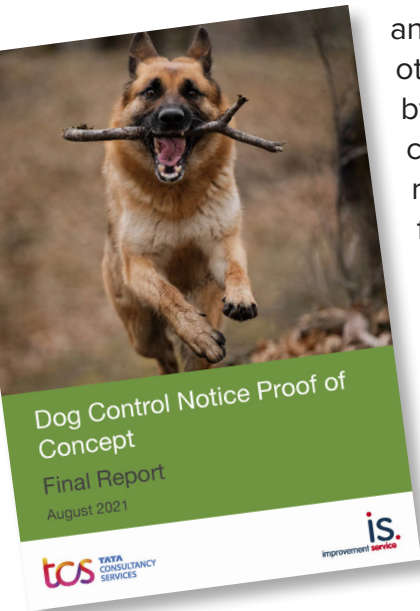
the NEC Scheme and to underpin the procurement of components necessary to maintain continuity of service for the Scheme and to

assist its future expansion. This includes the successful procurement in May 2021 of a new card application management system, bureau services and smartcard supply that will see new capabilities introduced from November 2021, able to accommodate the planned expansion of the NEC Scheme.

[myaccount](https://mygovscot.myaccount) provides people living in Scotland with the ability to set up an online account which can be used to access a range of online public services, such as paying council tax, requesting a parking permit or paying for school meals. We grew [myaccount](https://mygovscot.myaccount)'s registered subscriber numbers to new record high levels, with a 29% increase in the 12-month period to 31 March 2021 and are on track to reach 1.5 million or more by 31 December 2021.

Our Digital Public Services team won the Innovation Award at the IESE Awards 2021, for leading the development, rollout and the impact of the getyournec.scot website.





Having successfully completed a [scoping study](#) and a [proof of concept](#) involving councils and other stakeholders, we were commissioned by the Scottish Government to develop a dog control notice national database. This will be rolled out to councils on a phased basis, with the first due for completion in December 2021. The database is designed to tackle irresponsible dog ownership and help councils improve the operational effectiveness of the Control of Dogs (Scotland) Act 2010 legislation.

The Scottish Government introduced financial support for a variety of businesses during the COVID-19 pandemic and our [bisaccount](#) platform was redesigned to support online applications for this financial support. All 32 councils used bisaccount to process applications for the Transitional Support Fund for Childcare Providers and the platform received and handled over 2,000 applications from childcare providers across Scotland.

The screenshot shows the website for bisaccount.scot. The browser address bar displays 'improvementservice.org.uk/products-and-services/digital-public-services/bisaccount'. The website header includes the 'is. improvement service' logo and the tagline 'The 'go to' organisation for Local Government improvement in Scotland'. A navigation menu lists categories like 'COVID-19 Support', 'About us', 'Products and Services', 'Case Studies', 'Research', 'News', 'Events', 'Contact us', and 'Search'. Below the navigation, the main content area features a large banner with the 'bisaccount.scot' logo. The main text describes the service as a secure sign-in platform for businesses to access public services. It lists key features such as being standards-based, easy to integrate, and free to use. A 'RELATED CONTENT' sidebar on the right lists 'Bisaccount Presentation', 'myaccount', 'Parentportal', and 'Data Hub'.

Transformation, Performance and Improvement

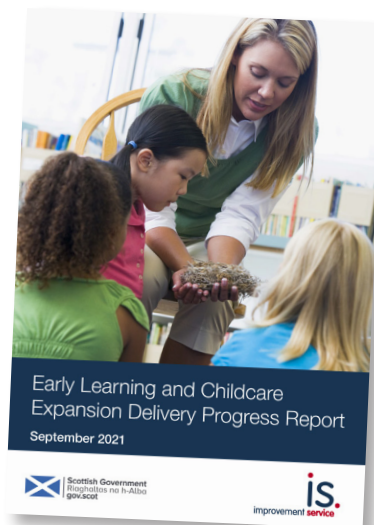
In August 2021, the Scottish Government's commitment to expand [funded early learning and childcare \(ELC\)](#) was delivered, almost doubling the number of hours to which children are entitled.

Our ELC Programme was at the centre of a number of interdependent projects, designed to ensure councils had access to tailored support, including help to identify local risks to the delivery of the expansion and support to mitigate those risks.

Robin Paterson, Senior Project Manager in Early Learning & Childcare, Moray Council said:

“The success of the ELC expansion programme has been based on a strong partnership approach - not least the integral role played by the IS ELC expansion team.

“With effective partnership working such a significant aspect of the expansion, it is easy to overlook the valuable contribution the IS made towards oiling the wheels of inter-organisational working.”



In 2021, our [Public Service Improvement Framework \(PSIF\)](#) team completed their first ever self-assessment sessions with Shetland Islands Council. The dialogue to develop the improvement plan priorities was rich in reflections and resulted in two very useful plans to support the continuous improvement agenda in the council.

Maggie Sandison (Chief Executive of Shetland Islands Council) commented:

“Shetland Islands Council is a learning organisation. The PSIF process creates a structure to allow us to explore our strengths and highlight where we have developed innovative practice but also to collectively identify where we can improve.

“It enabled us to capture our learning from our Covid experience for cross service improvement and evidenced our agility, resilience and capacity to change to improve outcomes for our community.”

We have continued to deliver PSIF sessions to councils and public sector organisations across Scotland using Teams and other technological solutions to get around the problem of not being able to meet face-to-face during the pandemic.



We have delivered training on the revised [Fairer Scotland Duty \(FSD\) guidance](#), reaching a wide audience of officers from across Local Government and other public bodies subject to the duty, all of which has been positively received. On the ground, this means officers have a better understanding of the FSD and it will hopefully lead to better quality assessments, ultimately leading to better outcomes for those living in socio-economic disadvantage.

We launched our Protecting People team to support councils and community planning partners to improve outcomes for people affected by all forms of gender-based violence and/or psychological trauma.

We also hosted an [online Child Poverty conference](#), which highlighted the importance and value of the work being done by lead officers at individual councils, and the need to continue striving to address child poverty using all the levers at our disposal. Our Peer Support Network for child poverty leads has received positive feedback, and has allowed members to

share problems, work together on solutions, share practice and raise issues to be fed into the National Partners Group.

In 2021, as part of the 16 Days of Activism Scottish campaign, we made a toolkit of resources available on the IS website. The toolkit contained logos, banners, animations, infographics and Teams backgrounds, produced by our Knowledge Management and Communications team in collaboration with our Protecting People team.

The Scottish 16 Days campaign is part of the international [16 Days Activism against Gender-Based Violence](#) and was first organised in 2018 as a partnership between the IS, COSLA, Scottish Government and the National Violence Against Women Network to join up and promote action. The 2021 theme was Light Up, which aims to place a spotlight on the issue of Violence Against Women and Girls and encourage people to get involved using awareness raising and community-led activities, including plans to 'light up' key public buildings and spaces across Scotland.



Tackling Violence Against Women and Girls
in Scotland
25th November - 10th December

In 2021, we published IS [Thought Leadership](#) papers and videos on a variety of topics, with contributions from academics, external partners and IS colleagues. In our Thought Leadership series, we bring together experts to explore topics that affect Local Government, thinking about new ways of working and potential innovations. This year we looked at various topics including 20 minute neighbourhoods, geospatial professionals leading on data, Local Government's role in Scotland's green recovery, and a roundtable discussion on homeworking.

Our Ethos and Values

Our Approach to Climate Change

We appointed a Climate Change Transformation Manager at the end of 2020, who has worked to embed climate change across all our programmes.

The IS Board agreed our strategic direction on climate change and this has been complemented by staff engagement and training through the Carbon Literacy Project. Building a shared understanding and language around climate change enables us to better support councils and their partners to live with and recover from Covid-19, and to deliver against Scottish Government targets and ambitions. Over half of our staff (45) are now trained in [carbon literacy](#) and have pledged to take action to be more sustainable in their professional and personal lives.

Elected Members have a crucial role to play in driving this agenda. A new partnership with the Scottish Cities Alliance has enabled the delivery of Carbon Literacy training to Elected Members across the cities, with future training planned for senior leadership. We also co-authored a joint briefing on the importance of [nature-based solutions](#) with COSLA, NatureScot and the Sustainable Scotland Network.

We delivered a staff workshop to shape the creation of an organisational statement on [“Our Approach to Net Zero”](#) giving direction and focus to our activity in this area. This is a significant step and we will now focus on developing the underpinning actions and targets on this journey.



Our Net Zero Principles

Our Values

Following the agreement and introduction of the [IS Values](#) in September 2020, we reviewed and updated the policies and procedures in our Staff Handbook to ensure they aligned and linked to our new values. The Performance Appraisal and Personal Development Plan (PAPDP) was slightly revised to link to our values.

Equality and Diversity is embedded as one of our values and our role in promoting equality is twofold: first, we need to make sure that our own workforce is diverse and that employees have equal opportunities and do not experience discrimination, and second, our programmes need to advocate and embed diversity and equality when working with councils and external organisations.

An Equality and Diversity Workshop was held on 21st April 2021 to help staff think about what this means for the IS and how we can embed equality and diversity into our programmes and practices. Feedback from staff indicated that they found the session very useful and it enabled them to identify how they could further embed equality and diversity in their day to day work. The IS Equality Working group took on board feedback and have been exploring further training opportunities and accreditation for the organisation.



Our People are Key to our Success

Mental Health and Wellbeing

We recognise the importance of the mental health and wellbeing of our staff. In 2021, we arranged for two employees to undertake the Scottish Mental Health First Aid training course to ensure adequate support. Mental Health First Aiders provide weekly drop in clinics and also offer support to staff outwith these times. The First Aiders act as points of contacts for employees experiencing mental health issues or emotional distress and work to reduce stigma and create a more positive culture. This is complemented by regular events, communications and webpages signposting support and promoting discussion about wellbeing and work life balance. The Mental Health First Aiders have joined the COSLA peer support group, which meets monthly to discuss issues and share practice around the Mental Health First Aider role.

Recognising the importance of wellbeing and the growing need for resources and support, a Wellbeing Group was formed in March 2021 to support, coordinate and communicate work relating to wellbeing in the IS. Wellbeing sessions were held during National Work Life Week in October 2021, where almost 50 IS colleagues came together to talk about wellbeing at work. There was also a communication campaign to coincide with this, which shared information throughout the week including a Wellbeing Planning Tool, information on Employee Benefits, Flexible Working and Mental Health Drop in sessions.

Managers were also invited to take part in a one-day course on mental health and the key aspects of creating a mentally healthy workplace. Training is being provided by COSLA, for mixed groups of managers in IS and COSLA, and a total of 17 managers from IS have attended to date, with the remaining managers attending during November 2021.

Graduate Apprenticeships

We have partnered with the University of Stirling to offer a Graduate Apprenticeship in Data Science. This exciting position will provide a student with the opportunity to gain work-based learning whilst studying for a full bachelor's degree. The course offers the student high-quality academic teaching while gaining real industry experience on real-world challenges. Taken over 4 years, the student will spend one day studying and four days working with the IS, all of which contribute towards the degree. As the employer, we will benefit from highly motivated candidates with close ties to the academic world, while the Data Science Graduate will be working on various projects within the Data and Intelligence team.

Stakeholder and Staff Surveys

The 2021 stakeholder survey was issued in April. Each team distributed their own bespoke survey to their stakeholders, with 22 IS teams issuing surveys this year. Across all of the responses, 87% of respondents to the survey said that they were very or fairly satisfied with the services and products that the IS offers. This was the highest rate of satisfaction recorded in the stakeholder survey, and satisfaction has consistently increased since 2017, when the survey was first issued. Satisfaction was high this year in all areas of the survey, but especially high for satisfaction with workshops and events that we delivered online, and the support provided by staff.

Staff satisfaction in the 2020 IS Staff Survey was 87%, a slight decrease from the very high satisfaction rate recorded in 2019, but still the second highest rate of satisfaction since the first staff survey in 2016. The results suggest that the Covid-19 pandemic has had an impact in reducing staff satisfaction with a large drop in satisfaction with employees' work-life balance as staff have had to adjust to new working conditions away from the office. Overall, however, satisfaction was very high across all areas of the survey, and 94% of respondents said that they would recommend the IS as a good place to work.



Extended Leadership Team

The Extended Leadership Team (ELT) was introduced in December 2020 and is made up of 8 people from across the IS who come together to identify links and connections between programmes and teams and to support the Senior Leadership Team. Meetings take place every two months and provide a framework for identifying areas for potential collaboration between programmes. The ELT has had input from colleagues on their work, to raise awareness of issues and make connections between the projects.

The ELT has also taken responsibility for the Staff Suggestions Scheme, discussing the suggestions received from employees and making recommendations to SLT. These have resulted in the introduction of a new Volunteering Policy, the development of resources on homeworking and wellbeing and the creation of the Wellbeing Group.

Working in Partnership

COSLA and IS Partnership Agreement

Over the last 12 months, our Partnership Agreement with COSLA has provided a sound platform for a wide range of joint and mutually-supportive work. Although in its infancy, the partnership is already fostering a strong sense of collaboration and providing a foundation to improve resources on shared commitments. Much of our partnership work has been in support of the Local Government response to the pandemic, while other developments have involved progressing broader policy work, including in support of the ambitions set out in the Blueprint for Scottish Local Government.



Some of our key achievements in the first year of our Partnership Agreement are as follows:

- Work with the Digital Office for Scottish Local Government and Scottish Government to shape and refresh Scotland's Digital Strategy, leading to its publication as a joint Scottish Government/ COSLA strategy
- Jointly producing a report for Council Leaders on the impact of Covid-19 on Local Government, including case studies
- Launching a jointly branded website for current and potential elected members – [LocalCouncillor.scot](https://www.localcouncillor.scot)
- Working together to support the dispersal of over £1 billion of Covid-19 Business Support grants, by digitising the application process and enabling councils to adopt a consistent approach for over 111,000 applications

Strategic Alliance with the Accounts Commission

In March 2021, we entered into a [strategic alliance with the Accounts Commission](#), focused on accelerating the improvement and pace of change in Local Government services. There is a strong focus on

driving change and improvement in key areas, including Covid-19 recovery, escalating service demands and financial constraints. Since March, we have worked together to maximise the impact of our unique roles in supporting Local Government in Scotland. Key priorities include:

- Working with elected members to drive forward change in critical areas, such as improving educational outcomes, community empowerment and partnership working.
- Delivering collaborative events in priority areas for Local Government, creating opportunities to share insight and accelerate change.



- The Accounts Commission involving the IS in developing a new approach to auditing Integration Joint Boards.

Finance

As part of our Treasury Management policy, we loan cash that is surplus to immediate requirements to councils. In 2021-22, £1.5M was loaned out and it is planned that a minimum of £2M will be loaned out in 2021-22.

All councils are contacted and offered the opportunity to apply for a loan at beneficial rates. We invite interested councils to offer a rate of interest in excess of what can be achieved through the IS investing with the Bank of Scotland. Therefore, we receive a beneficial rate of interest and councils do not offer more than they are willing or able to pay.

Associates Framework

Part of our offer of support to Councils and Community Planning Partnerships (CPPs) is an [Associates Framework](#) which provides flexible access to a wide range of expert support and resources to help both the IS, CPPs and Councils progress their priorities. Currently, the IS, 28 councils, COSLA, Scotland Excel, SEEMIS and the Digital Office for Scottish Local Government are all named on the framework.

The Associates Framework consists of 15 associates who can be contracted to provide a wide range of services on issues such as project management, change management, research, and organisational development. Associates have a sound knowledge of the public sector and the current policy and political issues affecting it, particularly relating to the Local Government, Community Planning and Public Service Reform agenda. Their support is provided outside the ‘business-as-usual’ environment when in-house skills are not available.



Improvement Service Performance 2021



For every £1 of core grant invested in the IS, we brought in an **additional £4.70**



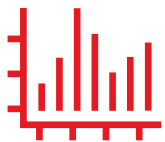
£2.28m

additional funding brought in from outwith the sector to support Scottish Local Government exceeding our 2020/21 target!

87% Staff satisfaction

94% would recommend IS as a good place to work

87% Stakeholder satisfaction



18 LGBF workshops held, accommodating **613 attendees**

34 organisations used PSIF this year.



45 IS employees completed carbon literacy training

Knowledge Hub's Scottish Public Services Network has **19,400** members working across **500** groups



This year we reached almost **1.5 million myaccount users**

29.1% of eligible population have myaccounts



32 local authorities engaged with a programme of deep dives, networking sessions and 1:1 support delivered by the IS Violence Against Women team to explore opportunities to embed trauma informed systems, services and workforces



During 2020/21, **69 participants from across 13 councils** enhanced their skills and knowledge by undertaking their PDA in Project Management.

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