

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

is.
improvement service

motivation

Relationship
Development
Management

IDEA

GROWTH

STRATEGY



Business Plan

2026—2027

BUSINESS
PLAN

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1. Introduction

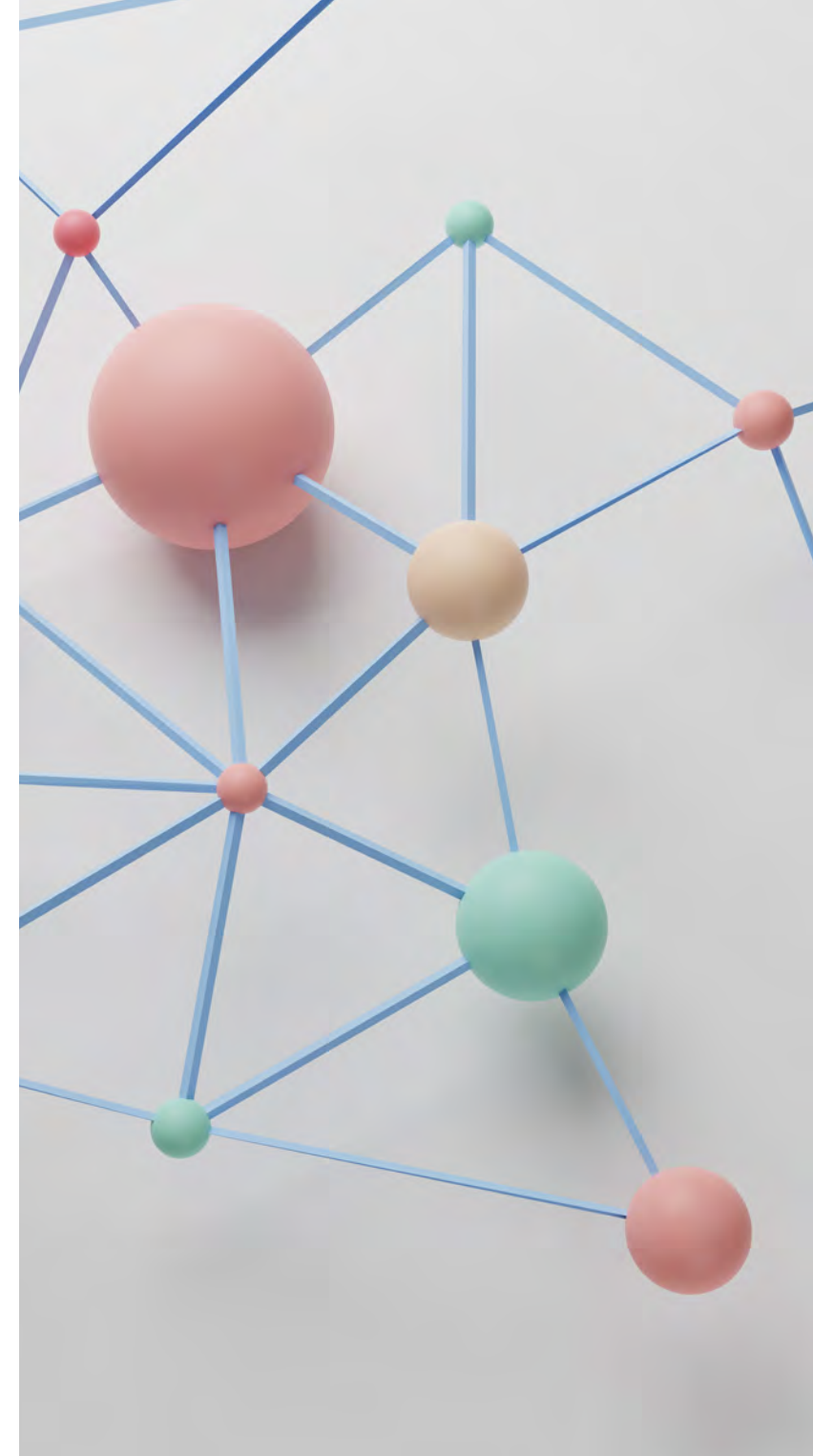
The Improvement Service (IS) is the 'go-to' organisation for local government improvement in Scotland.

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 Strategic Priorities 2023–2027

- We will assist local authorities to transform and transition to new models of service delivery.
- We will support local government to deliver sector-led improvement in a range of policy and service areas.
- We will provide leadership and facilitate collaboration to enable a more preventative, integrated approach to tackling poverty and inequality.
- We will support local government to deliver digital and data enabled transformation.

Our Business Plan for 2026-27 takes forward the commitments in our [Strategic Framework](#) and sets out our deliverables and activities for the coming year.



2. Our Operating Context

As we enter the fourth year of our [Strategic Framework 2023 – 2027](#), local government continues to face a number of significant challenges, many of which are multifaceted.

Local government enters 2026 under sustained financial, workforce and demographic pressures. Councils must keep essential services running while making difficult decisions on spending and redesign. This environment shapes the Improvement Service's role and the support we provide.

Service demand continues to grow in a constrained financial environment. Costs in social care, education support, housing, and community services, combined with workforce pressures, have eroded earlier efficiency gains.

Councils need to balance a focus on priority outcomes with delivering more efficient services and sustaining quality wherever possible.

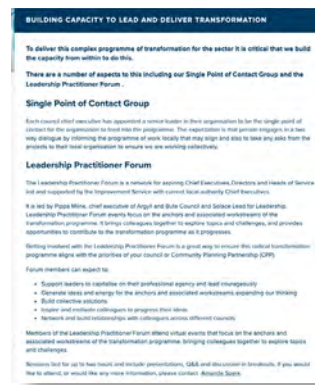
We are supporting this shift through the [Solace/Improvement Service Transformation Programme](#), which has transitioned from discussion into delivery. This programme provides councils with a route to collaborate on high-impact changes that would be harder and slower to deliver individually. National workstreams and short-term projects that we facilitate are enabling collective reform in self-evaluation and sector-led improvement, procurement, digital design, shared services and statutory service review. We are building leadership capacity through the Leadership Practitioner Forum and the Single Point of Contact network, helping senior officers translate national



ambition into local action. Our research and evidence, including Tackling Cause Not Symptoms, is informing the programme's 2026 roadmap and supporting decisions grounded in data and shared learning. All together our support keeps the programme focused on outcomes, giving senior teams the space, tools and peer support to implement change.

Workforce pressures continue to limit capacity. Recruitment and retention challenges, particularly in social work, care, planning and environmental health, sit alongside high absence levels and competition for specialist skills. Working with the Society of Local Authority Chief Executives (Solace) Scotland and Society of Personnel and Development Scotland (SPDS), we will further provide data, tools and shared learning to strengthen workforce planning and build more resilient staffing models. This allows councils to focus scarce capacity where it has greatest effect, while developing plans to stabilise critical services.

Leadership and skills development remain essential. As councils are having to operate in a period of sustained financial, workforce and service pressure, leaders are expected to manage complex change while maintaining core delivery. The Improvement Service aims to build capability and capacity for improvement within local government, making leadership a critical enabler for transformation and resilience. This is supported by expanding access



to structured learning and development through the [Leadership Practitioner Forum](#), which brings together aspiring chief executives, directors and heads of service to strengthen their confidence, judgement and ability to lead collective reform. We provide wider leadership and workforce development resources, including Open University supported leadership courses, workforce development, support frameworks and organisational development support focused on culture, collaboration and long-term improvement. These offers help councils build the capacity needed to lead change, support staff and adopt digital and data-enabled ways of working. Through this combined leadership and skills support, we helping council create the conditions needed for effective transformation.

Demographic change is reshaping demand. Ageing populations, decline in some regions and population growth in others, affect labour supply and long-term planning.

Our analysis in [Navigating Demographic Change](#) and [Navigating Population Changes](#), is informing 2026 planning, skills pipelines and economic strategies. This gives councils a clearer line of sight from demographic evidence to service redesign and investment choices.

Persistent inequalities across income, health, housing and opportunity continue to drive demand. We will further strengthen early intervention through Welfare Advice and Health Partnerships, targeted child poverty work and support for rural and island areas.



New legislation continues to place pressure on local government, given the capacity and resource limits already outlined. Over the last five years we have helped councils prepare for and deliver the duties in the United Nations Convention on Rights of a Child (UNCRC) (Incorporation) (Scotland) Act 2024, and we are now using this learning to support their preparation for the forthcoming Human Rights Bill for Scotland. This includes helping authorities take a rights based approach, and understand how this connects with wider work on poverty and inequality. We are also supporting councils as they prepare for the Community Wealth Building (Scotland) Act, which affects services across a council, not only economic development. The challenge is helping every relevant service understand its part in reshaping local economies with a focus on people, place and the environment. Our work to share practice, map activity across Scotland and beyond, bring officers together to develop solutions and shape the guidance that will sit alongside the Act will continue through 2026/27.

Our Community Planning support improves collaboration so systems can respond earlier and more effectively. This shifts activity towards prevention and makes scarce resources work harder for the people who need them most.

Local government is central to the delivery of Scotland's net-zero ambitions. Through the [Scottish Climate Intelligence Service](#), which we are delivering in partnership

with the Edinburgh Climate Change Institute, we provide emissions



data, dashboards and analytical tools to all 32 councils, alongside training and one-to-one support. We are expanding reach, improving data quality and supporting investment-ready climate projects. By standardising data and building capability, councils can make confident, cost-effective decisions that cut emissions and support local wellbeing.

Demand for digital public services keeps growing. We maintain, expand and develop shared platforms including [mygovscot myaccount](#),

[parentsportal.scot](#) and [getyournec.scot](#). These services reduce manual processing, improve data quality and provide secure access for residents. Shared platforms reduce duplication and risk, so councils can scale online services and improve user experience at lower cost.

mygovscot
myaccount

National shared platforms remain important. We will support councils to implement [visitorlevy.scot](#) providing a consistent, secure

way to register, submit returns and make payments in areas where a council has approved a scheme. Alongside this, we will continue to expand shared platforms that reduce duplication, improve consistency for residents and free resources for front-line priorities. This approach provides common capability once, so councils can meet statutory and service requirements without building separate local systems.

visitorlevy.scot

Councils face a growing volume of data returns. Through the development of the [Local Government Data Platform](#) we are aspiring to improve standards, strengthen governance and support automation. The Online Data Returns Register clarifies requirements and reduces duplication, helping councils plan more efficiently. This should reduce administrative burden and release analytical capacity for more local priorities.



Reliable, independent improvement and assurance support remains essential. Through the [Local Government Benchmarking Framework](#), [national self-evaluation framework](#) and [peer-collaborative improvement](#) we will help councils understand performance, share learning and target effort where it will have most impact. [Community Planning self-assessment](#) and the [National Planning Improvement Framework](#) provide structured feedback and independent insight. This gives elected members and senior officers a shared evidence base to prioritise action and track progress.

Place-based approaches continue to grow. We will further support councils and partners with evidence, facilitation and improvement tools that strengthen shared leadership and local collaboration. The [Community](#)

[Planning Outcomes Profile](#) and wider analytical support help councils understand neighbourhood-level variation. [Rural, island and child poverty work](#) ensures local needs shape local responses. In practice this means partners design around place, using common data and joint governance to deliver better outcomes.

Throughout 2026, we will continue to support sector-led improvement taking a flexible approach that enables councils to respond to emerging challenges. Our focus will remain on delivering what helps councils most and adapting quickly as pressures and priorities evolve.



3. Our Strategic Priorities

Our Strategic Framework 2023 – 2027, sets out our four strategic priorities. Whilst described separately, they are clearly linked and interdependent.

Across 2026-27, we will focus our resources on providing improvement support and services that will help us deliver our four strategic priorities, as follows:

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

During 2026-27, we will:

- Continue to work with Solace Scotland to deliver the Solace/IS Transformation Programme, through the IS Programme Management Office. This will include:
 - supporting Project Sponsors and Project Directors in the delivery of each project and ensuring all interdependencies are acknowledged and incorporated into the work;
 - developing our relationships with our Single Points of Contact, who are ambassadors for their own council to ensure a two-way dialogue with the programme. This means learning locally can be brought in and also that their council is fully participating;
 - continuing to deliver the Leadership Practitioner Forum which seeks to develop knowledge and leadership capacity across the sector and share knowledge from work in each local authority area;



- delivering feasibility studies/business cases/proposals for discussion with the Solace Scotland branch; and
- partnering with academics and others to input case studies, learning, research and expertise to our work, particularly the national research we are undertaking on public service reform.
- Develop and promote the use of our national shared service applications and technology, investigating the feasibility of reusing existing assets, technology and infrastructure to deliver new digital shared services emerging through our work with Solace Scotland.
- Launch [visitorlevy.scot](https://www.visitorlevy.scot) in April 2026 and transition to business as usual, onboarding new Councils at the appropriate stage in advance of their schemes launching.
- 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.
- 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.
- Continue to embed our service design approach across all of our programmes and products and services.
- Continue to deliver the Local Government Connect Network, which is a network for local government colleagues in the early stages of their careers who are looking to progress.
- 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, to strengthen, enable and assure the delivery of high quality, sustainable early learning and childcare services, and plan for a system of school age childcare.
- Develop resources and support to enhance consideration of place-based approaches when making decisions that impact place and wellbeing and the reduction of inequality.
- Continue to support local authorities to meet new legislative requirements, for example, the forthcoming Human Rights Bill for Scotland and the Community Wealth Building (Scotland) Act, helping them to align these with existing duties and practice and develop new models of service delivery.

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

During 2026-27, we will:

- Deploy and flex our core improvement architecture to support sector-led improvement across different policy and service areas, including planning (through our National Planning Improvement Champion), children and young people's services (through our work on Early Learning and Childcare Expansion, the Promise, tackling child poverty and the UNCRC), employability, protecting people (through our work on Violence Against Women, and Adopting a Trauma-Informed Approach), community wealth building, human rights and climate change (through our Scottish Climate Intelligence Service in partnership with the Edinburgh Climate Change Institute).
- Work with planning authorities, Scottish Government and partners, through our National Planning Improvement Champion, to continue to deliver and develop the National Planning Improvement Framework and to take forward the National Planning Hub.
- Progress the next phase of the Peer Collaborative Improvement (PCI) programme, expanding testing of both the council-led and thematic pathways informed by learning from the initial pilots. New pilots will include a thematic partnership with Audit Scotland using Best Value audits as the evidence base, alongside a council-led pathway hosted by volunteer authorities.
- Continue to facilitate and coordinate peer networks across our existing and emerging work programmes (e.g. Organisational Development Network, Scottish Community Planning Network, Community Wealth Building Practitioners Network), to support local authorities to share knowledge, practice, learning and skills.



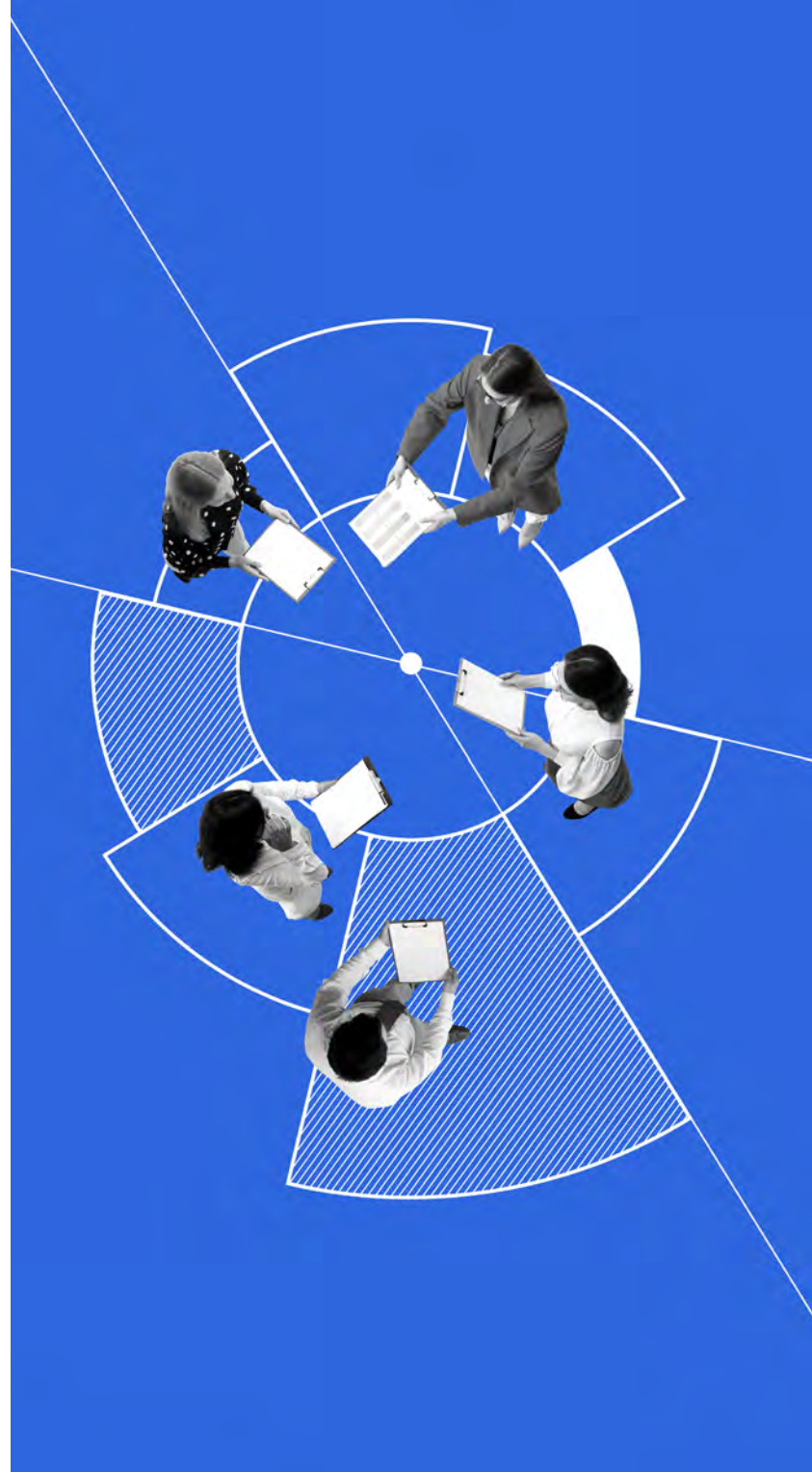
- Continue to deliver and develop the Local Government Benchmarking Framework (LGBF) to support Councils' own improvement journeys through access to rich and timely comparative data and analysis, bespoke support for Councils, and peer events to share practice and learning.
- Embed more rigorous, consistent and robust approaches to self-assessment/self-evaluation and continue to deliver a range of self-assessment and improvement planning support to councils and partnerships.



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

During 2026-27, we will:

- Continue to support the implementation of [No One Left Behind](#), the Scottish and Local Government Employability Partnership's ambition to radically transform employability provision to ensure that services are locally evidenced and delivered, person-centred, flexible and holistic to support access to, and progression in, sustainable fair work, helping to tackle the root causes of poverty and inequality.
- Work with local and national partners to support the development and delivery of effective local [child poverty action reports](#) and promote proactive and strategic work on tackling the three main drivers of child poverty. This will include supporting improvement through self-assessment and annual feedback on Local Child Poverty Action Reports.
- Work with West Lothian Council and City of Edinburgh Council to further develop and embed a replicable dashboard to help local government identify pockets of unmet need and address child poverty.
- Ensure the expertise provided by our new [SAVVI \(Scalable Approach to Vulnerability Via Interoperability\) team](#) supports local government and their partners to intervene early to support households at increased risk of harm. This will include a focus on child poverty and wider inequality as well as the development of Persons At Risk Databases.
- Continue to provide support for the implementation of the [United Nations Convention on the Rights of the Child](#) (Incorporation) (Scotland) Act across local government, particularly in regard to the new duty to develop and publish Children's Rights Reports and Action Plans.

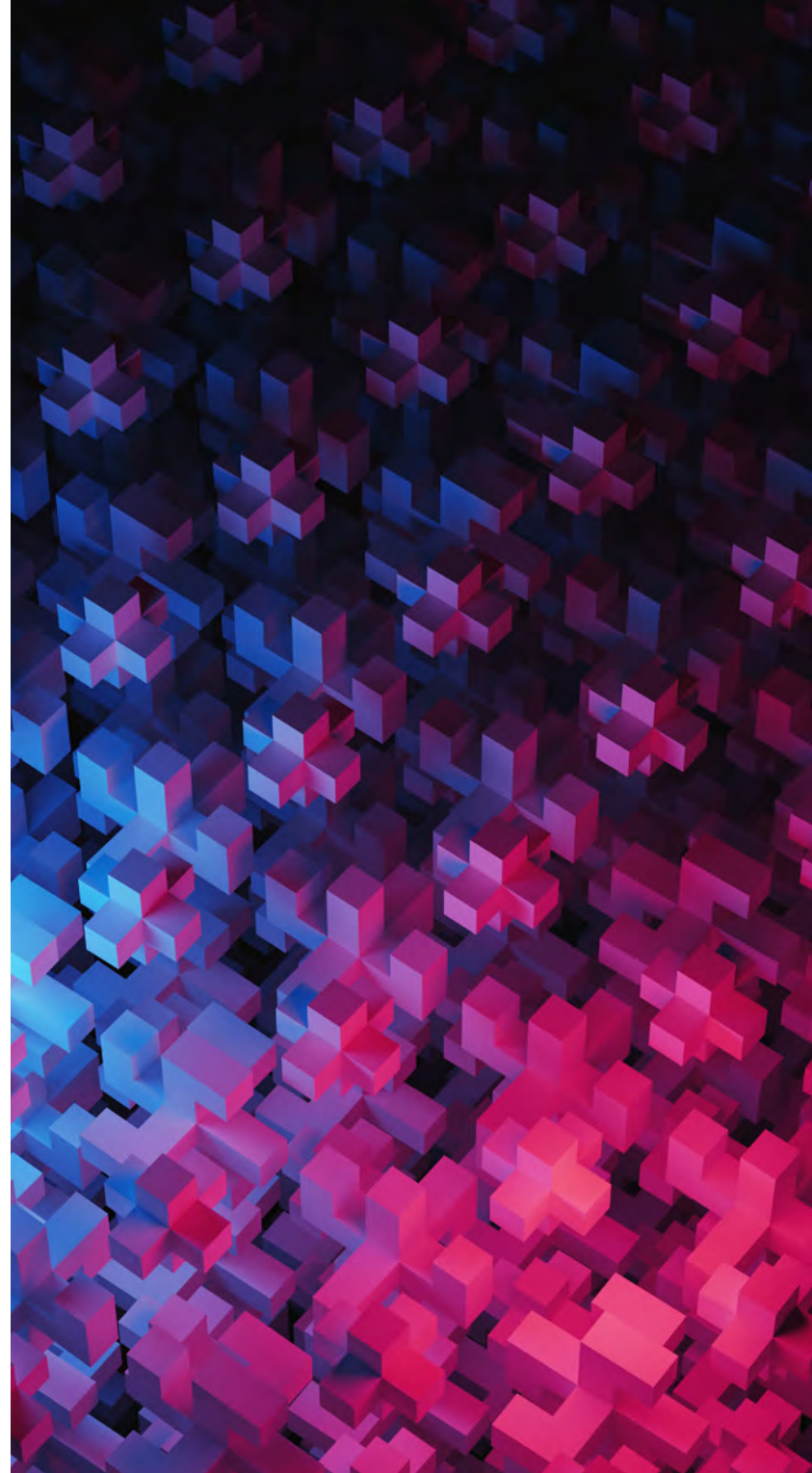


- Through [Human Rights Capability Building](#), support local authorities to improve their awareness, understanding and capability to take a human rights approach and to prepare for the forthcoming Human Rights Bill for Scotland, which seeks to incorporate four international treaties into Scots Law, including economic, social and cultural rights.
- Support the sector with the delivery of The Promise.
- Continue to co-ordinate the [National Violence Against Women Network](#) and Scottish Violence Against Women (VAWG) Chairs Network, and support local multi-agency Violence Against Women Partnerships to implement the Equally Safe strategy to help improve outcomes for women, children and young people across Scotland affected by violence, abuse and exploitation.
- Support the Scottish Government and COSLA to develop a National Equally Safe Measurement Framework to measure the progress being made to tackle violence against women and girls at a local and national level and identify areas for improvement.
- Continue to coordinate the [National Trauma Leads Network](#) and provide support to local authorities and key community planning partners. This will strengthen their capacity and capability around embedding a trauma informed and responsive approach in line with the National Trauma Transformation Programme and the Trauma Roadmap. This will also support increased local and national capacity and capability around data collection and evidencing impact of the work to embed a trauma-informed approach and the links to other cross-cutting policy agendas.
- Continue to co-chair the [Place and Wellbeing Collaborative](#) working on more preventative approaches on joint ambitions for place based working and the social determinants of health. This will include new requirements in the Population Health Framework for closer working between planning authorities and health boards.
- Continue to support delivery 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.
- Support local authorities to implement [Community Wealth Building](#) (CWB) approaches, with a particular focus on inclusive models of business ownership, the development of CWB partnerships and getting ready for the new Act and the duties included within that e.g. development of plans.
- Support councils and their partners in designing, delivering and monitoring [Fairer Futures Partnership](#) projects aiming to reduce poverty and inequality by delivering on public service reform while ensuring effective links between this activity and the wider transformation programme.
- 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 2026-27, we will:

- Continue to grow the percentage of the eligible population (aged 12+) using [mygovscot myaccount](#), along with the number of public bodies deploying mygovscot myaccount.
- Work with local authorities to identify and prototype new use cases for our existing national shared digital service platforms.
- Launch [visitorlevy.scot](#) in April 2026 and transition to business as usual, onboarding new Councils at the appropriate stage in advance of their schemes launching.
- As part of the [Solace/IS Transformation Programme](#) identify opportunities and candidate services to develop new digital shared services, to achieve savings, efficiencies and consistent customer experience.
- Promote the Digital Young Scot [National Entitlement Card](#), accessible via a new Young Scot membership app, and explore new use cases for it to be used.
- Develop a business case to secure funding to transition the [Local Government Data Platform](#) from Alpha to Beta Phase.
- Continue to provide open data access to the [Spatial Hub](#), which provides a range of geospatial datasets that anyone can access, use and share.



- Continue to provide the official [national address and street information](#) to over 80 organisations across the Scottish public sector, underpinning their service delivery with the authoritative source of data. This includes NHS, Registers of Scotland, National Records of Scotland, Scottish Government, and the emergency services.
- Continue to co-chair a Local Government Data Standards Board with the Digital Office for Scottish Local Government.
- Develop and expand the range of public notices that are served to citizens and communities via the [tellmescotland](#) platform. As part of this, the delivery of notices from local authorities shall be streamlined, through enabling their provision via automated web services.
- Protect and maintain our [ISO27001](#) certification status.

Supporting the Delivery of our Strategic Priorities

We have two interlinked teams within the IS, which contribute to the delivery of our four strategic priorities – Transformation, Performance and Improvement and Digital Public Services.

Our detailed deliverables for 2026-27, aligned to our strategic priorities, are outlined in [Appendix 1](#).



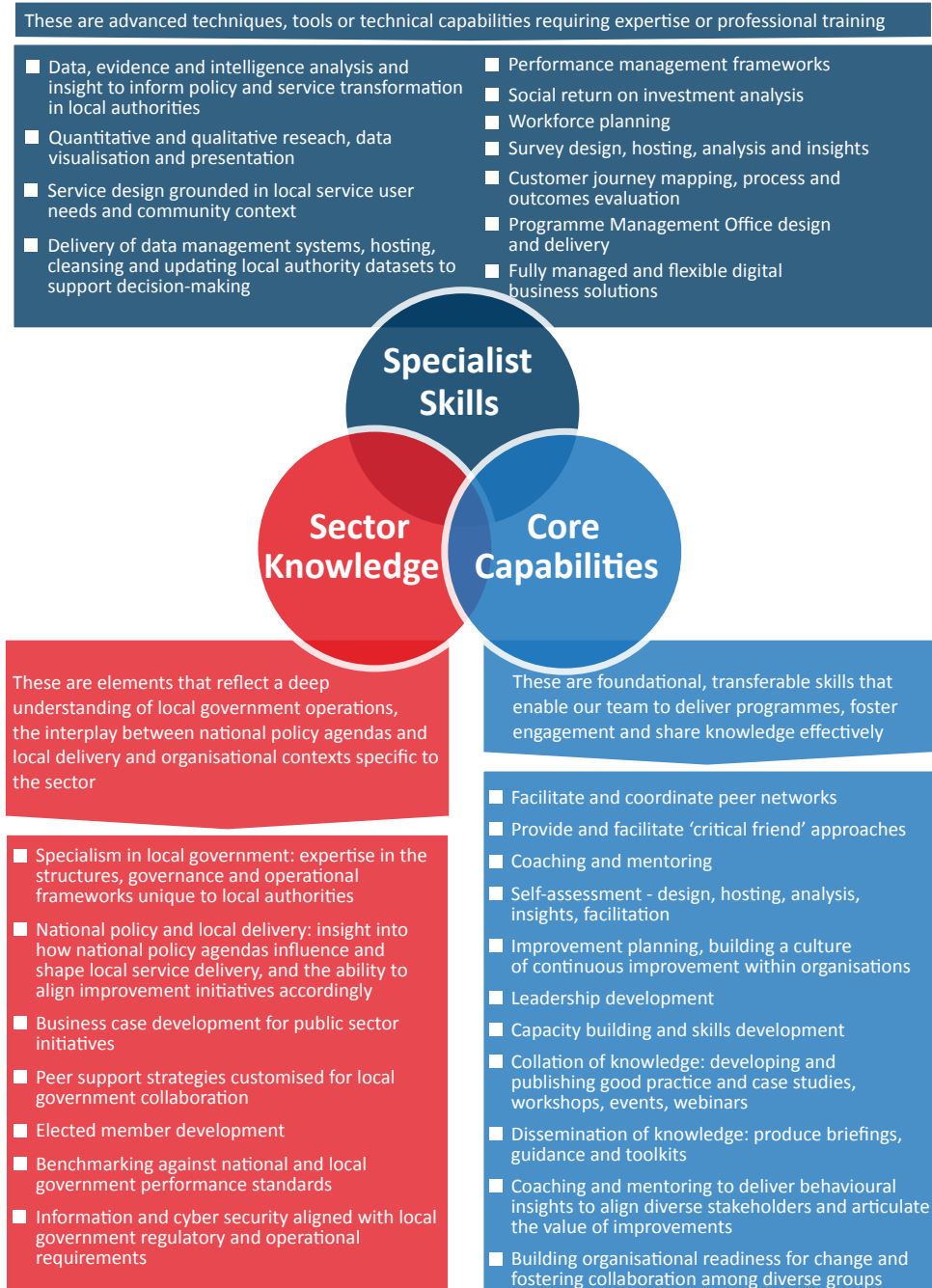
Our Improvement Architecture

We have a comprehensive improvement architecture which can be deployed and flexed to support sector-led improvement across different policy and service areas.

The diagram sets out our improvement architecture, which is comprised of our Core Capabilities, Specialist Skills, and Sector Knowledge:

- **Core Capabilities:** These are foundational, transferable skills rooted in improvement approaches that enable our teams to deliver programmes, foster engagement, and share knowledge effectively.
- **Specialist Skills:** These are advanced techniques, tools, or technical capabilities requiring expertise or professional training, including the delivery and management of national digital shared services for local government.
- **Sector Knowledge:** These are elements that reflect a deep understanding of local government operations, the interplay between national policy agendas and local delivery, and organisational contexts specific to local government.

All aspects of our architecture are rooted in our experience of delivering improvement work in the specific context of local government. Through this Architecture the knowledge, experience and abilities across the organisation are interlinked, enabling us to provide a tailored mix of approaches and tools most relevant to delivering an improvement response to the needs of local government.



4. Our Corporate Priorities

We will:

- Continue to strengthen our approach to local authority relationship management.
- Continue to deliver our Joint Working Agreement between the IS and Audit Scotland (working on behalf of the Accounts Commission).
- Continue to strengthen our relationship with the Solace Scotland branch, by hosting the Solace Scotland Business Manager.
- Continue to explore opportunities across the IS to generate savings and efficiencies.
- Identify new business development and growth opportunities in line with our Strategic Framework priorities.
- Continue to measure our impact, including being able to evidence value-for-money and where possible, to evidence what our activities are worth in financial terms.
- Deliver our [Communications Strategy 2023-2027](#).
- Deliver our Research and Intelligence Strategy 2023-2027.
- Ensure the IS Visitor Levy payment system has robust financial management in place in order to safely secure, account for and reconcile all monies received.
- Continue to develop a business partnering approach between Finance and IS budget holders in order to achieve added value through proactive and efficient management of funds, assistance with procurement, VAT, due diligence and financial governance.



- Implement changes to accounting methodology and reporting required by revised accounting standard FRS 102.
- Continue to embed our refreshed approach to Risk Management, including developing a new corporate Opportunity Register that will sit alongside our corporate Risk Register.
- Continue to embed our approach to cyber security/information security management systems and protect and maintain our ISO27001 certification.
- Implement our Public Service Improvement Framework self-assessment improvement plan.
- Support the Board to deliver effective governance.
- Continue to invest in developing our employees.
- Complete the Equally Safe at Work Employer Accreditation and identify opportunities to promote equality and diversity within the IS and progress a number of commitments in our Fair Work First policy.
- Keep our Disability Confident Employer status.

5. Key Successes 2025/26

Our main achievements from 2025-26 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 £7.46.



We successfully maintained our ISO 27001 accreditation.



Our employee satisfaction rate increased to 87%, where 76% of questions asked had an agreement rate of 80%+.



Our stakeholder satisfaction rate increased once again to an overall rate of 92%, the highest score achieved since reporting began.

Transformation, Performance and Improvement

■ [Solace/IS Transformation Programme programme](#)

The programme brought all 32 councils together to tackle shared challenges through a coordinated transformation model that is helping to strengthen collaboration and collective ownership.

More than 200 volunteers contributed their expertise, shaping practical proposals to reduce financial pressure. Senior leaders stayed closely involved, helping maintain momentum and link our work with national reform discussions.

Our programme also began influencing wider public service reform, giving local government a more unified voice, and we launched six short term projects.

■ [Planning for Place programme](#)

We worked with planning authorities across Scotland to support a place based approach in Local Development Plans, particularly at the Evidence Report stage.

The programme promoted the contribution of the evidence based Place and Wellbeing Outcomes and, with Public Health Scotland, mapped these to the Marmot Principles to clarify the role of planning in supporting fairer outcomes.

Our programme also produced a briefing with Child Poverty colleagues on integrating child poverty and land use planning. Shaped by local practitioners, it encouraged stronger alignment between Child Poverty Plans and Local Development Plans and highlighted the preventative contribution of land use planning.

We partnered with Clyde Gateway on their work on behalf of Glasgow Fairer Futures Partnership to lead a Demonstration of Change in the Calton ward focussing on early intervention. Work built on the Shaping Places for Wellbeing Approach bringing knowledge of place-based approaches along with the Place and Wellbeing Outcomes to the approach

■ National Planning Improvement Programme

We worked with all planning authorities to give the sector a consistent way to assess performance and identify priorities for improvement.

Peer review and feedback strengthened local plans and helped authorities focus on the most important changes. We completed the pilot and continue to track progress and support implementation.



Working with the Scottish Government, we expanded the [National Planning Hub](#) with webinars, case studies and support programmes to build skills and improve practice.

The evidence base also grew through the annual customer and stakeholder survey, the workforce and capacity survey and a review on embedding customer care.

This year's work laid strong foundations for long term capacity

building and encouraged a more open and reflective planning culture.

■ National Community Planning Self Assessment (PSIF) Programme

We worked with twenty Community Planning Partnerships and more than 240 senior leaders took part in the national self assessment, giving partnerships a shared understanding of strengths and areas for development.



Seventeen CPPs produced targeted improvement plans with IS support, helping partners focus on practical actions that strengthen leadership and collaboration.

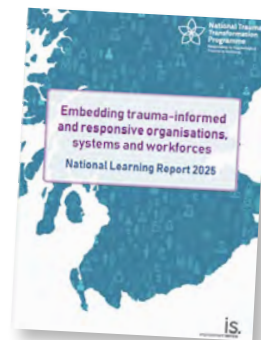
The work also created a national baseline for community planning performance, which local and national partners are already using to shape future support and policy.

■ Protecting People Programme

We shared learning from the [Authentic Voice Project](#) and [Embedding Domestic Abuse Informed Systems](#) projects at the [2025 European Conference on Domestic Violence](#), attended by more than 1,400 practitioners and academics, highlighting how lived experience is shaping local systems and improving outcomes for children and families affected by domestic abuse.

We supported the formalising of the National Trauma Leads Network, strengthened coordination between local areas

and national partners, and published the [National Trauma Learning Report 2025](#). Learning from local areas was also shared at a [National Learning Event](#) with over 400 attendees.



In addition, ten local authorities were supported to test a new National Violence Against Women (VAW) Needs Assessment Tool to help partners identify the specific needs of women, children and young people and highlight gaps for improvement.

■ [Early Learning and Childcare](#)

We helped councils strengthen the planning and delivery of early learning and childcare through better data, clearer workforce tools and support on sustainable rates. Work on eligible two year old uptake gave councils practical insight into local barriers, helping them target improvements. The new ELC Insights Dashboard became a widely used planning tool and improved how councils monitor delivery and performance. Workforce planning support also helped councils address recruitment and retention challenges through shared tools and discovery work.

■ [Scottish Climate Intelligence Service \(SCIS\)](#)

We delivered a consistent emissions inventory and a shared digital platform for all councils, giving local authorities a strong evidence base for climate planning.

Training and direct support improved officers' confidence in using data for climate action, supported by 38 workshops and drop-ins involving 168 participants. Collaboration between IS, ECCL and ClimateView strengthened sector wide understanding of climate data and helped accelerate local action.



The programme gained national and international recognition, including visibility at New York Climate Week, and remained the primary support mechanism through which Scottish Government works with councils on the Climate Change Plan.

All 32 councils now have standardised area wide emissions inventories, updated annually, and officers added more than 660 interventions to the platform.

■ [Community Planning Programme](#)

The programme strengthened joint working by expanding the Scottish Community Planning Network and creating more regular opportunities for shared learning. Stronger relationships with COSLA and the Scottish Government meant local experience influenced national discussions. Leadership groups also helped shape the network's development, giving community planning a clearer direction and a more strategic focus across Scotland.

■ **Democratic Governance Programme**

We helped [community councils](#) build the skills and confidence needed to develop Local Place Plans through national training on engagement, project management and data. Participants reported that the training moved them from interest to action, with many beginning work on plans as a direct result.

- We hosted webinars in partnership with the Standards Commission for Scotland on aspects of the Councillors Code of Conduct, produced online and video training resources for Community Councillors on Local Place Planning, and published briefings on topical issues such as Child Poverty, Community Wealth Building, and Climate Change.

We have also delivered bespoke support to councils on effective scrutiny development for elected members, working relationships, elected member development strategies, and improvements to democratic governance processes.

■ **Local Government Data Platform**

We made strong progress by developing a working prototype for a national data platform that will streamline reporting and reduce duplication for councils.



The new Online Data Returns Register improved transparency by giving councils a clear view of required datasets and metadata. Strong partnerships with Solace, COSLA and the Digital Office for Scottish Local Government built momentum toward more

consistent, standards based data processes across Scotland. The scale of the work is significant, with more than 160 data returns, over 430 data collections each year and more than three million data items, including around 24,000 separate items for each council.

■ **Scalable Approach to Vulnerability Via Interoperability (SAVVI)**

We established a dedicated SAVVI team for Scotland, funded to strengthen the country's ability to use data lawfully to identify people at increased risk of harm. The team, which includes an Information Governance Lead, Technical Data Lead and Transformation Coach, is supporting local partners to share and reuse data safely.

Discovery work with councils helped shape proposed amendments to the Digital Economy Act, improving the legal basis for responsible data use. Early testing also showed how SAVVI could support wider vulnerability work beyond child poverty, increasing its value across local services.

■ **Local Government Benchmarking Framework (LGBF)**

The LGBF improved access to timely data through new monthly dashboard updates, helping councils spot trends earlier. Expanded indicators on poverty, climate and financial sustainability strengthened its value for local planning. Growing use of LGBF data also supported more collaborative improvement work between councils.



■ **Community Wealth Building (CWB)/Economic Development**

We further developed Community Wealth Building support across Scotland by creating new training resources, delivering a well attended conference and producing a self assessment framework to help councils build the conditions needed for effective CWB approaches and prepare for the new Act.

The framework was piloted with Shetland CPP and Scottish Borders Council and will be rolled out more widely. The programme also helped councils adopt shared approaches through a national practitioner network and improved datasets. SLAED activity strengthened the voice of economic development officers through events, subgroups and policy responses, while stronger links with climate action, child poverty and transport supported more joined up local economic work.

We also developed a dashboard for the SLAED indicators to provide timely updates and published the refreshed SLAED Strategic Plan.

■ **UNCRC Implementation**

We helped councils prepare for UNCRC incorporation by providing shared resources, guidance and training developed with national partners. Local and national networks grew, giving officers more peer support and confidence in applying children's rights. The work also strengthened participation practice, giving



children and young people more influence in local decision making.

■ **Human Rights Capability Project**

We established a new Human Rights Capability Building project to engage with local authorities around their capability building needs on taking a human rights based approach to service development and delivery, and provided support and training.

■ **Evaluation Programme**

We strengthened councils' ability to measure impact through tailored evaluation support, national workshops and practical guidance on methods. Councils used this help to improve data collection and design more robust evaluation plans, which supported a clearer focus on outcomes and better informed decisions.



We published four reports in our final evaluation of the effectiveness of the Welfare Advice and Health Partnerships (WAHPs) 'test-and-learn' initiative, funded by the Scottish Government. WAHPs provide access to welfare rights and money advice services in GP Practices. The findings from this evaluation show that around 90% of individuals who used the service had never before sought advice.

We published a report demonstrating how local authorities had improved access to community-based advice services. This included case studies illustrating the creative and innovative approaches adopted.

We produced an interim evaluation of the Place Based Investment Programme – Direct Grants. This highlighted how local authorities had used capital investment to support community led initiatives and boost local economies.

■ **Child Poverty Accelerator Fund (CPAF)**

We secured continued funding through the Child Poverty Accelerator Fund, in partnership with West Lothian Council, to further develop our replicable dashboard to help local government identify pockets of unmet need and address child poverty. Another successful CPAF bid, in partnership with City of Edinburgh Council and the Coalition for Racial Equality and Rights (CRER), will explore how the model can be used to identify, reach and support priority families.

■ **Leadership Success Profile (LSP) Pilot**

The LSP Pilot helped councils strengthen strategic planning and leadership development through shared learning, collaborative projects and peer support. Forty two participants from 17 councils, three partner organisations and 17 learning partners took part, creating a strong cross sector group actively supporting the learning.

Digital Public Services

- Our **Digital Public Services** programme helped councils adopt shared digital systems, improving user experience and reducing administrative workload. Work on digital identity, authentication and single sign on made services easier for the public to access and cheaper for councils to run. Ongoing work on standards, accessibility and usability strengthened the long term sustainability of Scotland’s digital public services.

■ **parentsportal.scot**

We continued to grow

parentsportal.scot as a national service that makes everyday school tasks simpler for families

and reduces printing and admin costs for councils. Twenty five authorities and 1,900 schools now use the platform, supported by strong uptake of the mobile app which has passed 150,000 downloads. The service handled almost 82,000 free bus travel card applications for young children, showing it can support large national schemes. Close work with councils and TCS kept the service aligned with real user needs. parentsportal.scot was also recognised at the ScotlandIS Innovation Awards, raising its profile and highlighting the Improvement Service role in delivering practical digital services for local government.

parentsportal.scot

■ **getyournec.scot**

We processed more than 1.5 million National Entitlement Card applications through getyournec.scot, giving people a quick

and secure online route and reducing pressure on council staff. The platform supported major national schemes, including over 650,000 applications for the Young Persons' Free Bus Travel Programme, and created a more consistent and fair process across Scotland. Councils saw lower administrative workload as more residents used the digital service.

■ [visitorlevy.scot](#)

We made strong progress with visitorlevy.scot in developing Scotland's first national system for managing visitor levy duties, removing the need for each council to build its own platform. Early adopter councils and accommodation providers shaped the service through workshops and testing so it reflects real operational needs. The platform remained on schedule for phased rollout starting in Edinburgh in April 2026, giving councils and providers confidence as they prepare. Strong partnership work delivered a scalable system that other councils can adopt as they introduce their own visitor levy schemes.


 The logo for visitorlevy.scot features the text 'visitorlevy.scot' in a dark blue, sans-serif font. The word 'visitorlevy' is underlined with a thick blue line, and a small blue dot is positioned below the period in '.scot'.

■ [mygovscot myaccount](#)

mygovscot myaccount grew to more than 2.9 million users, giving over 60% of Scotland's eligible population a secure single sign in for public services and reducing duplication across councils and national bodies. Every


 The logo for mygovscot myaccount features the text 'mygovscot' in a large, bold, blue, sans-serif font, with 'myaccount' in a smaller, black, sans-serif font directly below it.

council used the service, avoiding the cost of maintaining local authentication systems. New passkey options and a refreshed interface made sign in easier and more accessible. Integrations with platforms including parentsportal.scot, getyournec.scot, bisaccount.scot and tellmesotland strengthened Scotland's wider digital ecosystem. The platform also improved data accuracy and security and handled 20 million authentication requests over the year.

■ [bisaccount.scot](#)

We improved how businesses interact with councils by providing one secure online account for multiple services, bisaccount.scot. Integration with mygovscot myaccount reduced duplication and created a smoother user experience. Growing functionality also allowed councils to move more processes online, reducing manual work.

■ [One Scotland Gazetteer \(OSG\)](#)

Through the One Scotland Gazetteer, we delivered a single national address dataset with daily updates from all 32 councils, improving accuracy across essential public services. Usage continued to rise, with more than 13 million API searches and over one million public searches. The dataset supported emergency services, transport, planning, property systems and the Census, highlighting its value across Scotland. Its inclusion in Ordnance Survey products extended Scottish data across the UK. The service remained free to public bodies, helping councils avoid licensing costs while working from one authoritative source that now holds over 176,000 street records and 3.7 million properties.

■ [tellmescotland](#)

We continued to provide a national platform for statutory and public notices through tellmescotland, reducing costs for councils and improving access for residents. Improved search and categorisation features made information easier to find. Email alerts increased engagement and strengthened local transparency.



■ [Planning Data](#)

We improved how councils collect and use planning information by introducing shared data standards and tools such as the Open Data Publication Platform and the Housing Land Audit tool. Training and support strengthened officers' confidence in managing data and linking planning with wider policy areas.

■ [Spatial Hub](#)

We further established the Spatial Hub as the Planning and Environment Evidence Base for Scotland. This was achieved through enhancing the vast data and intelligence information sources that were published. The service now provides in excess of 60 national datasets under open licence terms, enabling unfettered data access to a wide range of policy themes, including education, transport, planning, the environment, energy and many more.

■ [Digital Planning](#)

We continued to be a key delivery partner in the Scottish Government's Digital Development Consents Programme, and provided support, guidance and expertise to local government relating to digital planning and building standards information.

■ [Geospatial Information Offer](#)

Our geospatial information offer went live to local authorities and partners, providing the opportunity for IS to provide specialist support relating to the management, analysis and publication of location data in aiding service delivery. The service supported work in the Loch Lomond and Trossachs National Park, Clackmannanshire Council, and East Ayrshire Council.

6. How We Measure Success

As part of our continuous improvement journey, our performance management approach provides clear evidence of delivery against our plan and demonstrates the wider impact of the Improvement Service in supporting councils and partners to improve.

We provide quarterly updates on our Business Plan deliverables (Appendix 1) to our Audit Committee and Board. We also produce a quarterly strategic performance dashboard that brings together key information on our finances, human resources, governance, communications, progress against the IS Strategic Framework, and the usage and availability of our digital public services. In addition, we produce an annual strategic performance dashboard, offering a consolidated view of yearly performance data—such as employee and stakeholder satisfaction—alongside trend analysis to support the Board in understanding changes over time.

We issue an annual stakeholder survey and employee survey to measure and report on stakeholder and employee satisfaction. We continue to develop case studies to evidence the impact of the products, services and support that we provide.

During 2025/26, we continued to progress work to measure our impact, allowing us to evidence value-for-money and where possible what our activities are worth in financial terms. For example:

- Mygovscot myaccount - for every £1 invested, it is estimated that we delivered £17 in benefits. Outcomes for citizens include having improved and easier digital access to a range of public services. Outcomes for councils and other public service organisations include cost savings, reductions in the incidents of online fraud, and the ability to deliver secure and trusted authentication and identity verification services.



- Councillor Academy (due to go live in 2026) - for every £1 invested, it is estimated that we will deliver £9 in benefits. Expected outcomes for councillors include being able to access free learning resources on topics of importance at a time of their choice, and councillors having new skills and improved understanding that can be used to improve decision-making. Outcomes for planning authorities include cost savings, as mandatory training on planning will be provided from a single source.

We will continue to roll out this approach to other key projects during 2026-27, strengthening the evidence base for the value we deliver to local authorities.

7. How We Are Funded

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

COSLA Leaders agreed in August 2025 to provide a 7.5% uplift to the Improvement Service core grant of £1.656M from 1st April 2026, via the local government block expenditure grant. This was in recognition of the core grant being cash flat since 2010/11. This core grant funds our core capacities: sector-led improvement, including self-assessment and the Local Government Benchmarking Framework; organisational development; elected member development; transformation and change; research; and communications. The core grant also funds a small corporate team delivering business support and finance functions and covers the running costs of the organisation.

We also receive the following from the local government block expenditure grant - £2.7M for the delivery of our Digital Public Services and £1.4M for the delivery of the National Entitlement Card Programme Office, the production of over 60 and disabled concessionary travel cards and a contribution towards the operation of the One Scotland Gazetteer.

Other income streams have continued to grow steadily, for example:

- 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 local government e.g., the Local Government Benchmarking Framework and the Scottish Climate Intelligence Service.



- We secure commercial income from Ordnance Survey, for the onward supply of spatial data which features in Ordnance Survey products.
- We provide support services to the following local government professional associations: Heads of Planning Scotland, Scottish Local Authority Economic Development Group and Scottish Collaboration of Transportation Specialists. Part of the support also includes hosting and banking arrangements.
- Through effective cash flow management of funds received in advance of need, we aim to maximise interest on deposits, which amounted to £178,698 in the 2024-25 financial year.
- We explore business development and growth opportunities for the benefit of local government, in line with our Strategic Framework.
- We will continue to increase advertising on more of our digital platforms, working with the Council Advertising Network.

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

Appendix 1: The Business Plan 2026-27

The tables below highlight our detailed deliverables for 2026-27. We have also highlighted where a deliverable makes a direct contribution to one or more of our strategic priorities:

1. We will assist local authorities to transform and transition to new models of service delivery.
2. We will support local government to deliver sector-led improvement in a range of policy and service areas.
3. We will provide leadership and facilitate collaboration to enable a more preventative, integrated approach to tackling poverty and inequality.
4. We will support local government to deliver digital and data enabled transformation.

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|------------------------------------|---|---|--|----------------|---|
| Solace/IS Transformation Programme | <p>During 2025-26, we will:</p> <ul style="list-style-type: none"> • Continue to provide Programme Management Office (PMO) support across the entire scope of the programme and support the Chief Executive Working Group in its governance role. • Further enhance the expertise and capability for each of the projects through a sector-led approach to the work. • Support Chief Executives, in their role as Project Sponsors, and the Project Directors in the delivery of each project and ensuring all interdependencies are acknowledged and incorporated into the work. • Support Solace Scotland in allocating resources across the programme to ensure progress and sustainability. • Develop our relationships with our Single Point of Contact group to ensure each council is fully engaged in the programme. • Continue to deliver the Leadership Practitioner Forum which will seek to develop knowledge and leadership capacity across the sector and share knowledge from work in each local authority area. • Deliver feasibility studies/business cases/proposals for discussion with the Solace Scotland branch. • Seek to partner with academics, the private sector and others to input case studies, learning, research and expertise into the delivery of the Solace/IS transformation programme. | Gerard McCormack, Head of Transformation, Performance and Improvement | <p>By March 2026, we will have provided the Solace Scotland branch with a range of the following to support the implementation of the projects:</p> <ul style="list-style-type: none"> • Feasibility studies • Outline business cases • Project Initiation Documents • Proposals for new and emerging projects. <p>The submission of the documents will be dependent on the progress made across each project.</p> | Core grant | 1, 2, 3, 4 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|-------------------|--|--|--|----------------|---|
| 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 closely align with the Solace/IS Transformation Programme to ensure synergies between national and local transformation activities and to avoid duplication. We will continue to respond to the needs of councils by providing tailored support where requested, and developing resources such as our online service design toolkit 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 regularly engage with our Change colleagues across the sector to ensure that best practice and lessons learned are shared. • We will champion the synergies with the Solace led programme of transformation with local priorities. This will encourage collaborative working across the sector. • We will listen and respond to requests from councils and tailor support to make best use of resources and share across councils, when appropriate. | Clare Sherry, Programme Manager, Change Management | Local authority colleagues will have improved skills and knowledge to deliver change and transformation. | Core grant | 1 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|----------------------------------|--|--|---|----------------|---|
| Local Government Connect Network | <p>We will deliver the Local Government Connect Network, supporting over 130 professionals to connect as mentors and mentees to broaden perspectives and provide guidance to aspiring leaders as they navigate local government careers. We will;</p> <ul style="list-style-type: none"> • Work with a steering group consisting of representatives of mentors and mentees to ensure a collaborative approach to learning from the pilot and identifying next steps. • Provide digital learning events for the network that supports the mentoring experience and develops practice in this area. • Track the experience and benefits for mentor pairings, understanding mutual benefits as well as focusing on outcomes for mentees as the direct beneficiary. | Amanda Spark, Programme Manager, Organisational Development | Local authority colleagues at early stages in their careers feel supported to navigate the local government sector as a career pathway and develop their skills and confidence in doing so. | Core Grant | 1 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|--|--|---|---|----------------|---|
| Organisational Development/ Workforce Planning | <p>We will continue to develop the resources and support available for organisational development in councils and partner organisations. We will work with our Organisational Development Network to enhance skills, knowledge and capability in organisational development, culture change, workforce planning, facilitation and leadership.</p> <p>Our deliverables include:</p> <ul style="list-style-type: none"> • Host Organisational Development Network events - deliver virtual events every 6-8 weeks encouraging participation from all 32 local authorities. The events will provide support on organisational development and topics will include: <ul style="list-style-type: none"> › Key Topic sessions, – a deep dive into a theme or issue, will include input from councils and partners. › Open Space events - colleagues share information about priorities and challenges and participate in small group discussions around areas of interest. › Headspace Sessions - provide support and advice for OD practitioners working in the system. • Work with Organisational Development Network members to curate, develop and share high-quality leadership development resources for use across the sector. • Collaborate with SPDS Workforce Planning Portfolio Group to develop and share practice, guidance and resources across local government. | Amanda Spark, Programme Manager, Organisational Development | Local authority and partner colleagues will have enhanced skills and knowledge to support organisational change and transformation. | Core grant | 1 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|---|---|---|---|----------------|---|
| Organisational Development/ Workforce Planning | <p>We will continue to work closely 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"> • Sharing leadership development practices and resources working with national and local partners to exchange approaches, tools and learning and identify opportunities for joint activity. • Collaborating with SPDS to explore and progress opportunities for collaborative leadership development in Scottish local government. • Contributing in the Local Government Workforce Board to take forward the recommendations in the Scotland's Local Government Workforce Report 2024. • Participating in the LGA Workforce Planning Network and collaborating to share resources and learning to strengthen local government workforce planning. | Amanda Spark, Programme Manager, Organisational Development | <p>Strong relationships and enhanced skills and knowledge to support organisational development.</p> <p>A strengthened and enhanced leadership development resource for local government.</p> | Core grant | 1 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|--------------|--|---|---|---|---|
| Benchmarking | <p>We will continue to deliver the strategic priorities agreed by the LGBF Board to support the ongoing development of the LGBF. This will include:</p> <ul style="list-style-type: none"> • Supporting a maturing in Local Government’s approach to sector-led improvement: Continue to position the LGBF as the cornerstone of a sector-wide, self-improving model, including the continued roll-out of peer collaborative improvement pilots, which will help to advance the aims of the Crerar workstream within the Local Government Transformation Programme. • Proportionate and focussed development of the LGBF suite of indicators: Advance targeted framework development across housing and homelessness, adult social care, workforce, economic development, culture and leisure, and additional support for learning. • Building momentum in the use of the LGBF to transform and improve council services: Deliver a full calendar of Peer Learning Events and Elected Member sessions, supported by dashboard enhancements that strengthen analysis and learning from high-performing councils. • Leading improvements in the wider data reporting and scrutiny landscapes: Develop and present the Local Government Data Platform (LGDP) business case, positioning the LGBF at the heart of the transformation of data reporting and management, and as a key enabler of richer, more timely insights across the sector. | Emily Lynch, Programme Manager, Performance Management and Benchmarking | The LGBF supports councils, and Local Government as a sector, 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 | 2, 4 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|------------------|---|--|--|--|---|
| LG Data Platform | We will develop the business case for the full build and implementation of the Local Government Data Platform (LGDP), informed by learning from the prototyping phase and underpinned by the foundations created through the Online Data Return Register (ODRR). This business case will be submitted to the Digital Partnership Board for consideration. | 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/ DPS Grant | 4 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|-----------------|--|---|---|----------------|---|
| Self-Assessment | <p>We will continue to develop and deliver a wide range of self-assessment support to councils and partnerships. This will include:</p> <ul style="list-style-type: none"> • Delivering self-assessments and improvement planning sessions. • Working with councils who are new to PSIF, with support around piloting self-assessment and the training of officers to undertake the process. • Working with partners to further develop and embed more rigorous and consistent approaches to self-assessment. • Undertaking the 3-yearly review of the framework to ensure it remains up to date and relevant. • Collaborating with Audit Scotland to pilot the Best Value thematic checklist for Asset Management in partnership with two councils. The primary objective of these pilots is to determine how the self-assessment process can be enhanced to provide auditors with robust assurance, ultimately aiming to reduce the audit burden on local authorities. • Working with community planning partnerships that took part in the national community planning self-assessment to monitor progress on their improvement plans, sharing learning and best practice throughout Scotland. • Supporting the Peer Collaborative Improvement process with self-assessment activity to identify areas for improvement in the process. • Contribute to the delivery of the National Self-Evaluation Framework, including supporting those councils selected to pilot the new framework. | Thomas Boyle, Programme Manager, PSIF | Continuous improvement within council services and Community Planning Partnership Boards/ Committees will be supported by focusing upon agreed priorities and improvement planning. | Core grant | 2 |

| Supporting Transformation, Performance and Improvement | | | | | |
|--|---|---|--|---|---|
| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
| Peer Collaborative Improvement | We will progress the next phase of the Peer Collaborative Improvement (PCI) programme, expanding testing of both the council-led and thematic pathways informed by learning from the initial pilots. New pilots will begin in early 2026, including a thematic partnership with Audit Scotland using Best Value audits as the evidence base, alongside a council-led pathway hosted by volunteer authorities. PCI will remain a core element of the LGBF Board's commitment to strengthening sector-led performance improvement, and we will work with the Local Government Transformation Programme and the Crerar Workstream to develop clear standards and recommendations for PCI, with the LGBF positioned as the cornerstone of this evolving, self-improving approach. | Emily Lynch, Benchmarking and Performance Management, Programme Manager | Peer Collaborative Improvement presents a significant opportunity for Local Government to implement a sector-led approach to improvement, within the context of the Verity House Agreement and future local government accountability and assurance arrangements. | Core Grant & £50K income from interest on investments | 2 |
| Democratic Governance Support | We will support effective democratic governance in Scottish local government. We will do this by: <ul style="list-style-type: none"> • Developing the capacity of officers to support effective democratic governance in Scottish Local Government. • Providing national development resources, such as briefings, guidance, online courses and workshops to develop elected members as effective political leaders. • Facilitating and influencing partner organisations to provide support and develop resources for elected members and officers. • Providing support to councils to help them remove barriers to elected office for groups under-represented in politics. | David Barr, Programme Manager, Democratic Governance | Enhanced officer capacity to support elected members to be effective political leaders. Enhanced knowledge and understanding for elected members of their roles, responsibilities and key issues relevant to local government. Improved relationships, trust and respect between elected members, officers and citizens. | Core grant | 1, 2, 3 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|----------------|---|--|--|----------------|---|
| Communications | <p>We will continue to embed our communications strategy and plans, ensuring a consistent and corporate approach across all IS communications. This will include:</p> <ul style="list-style-type: none"> • Supporting and developing creative, targeted and engaging ways to share learning across local authorities and partners to support sector wide learning and improvement; • developing consistent and targeted campaigns to promote and market our core products and services; • collating case studies, sharing knowledge and practice both internally and externally; • 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. <p>We will also seek to partner with academics, the private sector and others (including for example, the Local Government Information Unit) to input case studies, learning, research and expertise into the delivery of the Solace/IS Transformation Programme.</p> <p>We will also:</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, Communications and Digital Services Manager | Better collaboration and knowledge sharing across teams and individuals. | Core grant | 1, 2, 3 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|----------------------|--|---|--|------------------------------------|---|
| Economic Development | <p>We will work with Scottish Government, SLAED, EDAS and others to support local government to deliver on Community Wealth Building (CWB), with a particular focus on the Inclusive Ownership Pillar. Our deliverables will include:</p> <ul style="list-style-type: none"> • Deliver and evaluate quarterly CWB Practitioner Network meetings and hold an annual conference. • Further develop and manage the CWB Sharepoint site to ensure strong communication of CWB, with all published CWB action plans/strategies shared, as well as relevant updates, strategies and reports, aligned with the EDAS CWB Centre for Excellence. • Keep a comprehensive overview of CWB implementation across Scotland up to date. Data will be continually maintained and made available to the CWB Network and Scottish Government. • Support local authorities to come together to work on solutions to the challenges and barriers they face in the delivery of CWB. • Facilitate the sharing of best practice across relevant networks in Scotland including holding in-person and online events. • Make relevant connections with other public bodies to align approaches and share knowledge. • Roll out the Creating the Conditions Framework of self assessment to help authorities get ready for the new Community Wealth Building Act. • Develop a measurement framework based on a clear logic model, working with authorities to do this. • Inform the CWB guidance which will accompany the legislation. | <p>Miriam McKenna, Programme Manager, Inequality and Economy</p> <p>Mia Duncan, Community Wealth Building Officer</p> | <p>Local Authorities in Scotland are supported to deliver on Community Wealth Building (CWB).</p> <p>CWB best practice is shared.</p> <p>There is a constantly updated overview of CWB implementation.</p> <p>Local Authorities are supported to come together to work on solutions to the challenges and barriers they face in the delivery of CWB.</p> <p>Connections are made with other public bodies and knowledge shared and work aligned where possible.</p> <p>Better connections are made with other policy areas which will help to deliver and will be supported by the delivery of CWB approaches.</p> | Scottish Government Specific grant | 2, 3 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|---|---|--|--|----------------|---|
| SLAED (Scottish Local Authorities Economic Development Group) | <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 all SLAED Executive meetings, with support to the other subgroups as required. • Support and encourage regular meetings of sub-groups and assist in developing engaging agendas. • The organisation of the SLAED AGM and a range of themed events throughout the year. • Annual collation and publication of the SLAED Indicators Report and further development of the new dashboard. • Keep SLAED Indicators Framework under ongoing review with particular focus on emerging priorities, such as CWB / wellbeing economy. • 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. • Make connections into other thematic areas e.g. child poverty, just transition to net zero, planning, childcare and transport. • Support engagement with the internal CWB project and associated workstreams with partner organisations e.g. EDAS, Scottish Government, etc. | <p>Caroline Clark, Project Manager, Economic Outcomes</p> <p>Miriam McKenna, Programme Manager, Inequality and Economy</p> | <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> <p>Economic development officers are better connected locally with officers in other related and complementary service areas and joining up practice and priorities.</p> | SLAED SLA | 2 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|--|---|---|---|----------------|---|
| SCOTS (Scottish Collaboration of Transportation Specialists) | <p>We will continue to provide support to SCOTS through a Service Level Agreement. This includes support to:</p> <ul style="list-style-type: none"> • Arrange meetings and issue agendas, papers and draft minutes for the Executive Board and weekly Strategic Issue Group meetings, In consultation with the relevant chairs. • Ensure effective engagement with SCOTS members and stakeholders through all relevant channels including social media in line with a Communications Protocol. • Ensure that the website content is kept up to date and that the website is appropriately hosted, updated and developed in line with the requirements of the Society. • Provide support and administration to SCOTS Knowledge Hub groups. • Produce an Annual Report setting out the performance and key outputs from the work of the Society. • Issue annual membership fee invoices, including Local Authority JAG fees and liaise with the Secretary / Treasurer to ensure accounts are prepared. • Provide financial support and account management as and when requested. • Provide an event management service for the annual SCOTS conference and twice-yearly Business Meetings. • Provide an event management service for the annual SCOTS training module and/or the annual programme of online training. • Maintain accurate business records and contact information on behalf of SCOTS. • Facilitate and attend quarterly meetings with Transport Scotland. | Angela Mairs, Business Support Assistant | Enhanced engagement and knowledge sharing across the collaboration. | SCOTS SLA | 2 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|---------------|--|--|---|------------------------------------|---|
| Employability | <p>We will continue to support a coordinated Local Government response to delivering employability support in line with the joint No One Left Behind Strategic Plan and the priorities set out in relevant national strategies.</p> <p>High level deliverables will include:</p> <ul style="list-style-type: none"> Continuing to build and strengthen collaborative partnerships and networks between key employability stakeholders including Scottish Government, local government, Department for Work and Pensions, Skills Development Scotland, Health Boards and Public Health Scotland, as well as third sector and private sector delivery partners to support more effective Local Employability Partnerships (LEPs) and more streamlined local delivery. Supporting a collective leadership approach to growing the quality and availability of Specialist Employability Support across all LEPs. Ensuring a collaborative, partnership and solution-focused approach to driving forward improvement, through sharing good practice and building capacity across the employability system. Facilitating a range of appropriate cross-sector working groups to lead delivery against improvement actions contained in the Employability Strategic Plan. Continuing to ensure that local government are represented and co-leading on the further development of a shared data recording, reporting and measurement framework that goes beyond high level statistics and evidences the wider value of employability provision. Supporting the professional network of employability leads via SLAED People Group to contribute to national workstreams. This will include monthly online meetings and an annual conference. | Susie Donkin, Employability Partnership Manager | <p>Strengthened relationships between key stakeholders and delivery partners, leading to more streamlined, effective and impactful local delivery..</p> <p>Local Employability Partnerships will have the tools to plan and deliver evidence-based employability services and will offer support to people who require specialist employability services to progress towards, into and remain in employment.</p> <p>Better sharing and use of national and local data and other information to help plan local delivery and evidence the impact.</p> <p>The wider network of employability staff will have access to upskilling opportunities, best practice and topical information, giving the opportunity to grow their professional networks.</p> | Scottish Government Specific Grant | 2, 3 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|---------------|---|---|---|------------------------------------|---|
| 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. • Provide support to local authorities and health boards to carry out the assessment process and coordinating support from across the national partners to help with the delivery of identified improvements. • Co-ordinate and host the Child Poverty and Rural Child Poverty Peer Support Networks. • Work with the Research Team and West Lothian Council, City of Edinburgh Council and the Coalition for Racial Equality and Rights colleagues on the Child Poverty Accelerator Fund funded developments. • Share practice from LCPARs across Scotland and provide improvement support in areas where there are gaps. • Deliver briefing notes and webinars for elected members. • Co-chair the National Partners Child Poverty 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. • Work with rural and island councils and health boards to further develop approaches to data and information governance, to develop approaches to integrating the voices of lived experience into delivery and carry out more in-depth work on rural childcare challenges. | Hanna McCulloch, Programme Manager, Child Poverty and SAVVI | <p>LCPARs better reflect priorities, how local areas are tackling the drivers of child poverty, 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> | Scottish Government Specific Grant | 2, 3, 4 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|---|---|---|---|------------------------------------|---|
| SAVVI (Scalable Approach to Vulnerability Via Interoperability) | <ul style="list-style-type: none"> Strengthen local government readiness and capability to use new and existing data sources effectively by providing legal, technical and policy support, and ensuring councils can maximise the value of Universal Credit data and other entitlement-related datasets. Deliver and embed the Financial Hardship Blueprint by showcasing best practice in data reuse, supporting one or more local areas to implement it, and sharing replicable models that automate local entitlements and improve early intervention. Expand SAVVI's preventative data-sharing model beyond income maximisation, progressing Scotland's second SAVVI project through key phases of purpose, data discovery and assessment, and publishing reusable processes, legal frameworks and guidance to the SAVVI Playbook. Drive national engagement and sector-wide adoption through stakeholder engagement, learning events, high-quality communications and involvement in UK SAVVI projects, ensuring Scottish learning influences UK policy and Scottish councils benefit from UK-wide insights. | Hanna McCulloch, Programme Manager, Child Poverty and SAVVI | <p>Local authorities are better able to identify and reach low income families in need of financial support.</p> <p>Local and national government has a shared understanding of how data can legally and ethically be used to promote access to income maximisation advice and financial entitlements.</p> <p>At least one local partnership will have a clear understanding of how their data can be shared and reused to identify and reach children and young people at increased risk of harm. This will be related to but not confined to harm as a result of low income.</p> <p>Local and national government will develop a shared understanding of how councils across the UK are using their data to reduce harm to vulnerable people.</p> | Scottish Government Specific Grant | 1, 3, 4 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|--|--|---|---|---|---|
| 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 and project officer 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 focused across local government services to deliver children’s rights, bringing leads together, supporting local tests of change and sharing outputs and outcomes. • 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, including through support and self-evaluation. This will inform their new duty to produce Children’s Rights Reports and Plans. • 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. • Maintain the 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 and Economy</p> | <p>Local authorities are better able to implement the UNCRC in relation to Scots Law and across services.</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> | <p>Scottish Government Specific Grant</p> | <p>2, 3</p> |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|----------------------------------|---|--|--|------------------------------------|---|
| Human Rights Capability Building | <p>In partnership with NHS Education Scotland we will seek to increase local authority knowledge and understanding of human rights and the principles contained within the four international human rights treaties, and the right to a healthy environment, as recognised in the UN General Assembly Resolution, proposed for incorporation through a future Human Rights Bill, subject to Parliamentary passage. Key deliverables include:</p> <ul style="list-style-type: none"> • Engagement with local authorities to identify readiness for rights-based approaches and associated learning needs; • Continued evidence gathering, collating and sharing examples of existing human rights good practice; • Developing Human Rights resources, tailored to support different workforce groups at various levels and made publicly accessible, including e-learning modules; • Delivering capability building activities, facilitating local practice through training, learning opportunities and knowledge exchange; • Development of international local government and human rights networks; • Engagement with SOLACE, COSLA and the IS Elected Member Development programme to improve knowledge and awareness of human rights based approaches; • Embedding a human rights based approach, connecting with relevant partners and workstreams across the IS; • Identifying good practice and longer term action required to get local authorities ready for future legislation; • Monitoring and evaluation of the impact of the project. | <p>Aidan Flegg, Human Rights Capability Building Project Manager</p> <p>Miriam McKenna, Programme Manager Inequality and Economy</p> | <p>Local authority staff at various levels have increased access to tailored materials about the international human rights treaties that informs their approach to implementing human rights.</p> <p>Local authority staff at various levels and Elected Members have greater knowledge of the international human rights proposed for incorporation via the Human Rights Bill.</p> <p>Local government are more aware of what taking a rights-based approach means for the delivery of their work and consider opportunities to develop and embed good practice.</p> <p>There is increased understanding of the training and capability needs in local government re human rights.</p> | Scottish Government Specific Grant | 2, 3 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|-------------|--|---|--|----------------|---|
| The Promise | <p>We will continue supporting the local government sector with the delivery of 'The Promise' in line with the priorities of the upcoming Plan 24-30.</p> <p>We will also continue to support the work of the Promise Data and Evidence Group, chaired by Professor Linda Bauld.</p> | David Barr, Programme Manager: Democratic Governance | 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 | 2, 3 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|------------------------------------|---|-----------------------------------|---|------------------------------------|---|
| Early Learning and Childcare (ELC) | <p>We will continue to provide a range of support for local authorities, the Scottish Government and the wider ELC sector to strengthen, enable and assure the delivery of ELC services across Scotland. We will continue to be a point of connection for the Scottish Government and local authorities, bridging the gap between national policy and local implementation, and sharing intelligence and evidence, successes and challenges across the sector. We will continue to bring together stakeholders to share learning, facilitate peer support opportunities and provide targeted improvement support across several key thematic areas. Key areas of work include:</p> <ul style="list-style-type: none"> • Strengthening local authorities' awareness and use of the ELC Insights Dashboard (ELCID), keeping the data coherent and fit for the future, and embedding ELCID as a practical tool for continuous improvement. • Helping local authorities understand and address barriers to uptake for eligible 2s, and giving them access to shared learning, peer support and useful tools and resources. • Identifying how local authorities can access key ELC workforce data in one place, supported by shared learning, peer support and practical tools for workforce planning and improvement. • Making sure local authorities can access good practice from across Scotland, and supporting them to understand national guidance and data on sustainable rate setting. • Providing shared learning and good practice to local authorities and partner providers on supporting children with additional support needs. • Giving local authorities access to critical friend advice, peer support and ad hoc help when needed, and giving the Scottish Government insight and learning from local authorities | Laura James, Programme Manager | Local authorities will feel better equipped with data, intelligence, good practice and peer support to continually improve the design and delivery of ELC services. | Scottish Government Specific Grant | 2, 3 |
| | | | | | |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|---------------------------------|---|---|--|------------------------------------|---|
| Tackling Violence Against Women | <p>We will continue to co-ordinate the National VAW Network and Scottish VAW Chairs Group 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 Scottish Government and COSLA to develop a National Equally Safe Measurement Framework to support a consistent approach to measuring the progress being made to tackle violence against women and girls at a local and national level and identify areas for improvement. Deliverables will include:</p> <ul style="list-style-type: none"> • Supporting local authorities to adopt a multi-agency approach to implement the Equally Safe strategy in order to improve outcomes for women, children and young people affected by violence, abuse and exploitation in local communities across Scotland. • Working in partnership with the Scottish Government to develop a National VAW Needs Assessment Tool to support understanding of the specific issues facing women, children and young people in local communities across Scotland and inform future priority setting. • 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 improve outcomes for women, children and young people experiencing violence, abuse and exploitation to help them to measure and demonstrate the impact and to identify areas for potential improvement. | Joanna McLaughlin, Programme Manager, Protecting People | Local authorities, and their partner 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. | Scottish Government Specific Grant | 2, 3 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|-------------------------------------|--|--|--|---|---|
| Adopting a Trauma Informed Approach | <p>We will continue to support local authorities and key community planning partners to strengthen their capacity and capability around embedding a trauma-informed and responsive approach, to ensure local organisations, systems and workforces can better respond to the needs of people and communities experiencing trauma.</p> <p>Deliverables will include:</p> <ul style="list-style-type: none"> • Coordinating and supporting the National Trauma Leads Network, bringing together local lead officers, and other key contacts, and National Trauma Transformation Programme (NTP) partners to share experiences, learning, good practice and ensure a joined-up approach is taken to shared challenges; • Continuing to develop tools and resources to support with embedding a trauma-informed and responsive approach across services, systems and workforces, identifying opportunities to strengthen links across relevant policy agendas; • Continuing to support local authorities and community planning partners to use the Roadmap for Trauma-Informed and Responsive Change to identify strengths and opportunities for improvement with this work; and • Support increased local and national capacity and capability around data collection and evidencing impact of the work to embed a trauma-informed and responsive approach, and support local areas to put systems in place to monitor and evaluate the impact of this work. | <p>Jenny Smith-Littlejohn, National Improvement Lead – Trauma</p> <p>Joanna McLaughlin, Programme Manager, Protecting People</p> | <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.</p> | <p>Scottish Government Specific Grant</p> | <p>2, 3</p> |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|------------------------|--|--|--|----------------|---|
| Place-Based Approaches | <p>We will continue to promote, facilitate and develop place-based working including its input into the wellbeing of people and planet while reducing inequity. This will include its contribution to delivering national ambitions such as National Planning Framework, The National Child Poverty Framework and the Population Health, Framework. 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 reducing inequity and climate change. We will promote the Place Principle, 20 minute neighbourhood/ local living ambitions and the Place Standard. We will;</p> <ul style="list-style-type: none"> • Promote awareness and use of Scotland’s Place and Wellbeing Outcomes as a key part of delivering place-based, preventative approaches that reduce inequity. • Promote the tools and resources developed through the Shaping Places for Wellbeing Programme, delivered with Public Health Scotland, to support system-wide action that improves wellbeing for people and planet and reduces inequalities. • Support planning authorities to deliver place-based Local Development Plans that show how they contribute to Local Outcome Improvement Plan priorities. This includes helping them align Child Poverty Plans with Place Statements that reflect local inequity. • Work with Heads of Planning Scotland and Scotland’s Health Boards to deliver the Population Health Framework action on better collaborative working and meaningful engagement to inform Local Development Plans. • Help councils access good practice, support elected members’ knowledge and scrutiny, and embed the value of place-based approaches across all services and professional groups involved. | Irene Beautyman, Planning for Place Programme Manager | <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 | 3 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|-----------------|--|--|---|----------------|---|
| 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 reducing inequality. In doing so, we will work closely with Scottish Government, COSLA, Heads of Planning Scotland, Royal Town Planning Institute 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 to support the training and development of planning authority staff. | <p>Trevor Moffat, Project Manager, Planning for Place</p> <p>Irene Beautyman, Planning for Place Programme Manager</p> | <p>Engagement and practice sharing between Planning officers is improved and promotes improvements in service delivery.</p> | HOPS SLA | 2 |
| HOPS | <p>We will continue to provide support to Heads of Planning Scotland (HOPS), including supporting implementation of the Planning (Scotland) Act 2019, National Planning Framework 4, Scottish Planning Policy 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 National Planning Improvement Framework in conjunction with the High-Level Group on Planning. | <p>Trevor Moffat, Project Manager, Planning for Place</p> <p>Irene Beautyman, Planning for Place Programme Manager</p> | <p>Local Planning Authority voice is heard at local, regional and national level and informs policy development and delivery.</p> | HOPS SLA | 2 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|-------------------------------|--|---|--|------------------------------------|---|
| National Planning Improvement | <p>We will support improvement within the Scottish planning system. This will involve the following:</p> <ul style="list-style-type: none"> We will continue to work with planning authorities in taking forward the National Planning Improvement Framework focusing on measuring the progress they are making on their identified improvement actions and the impacts that these are having. We will also support them to deliver these improvements through the new Improvement Leads Network that will bring authorities together to collaborate on problem solving. We will continue to work with Scottish Government in delivering the National Planning Improvement Hub to support planning authorities on key issues around energy, housing and local development plans through supporting them to upskill, build their capacity and gain access to the specialist expertise that they need. We will undertake analysis and research and share this with key players to help inform actions to support improvement. We will do this through an annual workforce survey, the national customer and stakeholder survey on planning services and through analysis of data gathered by, for example, the National Planning Improvement Framework. We will also undertake reviews to identify solutions to challenges identified through the National Planning Improvement Framework | Craig McLaren, National Planning Improvement Champion | <p>Planning authorities will embed assessment-based improvement and good practice.</p> <p>Planning authorities implement identified improvement actions.</p> <p>Planning authorities are equipped to deal with planning applications for energy and housing developments.</p> <p>Strategic challenges facing the planning system are identified and tackled.</p> | Scottish Government Specific Grant | 2 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|--|--|---|--|--|---|
| Scottish Climate Intelligence Service (SCIS) | <p>Working with the Edinburgh Climate Change Institute, Sustainable Scotland Network, Scottish Government and COSLA we will continue to deliver the Scottish Climate Intelligence Service. We will:</p> <ul style="list-style-type: none"> • Build capacity across all local authority functions through a comprehensive training and support programme, to effectively use the ClimateView platform to enable planning, monitoring and delivery of climate action at the scale and pace required for achieving area-based target progress. • Build capability in skills, knowledge, and influence to ensure that climate impact is a priority embedded in all decision making. • Support local authorities and Scottish Government to work together to develop and deliver climate projects and programmes at the pace and scale required. | Judi Killgallon, Scottish Climate Intelligence Service Co-Director | <p>Capability and capacity across Scotland's local authorities will be improved to enable delivery of net zero and realise the wider benefits of effective climate action.</p> <p>It will give local authorities, their partners and their communities the data, skills, and knowledge to lead the programmes of area-wide emissions reduction which are essential to the delivery of local and national priorities.</p> | Scottish Government and Local Government grant funding | 2, 4 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|---|--|-----------------------------------|---|------------------------------------|---|
| Public Service Reform Including Community Planning and Fairer Futures Partnership | <p>Community Planning</p> <p>We will continue to support local authorities, community planning partners and the Scottish Government by coordinating the Scottish Community Planning Network. We will bring stakeholders together to share learning, offer peer support and strengthen the voice of community planning locally and nationally.</p> <ul style="list-style-type: none"> • Through our coordination of the Scottish Community Planning Network, we will make sure community planning stakeholders across Scotland can connect at local and national levels, share information and learning, and highlight good practice and progress. • We will strengthen the Network’s links with key community planning groups and organisations, and giving a wider range of local partners more chances to come together. • We will develop tools and resources, and make sure Community Planning Partnerships can access one-to-one improvement support when needed. <p>Fairer Futures Partnership (FFPs)</p> <p>We will continue to support Fairer Futures Partnerships and the Scottish Government to strengthen locally driven, place-based tests of change that tackle child poverty.</p> <ul style="list-style-type: none"> • We will ensure stakeholders involved in FFPs across Scotland can connect at local and national levels, share information and learning, and highlight varied local approaches and progress. • We will ensure wider networks, stakeholders and decision makers can access key learning and insights from the FFP programme. • We will ensure FFPs can access one-to-one support for planning and implementation when required | Laura James, Programme Manager | <p>Key stakeholders have a strengthened awareness of good practice and approaches to community planning across Scotland, and feel better equipped to collaboratively approach opportunities and challenges. This ultimately supports a strengthened, joined-up approach to community planning across Scotland</p> <p>FFPs feel better equipped with planning, delivery, implementation and evidencing progress and impact. Learning from the FFPs influences broader practice, driving systemic improvement and innovation, ultimately contributing to sustainable and impactful public service reform across Scotland.</p> | Scottish Government Specific Grant | 1, 2, 3 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|--------------------|--|--|--|------------------------------------|---|
| Community Councils | <p>We will further develop and support the Scottish Community Councils' website, newsletter and webinar series. 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"> • Support the development of Community Councillors' skills and knowledge by delivering regular webinars for Community Councillors and providing access to Open University courses on a wide range of topics. • Develop content for the website, such as case studies and stories of good practice, to support Community Councillors to understand their roles and responsibilities, and how they can make a positive impact. • Support councils to work more effectively with Community Councils by sharing good practice and supporting the development of good practice. • Subject to further funding from the Scottish Rural Network (SRN) we will provide specific support for Rural and Island's Community Councillors. | <p>David Barr, Programme Manager, Democratic Governance</p> <p>Brian Davey, Communications Officer, Community Councils</p> | <p>Community Councillors will be better placed to make a positive contribution to their communities and the governance of the local area.</p> <p>Councils will be better placed to work effectively with their Community Councils and will implement better governance and support arrangements.</p> | Scottish Government Specific Grant | 2 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|---|---|---|--|----------------|---|
| Community Planning Improvement Board (CPIB) | <p>We will continue to provide secretariat support to the Community Planning Improvement Board (CPIB) as it provides national leadership and drives improvement across Scotland’s community planning system. This will include:</p> <ul style="list-style-type: none"> • Supporting the CPIB to finalise its vision, priorities and 2–3 year work plan, including national actions to strengthen CPPs in tackling inequalities and improving wellbeing. • Helping the CPIB shape its work around four core objectives: <ul style="list-style-type: none"> › national leadership and strategic influence; › engagement and co-ordination; › support and improvement and; › collaborative reform. • Ensuring CPIB insight informs the Public Service Reform workstream within the Solace/IS Transformation Programme. • Supporting the CPIB to finalise and agree its priorities, governance and operating arrangements. | 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 | 1, 3 |

Supporting Transformation, Performance and Improvement

| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|-------------------------------------|--|--------------------------------|---|----------------|---|
| 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. | Nick Cassidy, Research Manager | 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 | 3, 4 |
| 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 work directly with researchers and analysts within local government, partner organisations and higher education institutions to develop networks that can share best practice, build capacity, and promote use of evidence in decision making.</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 | 1, 2, 3, 4 |

| Supporting Transformation, Performance and Improvement | | | | | |
|--|--|--|--|---|--|
| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
| 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. | Nick Cassidy, Research Manager | Directly provide evidence to support the achievement of local government priorities and to identify future challenges and opportunities. | Core Grant | 1, 2, 3, 4 |
| Advice Services | We will support local authorities to demonstrate the impact of their investment in advice services | Karen Carrick, Evaluation Programme Manager John Mitchell, Project Manager | We will produce evidence of the impact of local authority investment in debt and welfare rights advice services. This will focus on the key metrics of the numbers and demographic of service users, and the levels of debt and financial gains. | Scottish Government Specific Grant | 3 |
| Evaluation | <p>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. We will deliver ‘paid for’ support to those local authorities which have commissioned our services.</p> <p>We will continue to promote our evaluation offer and to submit tenders for relevant work that is advertised.</p> <p>We have ongoing commitments from Scottish Government to support our evaluations of the Place Based Investment Programme- Direct Grants and the Welfare Advice and Health Partnerships.</p> | Karen Carrick, Evaluation Programme 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, Local Authorities, Care Inspectorate. | 2, 3, 4 depending on type and purpose of evaluation. |

| Digital Public Services | | | | | |
|-------------------------|---|--|---|----------------|---|
| Area | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
| DPS Governance | 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 | 4 |
| Future Strategy | We will endeavour to build on our assets, capacities, and skills within DPS to identify opportunities to deliver more digital shared services and shared resources for Scottish local government. As requested by our customer base we will: <ul style="list-style-type: none"> • Launch visitorlevy.scot in April 2026 and transition to business as usual, onboarding new Councils at the appropriate stage in advance of their schemes launching. • Publish the Blue Badge Feasibility Assessment report examining the viability for a shared digital service. • Develop business case to secure funding to transition Local Government Data Platform from Alpha to Beta Phase. • Promote the Digital Young Scot National Entitlement Card, accessible via a new Young Scot membership app, and explore new use cases for it to be used. • As part of the Solace/IS Transformation Programme, assess the suitability of candidate services to develop new digital national shared services | 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 | 1, 4 |

| Digital Public Services | | | | | |
|---|--|--|--|--------------------------------|---|
| Area | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
| SOLACE/IS Transformation Programme – Visitor Levy National Platform | <p>Launch visitorlevy.scot, a national visitor levy platform in partnership with the Early Adopter Group Councils to provide a consistent national digital channel to facilitate and administer local visitor levy schemes.</p> <p>National platform to be launched in April 2026 ahead of City of Edinburgh Council launching in July 2026.</p> <p>Work with other Local Authorities to onboard the national platform who have approval to implement a scheme.</p> | Andrew Campbell, Head of Digital Public Services | A live national digital shared service which provides a consistent, efficient and effective platform to facilitate and administer multiple visitor levy schemes. | Local Authority Direct Funding | 1, 4 |
| 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 Scottish Government’s Digital Identity Scotland Programme and Digital Front Door Programme, where and if appropriate and applicable as it looks to develop a joint 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 | 4 |
| 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> <ul style="list-style-type: none"> Protecting and maintaining ISO27001 certification status, making ongoing improvements with a forthcoming external audit in August 2026. Implementing appropriate risk management policies and strategies as an ongoing activity. Providing a focus for UK GDPR and associated activities. Maintaining a focus on the UK Government Digital Identity Trust Framework, to analyse and assess implications and to make recommendations for how we respond. | <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 | 4 |

Digital Public Services

| Area | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|--|---|--|---|----------------|---|
| Information Assurance and Information Security | <ul style="list-style-type: none"> • We will maintain a culture of good cyber hygiene. This will include ensuring plans for cyber resilience, business continuity, disaster recovery and incident management are robust and up to date, and by testing them systematically and periodically against several simulations to ensure appropriate controls are in place to protect against threats and vulnerabilities. We will undertake an IT health check at least annually in Q3. • Ensuring digital workplace technologies to support remote and hybrid workforce models are implemented in line with best professional and industry practice. This will include progressing ongoing work to secure our Office 365 environment to one of optimised security. • Continuing to deliver a Cyber Awareness Training Programme, securing the full participation of all staff in it. • Working to get the maximum benefit from the Managed Security Operations Centre by adding further security metrics 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> | <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.</p> | DPS Grant | 4 |

| Digital Public Services | | | | | |
|-------------------------|---|---|--|----------------|---|
| Area | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
| Technical Assurance | <p>We will continue maintaining a healthy IT environment and culture, ensuring systems supported are performant, available, scalable, flexible and in a secure environment. This will include:</p> <ul style="list-style-type: none"> Continuing to develop our Cloud Hosting Strategy - we have successfully migrated all of our infrastructure to Amazon Web Services and will continue to enhance our security and BC/DR capabilities using native AWS tools and selected 3rd party offerings. Ensuring people and third parties are provided with the information required to operate, maintain, support, deliver, and protect our IT infrastructure and our investment. Ensuring systems are maintained and documented to the right level to agreed standards using the agreed framework. Providing advice so that the right technology decisions are made by the organisation. Reviewing technical skills, identifying training required and providing a training programme. | Cameron Walker, Strategic Technical 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 | 4 |
| 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 | 4 |

| Digital Public Services | | | | | |
|-------------------------------------|---|---|---|----------------|---|
| Area | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
| DPS Product Development – Portfolio | We will refine and implement the Development Roadmap for products and services within the Digital Public Services 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 | 4 |
| DPS Product Development - myaccount | <ul style="list-style-type: none"> • Maintain continuity of service for the myaccount service. • Continue to enhance the new user interface of mygovscot myaccount based on customer feedback. • Continue to enhance the user interface of the agent portal for the mygovscot myaccount identity verification service which is used by myjobscotland organisations for digital Right to Work checks. • Expand the ID verification options on mygovscot myaccount by launching an additional route which will enable citizens to verify their mygovscot myaccount by using uploaded documentation. | Fiona Gray, Product and Project Manager | <p>Supporting local government and the wider public sector to deliver their online services.</p> <p>Offering new options to citizens to verify their mygovscot myaccount and access a larger basket of services online.</p> <p>Easier and faster access for citizens to access their mygovscot myaccount and reduce the risk of phishing attacks.</p> | DPS Grant | 4 |

| Digital Public Services | | | | | |
|---|--|---|---|----------------|---|
| Area | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
| DPS Product Development - parentsportal | <ul style="list-style-type: none"> Enhance the parentsportal.scot offering by continuing to update the new parentsportal.scot app on a monthly basis. Maintain continuity of service for parentsportal.scot. Continue to improve, review and enhance parentsportal.scot based on customer feedback. | 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.</p> <p>Increase in numbers of parents using parentsportal.scot.</p> | DPS Grant | 4 |
| DPS Product Development – bisaccount.scot | A fresh look to bisaccount.scot was deployed in December 2025. We will continually improve, review and enhance the platform, especially for new users who will be registering for the service in 2026 as it will be utilised for authentication for visitorlevy.scot. | Fiona Gray, Product and Project Manager | Supporting local government and the wider public sector to deliver their online services. | DPS Grant | 4 |
| DPS Product Development – Young Scot App | We will continually improve, review and enhance the new Young Scot Membership platform and App based on customer feedback. In 2026 we will update the Young Scot App with EYCA (European Youth Card) branding so Young Scot members can access discounts in Europe. | Fiona Gray, Product and Project Manager | Supporting NECPO, Young Scot and local government to deliver on their priorities and commitments. | DPS Grant | 4 |

Digital Public Services

| Area | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|---|---|--------------------------------------|---|----------------|---|
| DPS Onboarding and Engagement - Portfolio | <p>We will continue helping citizens manage their relationships with public services, online and offline. We will maintain continuity of service, operating and managing services 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>To achieve this we will increase engagement with key decision makers at each council and explore their DPS portfolio usage to ensure they are fully maximising its benefits. We will drive change and evoke conversations around adoption of specific portfolio products to increase requests for information, support, and demonstrations.</p> | Cheryl Adamson, Relationship 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 | 4 |

Digital Public Services

| Area | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|--|---|--|--|----------------|---|
| DPS Onboarding and Engagement, - Citizen Portfolio myaccount | <ul style="list-style-type: none"> • Grow myaccount registered subscriber numbers to 3.2M annually by 31 March 2027. • Expand authentication request volumes to 26M annually by 31 March 2027. • Promote the benefits of the mygovscot myaccount ‘toolkit’ that the platform has to offer which can help streamline processes, save councils and organisations money and also help to improve the customer journey. Position the ‘toolkit’ as a flexible tool kit that does it all. • Promote mygovscot myaccount communications toolkit that supports councils and service providers to give users consistent messaging to help strengthen the product and promote myaccount. This will in turn help to increase the number of myaccount subscribers and raise awareness of the platform and its capabilities. • On board 5 councils and other public sector organisations that use myjobscotland, to the Identity Verification Right to Work service via mygovscot myaccount. • Pro-actively identify opportunities 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. • Promote the new mygovscot myaccount quarterly newsletters, increasing engagement and readership. • Create case studies whilst working with local authorities and public sector organisations to showcase their work and the benefits gained from using the mygovscot myaccount platform. | Julie Edington, Business Development Manager | <p>Platform will continue to grow; not only are we hoping to see an increase to 3.2M accounts but also to hit 26M authentication requests annually.</p> <p>Supporting local government to deliver on their priorities and commitments.</p> <p>Branching out working with new customers to offer them the flexible ‘toolkit’ of benefits that myaccount offers.</p> | DPS Grant | 4 |

Digital Public Services

| Area | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|--|---|--|--|----------------|---|
| DPS Onboarding and Engagement, Citizen Portfolio - parentsportal.scot | <ul style="list-style-type: none"> • Increase parentsportal.scot footprint to 28 councils, 2,000 schools, 335,000 parents, 400,000 pupils by 31 March 2027. • Continue to pro-actively target local authorities that have yet to onboard and offer demonstrations and anything else that may be required of them to onboard the platform. • Continue to promote usage of the parentsportal.scot marketing toolkit as well as monitor usage of toolkit. • Continue to promote the parentsportal.scot app to all councils and the benefits the app brings. • Offer the training platform to councils that have on boarded to enrich their understanding of the platform and regularly check-in with them to ensure they are still using the platform effectively and finding it of value to their council. | Julie Edington, Business Development Manager | <p>Increased usage of the platform will create cost savings for councils 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> <p>Marketing toolkit will help councils to promote parentsportal.scot amongst parents and showcase its offerings which in turn can help increase uptake.</p> | DPS Grant | 4 |

| Digital Public Services | | | | | |
|--|---|--|---|--|---|
| Area | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
| DPS Onboarding and Engagement, Citizen Portfolio - getyournecc.scot | Continue to support the Young Persons' Free Bus Travel Scheme and process up to 1.1M applications, and 1.9M overall for National Entitlement Card applications by 31 March 2027. | Julie Edington, Business Development Manager | Support Scottish Government to deliver on key national objectives. 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. | DPS Grant/ Transport Scotland U22 Funding | 4 |
| DPS Onboarding and Engagement, Citizen Portfolio - bisaccount.scot | Support councils who want to onboard the platform (including those that will be using the platform for their Visitor Levy Scheme), giving councils a trusted and secure platform to verify who businesses are. Promote where possible the new and improved design for the bisaccount platform. | 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 . Improved customer satisfaction due to a new and improved look and feel bisaccount platform. | DPS Grant | 4 |

| Digital Public Services | | | | | |
|---|--|--|--|--------------------------------|---|
| Area | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
| DPS Onboarding and Engagement, Citizen Portfolio - visitorlevy.scot | <p>Support councils who are onboarding the platform (that have a confirmed Visitor Levy Scheme) including Councils who are Early Adopters.</p> <p>Encourage councils who are considering having a Visitor Levy Scheme (then subsequently confirm this) to use and onboard with visitorlevy.scot. Support these Councils through the onboarding process and beyond.</p> | Julie Edington, Business Development Manager | A developed national digital shared service which provides a consistent, efficient and effective platform to facilitate and administer multiple visitor levy schemes. | Local Authority Direct Funding | 1, 4 |
| DPS Onboarding and Engagement, Citizen Portfolio - Young Scot | <p>Facilitate growth in usage and impact of the Young Scot Membership Platform - powered by myaccount - helping to drive up membership numbers to 280,000 by 31 March 2027.</p> <p>Promote the new Young Scot Membership App to raise its profile and increase usage.</p> | Julie Edington, Business Development Manager | Growing the Young Scot Membership platform and Young Scot app will in turn help to support young people of Scotland by helping them to access the benefits and discounts that Young Scot offers that are on offer to them. | Young Scot Funding | 4 |
| DPS Onboarding & Engagement Data Portfolio - Data Hub | <p>Increase adoption and impact of the Data Hub through a targeted engagement campaign.</p> <p>Explore potential for improvement and addition to Data Hub capability including the use of NHS CHI numbers (as part of the national Health and Social Care data strategy) if governance approvals are granted.</p> <p>Provide training in how to use service.</p> | Simon Roberts, Data & Engagement Manager | Cleansing and linking together address and people 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 | 4 |

| Digital Public Services | | | | | |
|--|--|--|--|------------------------------|---|
| Area | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
| DPS Onboarding & Engagement Data Portfolio – datapipeline.scot | <p>Work with Early Learning and Childcare team to get the remaining local authorities on boarded with datapipeline.scot.</p> <p>Explore other use cases for datapipeline.scot. Seek opportunities to have other organisations/local government use it.</p> | Simon Roberts, Data & Engagement Manager | 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. | DPS Grant/ELC Funding/ Other | 4 |
| DPS Onboarding & Engagement Data Portfolio – dcn.scot (Scottish Dog Control Notice Database) | Ensure that all local authorities continue to use the platform for their notices and that Police Scotland continue to promote and use the tool effectively | Simon Roberts, Data & Engagement Manager | <p>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.</p> <p>Make councils aware of any newly added features to help increase usage, and to help improve customer satisfaction and user experience.</p> | SG Justice | 4 |

Digital Public Services

| Area | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
|----------------------------------|---|--|---|--|---|
| 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. • Assess whether supplier contracts should be extended for a further year, or conduct a new procurement exercise. • 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. • Promote the use of the PASS Scheme’s Verify App, which will enable vendors/security staff to verify the legitimacy and age of cardholders and eliminate fraud. • Explore the usage of Digital NEC’s to improve customer convenience and reduce costs from the Scheme. | <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> | <p>DPS Grant/ Transport Scotland U22 Funding</p> | <p>4</p> |

| Data and Intelligence | | | | | |
|-----------------------------|---|--|---|-----------------------------------|---|
| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
| Geospatial support services | <p>We will deliver our geospatial support service to assist with the maintenance and publication of location information by local authorities and partners.</p> <p>The offer includes the provision of specialist guidance along with the ability to offer data hosting and publication services, a dataset management service (including the corporate Address and Street Gazetteers), the provision of analytics and insight, the provision of web mapping services, data cleansing and geocoding, reporting capabilities and the provision of user training.</p> | Ron Wilkinson, Spatial Information Services Programme Manager | <p>Enabling the expansion of our reach of geospatial services and support to councils and partners, helping them to retain essential data capabilities to inform policy and decision making, while delivering efficiencies in process.</p> <p>The improved geospatial data will enhance national datasets for key use cases by partners and citizens.</p> <p>We will generate income to cover resourcing.</p> | External Funding Sources | 4 |
| Spatial Hub | <p>We will develop the Spatial Hub platform and infrastructure, including a series of technical upgrades in order to best meet the needs of the data users. This will provide a new, updated service that further unlocks the value of local government location information.</p> <p>We will continue to work with local authorities to extend the range of spatial datasets and improve the quality of location information available, whilst seeking to automate data provision and supply where possible, through the use of web services.</p> | Ron Wilkinson, Spatial Information Services Programme Manager | <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> <p>Increased range and format of key national datasets available.</p> | Gazetteer Revenue/ Spatial Hub | 4 |

| Data and Intelligence | | | | | |
|--|---|---|--|------------------------------------|---|
| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
| Spatial Hub | We shall continue to publish key national datasets under open data terms, unlocking access to key national data themes, including education, health, planning, environment and energy, subject to grant funding. | Ron Wilkinson, Spatial Information Services Programme Manager | Key national datasets are publicly available, maximising the value of the information, and growing the reach and recognition of the Spatial Hub. | Scottish Government Specific Grant | 4 |
| Spatial Hub | We shall continue to develop our partnerships with Ordnance Survey, LandClan and AI Dash to enable the provision of premium geospatial information to private sector users. | Ron Wilkinson, Spatial Information Services Programme Manager | Improved data quality through expanded usage, alongside revenue generation from commercial partner sales. | Gazetteer Revenue/ Spatial Hub | 4 |
| Onboarding & Engagement Data Portfolio - Spatial Hub | We will work with our Spatial Hub commercial partners to serve Spatial Hub data to different sector users, whilst also exploring additional future partnerships to increase the customer base. | Simon Roberts, Data and Engagement Manager | Revenue generation through commercial partner sales and greater use of IS data assets in wider industry sectors. | Gazetteer Revenue/ Spatial Hub | 4 |
| Onboarding & Engagement Data Portfolio - 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 sources, such as local authorities (for large data hosting requirements), utility companies and the health and social care partner organisations. | Ron Wilkinson, Spatial Information Services Programme Manager Simon Roberts, Data and Engagement Manager | Potential increase in commercial income for IS and greater use of IS data assets. | Gazetteer Revenue/ Spatial Hub | 4 |

| Data and Intelligence | | | | | |
|--|---|--|--|-----------------------------------|---|
| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
| Onboarding & Engagement Data Portfolio: One Scotland Gazetteer (OSG) | <p>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.</p> <p>The address and street information is used by the emergency services' within their command and control operations as well as within systems in over 80 different public sector organisations.</p> <p>We will continue to work with local authority gazetteer custodians to improve and enhance the data for these users, and promote the use of the OSG web service, allowing real-time access to the authoritative data source.</p> | <p>Ron Wilkinson, Spatial Information Services Programme Manager</p> <p>Simon Roberts, Data & Engagement Manager</p> | <p>More efficient public services through centralised information source.</p> <p>Access to the most comprehensive and current addressing dataset in Scotland.</p> <p>High data currency and reliability.</p> | DPS Grant/ Gazetteer Revenue | 4 |
| Onboarding & Engagement Data Portfolio: TellMeScotland | <p>We will look to expand the range of public notices sourced from local authorities and partner organisations, through automation of the notice publication process, as well as increasing usage of the service amongst citizens and businesses.</p> <p>This shall further establish tellmesotland as Scottish local government's authoritative citizen notification service.</p> | <p>Simon Roberts, Data and Engagement Manager</p> <p>Aline Kirkland, Digital Planning Data Project Manager</p> | <p>Enables the continual improvement of digital information provision by local government and partners to citizens and businesses.</p> | Gazetteer Revenue/ Spatial Hub | 4 |
| One Scotland Gazetteer | <p>We shall continue to work with partners across the public sector to increase the use of the One Scotland Gazetteer within all applicable systems.</p> <p>Through adoption of the automated web service, partners across government are able to reduce their resource requirement in managing and processing data and deliver efficiencies through use of the single authoritative source of address and street information.</p> | <p>Ron Wilkinson, Spatial Information Services Programme Manager</p> | <p>Prevention of duplication of data processing, and enabling partners to access the authoritative source.</p> | Gazetteer Revenue/ Spatial Hub | 4 |

| Data and Intelligence | | | | | |
|---------------------------|--|--|---|---------------------------------------|---|
| Project | Deliverable | Lead Officer | Expected Project Impact | Funding Source | Direct contribution to Strategic Priorities |
| Digital Planning | <p>We will continue to work with all planning authorities relating to improving the data standards and governance of the key datasets which underpin the planning system. This includes working with local government colleagues to improve Development Management, Local Development Plan and the Land Audits.</p> <p>We shall also continue to provide guidance and expertise to Heads of Planning Scotland and support the key agencies in the planning process providing a critical engagement role.</p> | Aline Kirkland, Digital Planning Project Manager | <p>Seeking to further unlock the value of planning data.</p> <p>Opening up data services and opportunities will help to drive the digital economy.</p> | Gazetteer Revenue/ Spatial Hub | 1, 4 |
| Digital Planning | Deliver a national view of Housing Land Supply in support of the development of a national platform that shall provide an overview of the housing land pipeline across Scotland. The platform will set out a comprehensive view across all 34 planning authorities of the stages in the development of land allocated for housing. | Aline Kirkland, Digital Planning Data Project Manager | Provide the key evidence base for influencing and underpinning future housing policy. | Scottish Government Specific Grant | 1, 4 |
| Digital Planning | We will provide focused support to local government and partners relating to utilising location data as part of managing and analysing planning information. This includes working with local authorities to drive consistency in information capture. | Aline Kirkland, Digital Planning Data Project Manager | Supporting local government through expert guidance to support day to day delivery of key tasks and improvements to national datasets. | External funding sources | 4 |
| Cloud Connector Framework | <p>We will continue to provide the Idox Cloud Connector Framework service, which serves planning, building standards and gazetteer data from all local authority Uniform casework management systems to a central the IS Spatial Hub.</p> <p>Once quality assured, the data is published as a consistent national datasets, saving consumers of the data significant time and effort, by negating the requirement to resource the information from all 34 authorities.</p> | Will Hensman, Project Manager (Land and Property) | <p>Saves resources in local authorities from not having to manually upload data provisions.</p> <p>Provides a more robust, automated and reliable way of obtaining key data sources from local authorities, whilst reducing the time lag from local authorities in the data submission.</p> | Gazetteer Revenue/ Spatial Hub | 4 |

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