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

is.
improvement **service**

Business Plan
## 2024—2025

Contents

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;
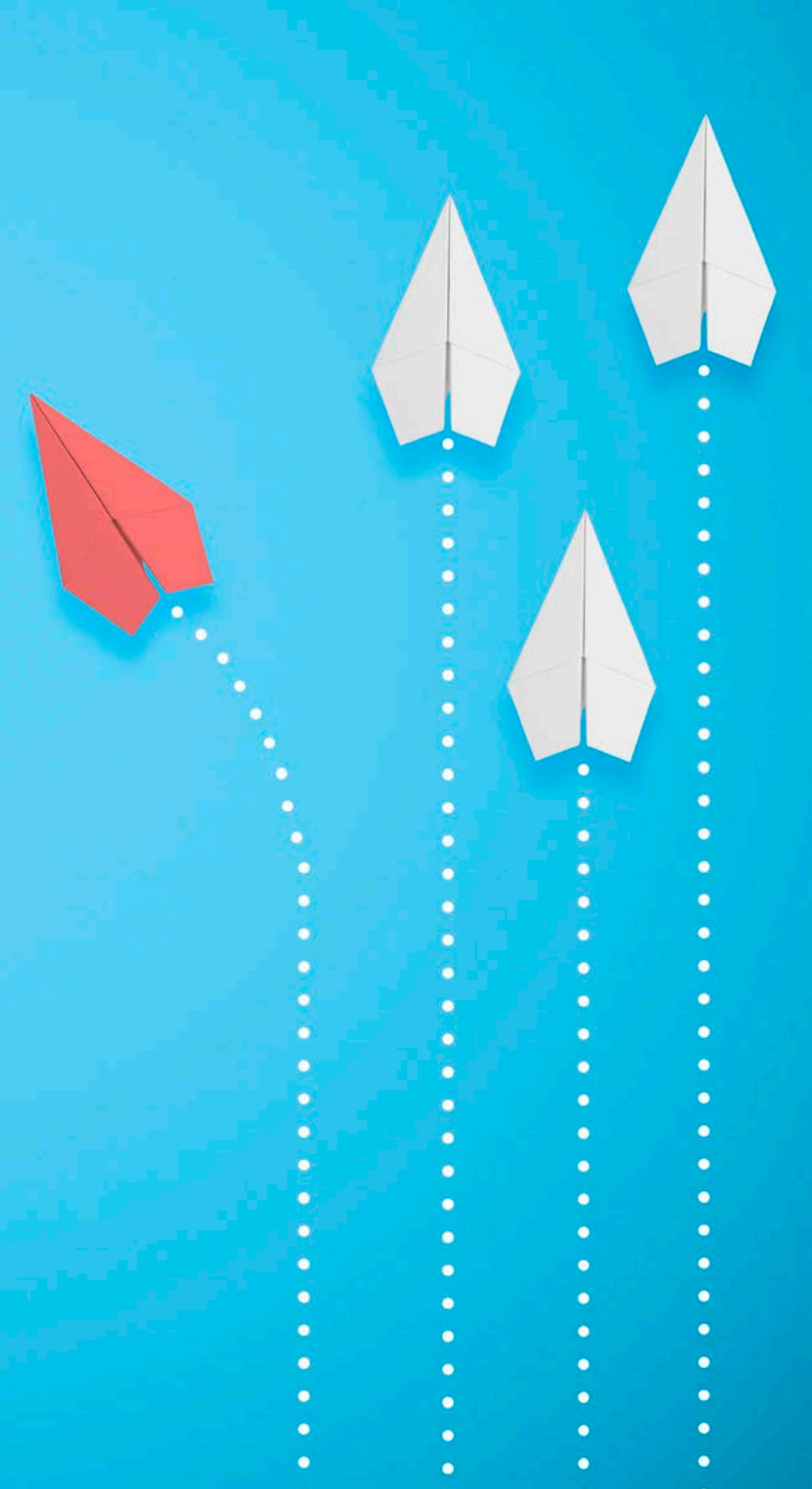
- Deliver national shared service applications and technology platforms; and

- 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 2024/25 takes forward the commitments in our Strategic Framework and sets out our deliverables and activities for the coming year.
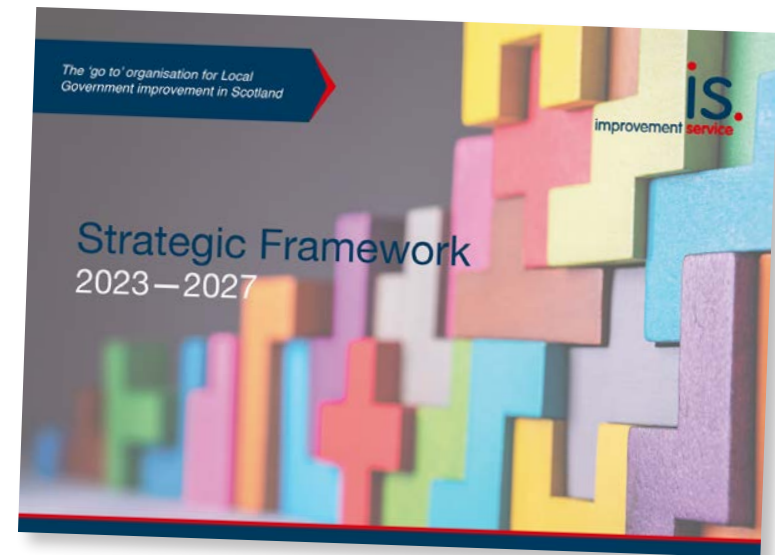
2. Our Operating Context

As we enter the second year of our Strategic Framework 2023 – 2027, local government continues to face a myriad of complex challenges.

The cost of living crisis shows no sign of abating, which is impacting on councils' services as well as the lives of their citizens and communities, with people already experiencing inequality being most affected. Demand for services continues to increase, within the context of an even more challenging financial environment, with councils now facing increasingly difficult choices about spending priorities and cuts. In their Local Government in Scotland Financial Bulletin 2022/23, the Accounts Commission highlighted that whilst local appointed auditors did not identify any councils as *"being financially unsustainable in the short-term….the financial outlook is extremely challenging with Scottish councils facing unprecedented financial and service demand pressures which present real risks for the future"*.

Local authorities' housing and homelessness services are experiencing unsustainable pressures, due to the lack of affordable homes, resulting in some local authorities declaring a housing emergency.

Workforce capacity pressures continue into 2024, some of which are historical whilst others are the consequence of a challenging labour market profile impacted by Brexit and other post-pandemic employment factors, including increased economic inactivity, labour shortages, increased sickness absence levels and wage inflation. Although social care and social work remain the highest priority workforce gaps, there are also workforce shortages in statutory local government professional roles including Building Standards, Environmental Health, Planning and Trading Standards and key back office services such as finance, legal, procurement and IT. Whilst hybrid working can widen the geographic pool of candidates for some roles, the converse is true for
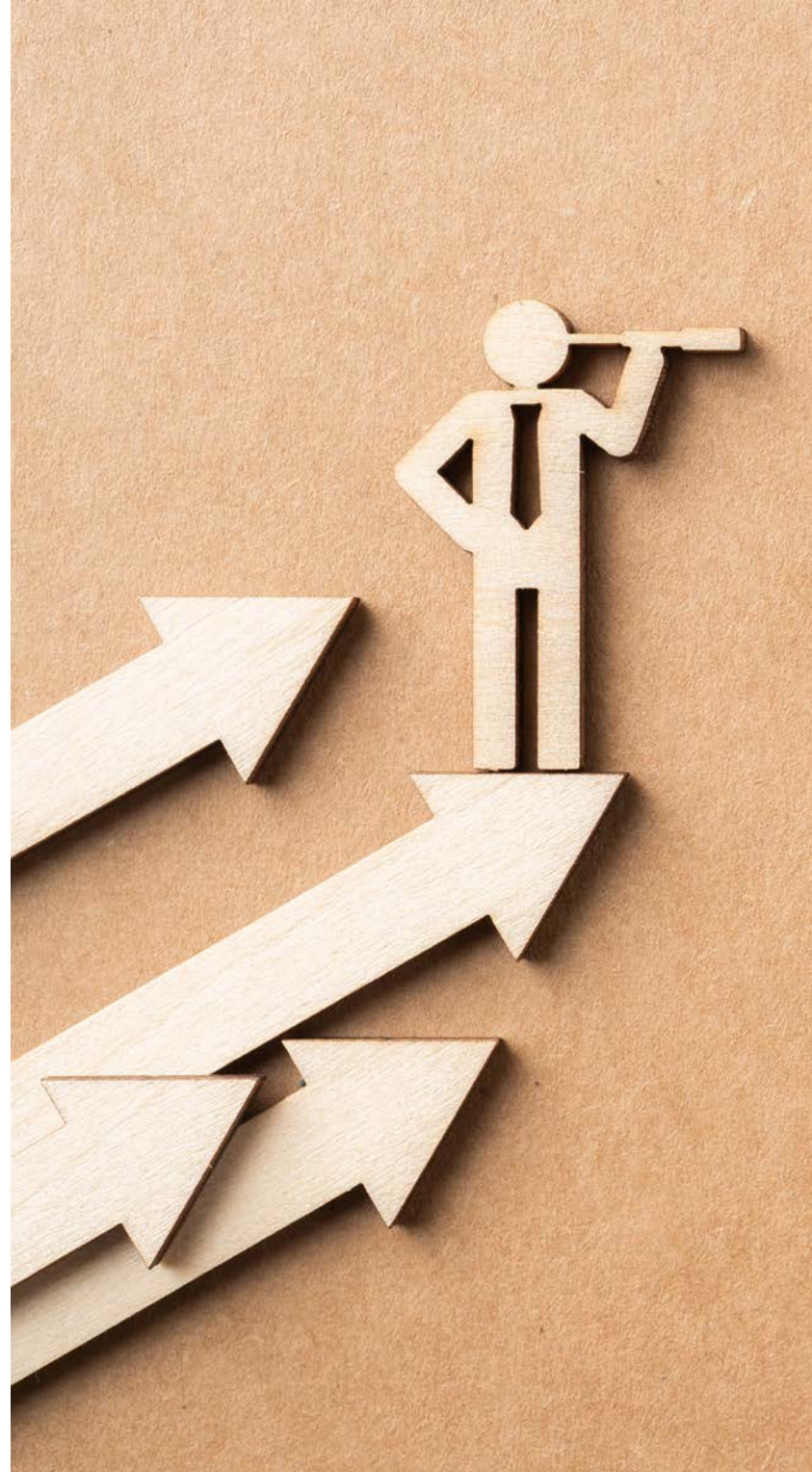
some councils who find it more challenging to recruit, with a limited pool of local people applying for posts further afield. During spring 2024, we will launch our network for local government colleagues in the early stages of their careers who are looking to progress through local government to ensure they have the skills and connections to support the future of local government, which will contribute to local authorities' own approaches to workforce and succession planning.

During 2024/25, the Improvement Service will support local government and Scottish Government with the delivery of the three shared priorities within the Verity House Agreement – tackling poverty, just transition to net-zero and sustainable public services. Our work on child poverty will involve us continuing to support local authorities with the development and delivery of effective local child poverty action reports and associated activity. This includes ongoing research and engagement on data and information governance to support the targeting of families who are missing out on a range of benefits, including those in remote, rural and island authorities

In 2023, we were at the centre of new innovations relating to the just transition to net zero, working with partners at the Edinburgh Climate Change Institute and Sustainable Scotland Network to develop the new Scottish Climate Intelligence Service, which is jointly funded by Scottish Government and local government. In 2024, we will work with partners to get the new service up and running, helping local authorities build capacity and capability for the development of area-wide programmes of emissions reduction.

A key priority for us in 2024/25 will be to work with Solace to deliver the Solace/IS transformation programme, which will be critical in supporting the delivery of sustainable public services. Our work will involve: supporting a whole-system dialogue at chief officer level on co-designing a roadmap for public service reform, recognising that no part of the public service landscape alone can deliver the outcomes we want to achieve for Scotland's people and communities; supporting the delivery of six shorter-term transformation projects which are focused on active communities, reviewing councils' statutory services, exploring opportunities for more collaborative procurement, helping local government realise the full ambitions of Crerar, developing a digital-to-be-state for Scottish local government and developing more digital shared services; and supporting the delivery of the Leadership Practitioner Forum, which is a network for aspiring Heads of Service, Directors and Chief Executives in local government.

The Local Government Benchmarking Framework (LGBF) and our work in partnership with COSLA, Solace and the Digital Office for Scottish Local Government to develop a Local Government Data Platform, will be critical to the development of the Verity House Agreement accountability and assurance arrangements. During 2024/25, we will also test and roll out our new peer collaborative improvement service, which is a key element of local government's sector-led improvement approach, along with the LGBF and the Public Service Improvement Framework (PSIF).

Technological advancement and innovation continues to accelerate, resulting in growing and changing digital demands being placed on local government at the same time as it is becoming increasingly more difficult to recruit and retain the skills and capabilities needed to realise the benefits of digital and data. Whilst council services are much more accessible than previously, we need to guard against an increased risk of exclusion within our most vulnerable communities. Cyber security remains a huge priority and risk for local authorities, requiring a combination of technical, cultural and behavioural practices to manage it effectively. The financial pressures and skills shortages facing local government are likely to be key drivers for greater collaboration on digital, particularly for new statutory requirements such as the proposed visitor levy. It will be important for the Improvement Service to continue to maximise the digital skills, capacities and capabilities that we have for the benefit of local government. During 2024/25, we will lead on the implementation of the Solace/IS transformation project on the delivery of more shared digital public services.

Data and intelligence are important levers for enabling transformation, and poor data can impede digital opportunities. For example, Artificial Intelligence relies on the availability of, and access to, accurate and timely data as well as an understanding of how to utilise the data to specific use cases to improve outcomes. High-quality and timely data, evidence and intelligence are fundamental to informing local decision-making, improving and transforming services, achieving better outcomes and driving efficiencies within the current financial constraints. The Improvement Service will continue to play a key role in supporting improvements in data and intelligence for Scottish local government, through the delivery of our Data and Intelligence Strategy 2023 -2027.

Whilst we can plan as best as possible for the year ahead, it is impossible to predict the challenges and opportunities that we might face as the year progresses. Some of these may arise should the UK General Election be held in autumn 2024, as currently speculated. What we can do is ensure that we remain a flexible, innovative and responsive organisation, able to adapt to support local authorities through whatever issues they encounter. We will continue to support local government to deliver sector-led improvement through our products and services, and look for new opportunities to deploy and flex our core improvement architecture in priority policy and service areas.

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 2024/25, we will focus our resources on providing improvement support and services that will help us deliver our four strategic priorities, as follows:

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

During 2024/25, we will:

- Work with Solace to translate our think piece on 'Delivering a Future for Scottish Local Authorities' into tangible action, managing and coordinating the delivery of the programme of work agreed with Solace through our Transformation Programme Management Office. 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;

  - 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 initial business cases/proposals for discussion with the Solace branch; and

  - seeking to partner with academics, the private sector and others to input case studies, learning, research and expertise to our work.

- Develop and promote the use of our national shared service applications and technology, identifying opportunities to create new digital public services to underpin new service delivery models emerging through our work with Solace.

- Develop our offer of change management support to enhance skills and knowledge to support councils with transformational and operational level change, working with our Local Authority Change Managers' Network.

- Develop resources and support for organisational development in councils and partner organisations and continue to work with our Organisational Development Network, providing support to enhance skills, knowledge and capability for effective approaches to organisational development, culture change, workforce planning, facilitation and leadership.

- Continue to embed our service design approach across all of our programmes, products and services, and share our service design toolkit on the IS website.

- Establish a network for local government colleagues in the early stages of their careers who are looking to progress through local government, to ensure they have the skills and connections to support the future of local government.

- Deliver a wide range of self-assessment and improvement planning support to councils and partnerships.

- Facilitate the development of elected members to help them navigate the changing landscape.

- Deliver a range of improvement work to help local government deliver The Promise, 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.

- Work with national improvement bodies to deliver collaborative improvement support to integration authorities to help them address pressures within the current health and social care system.

- Work with the Local Government Benchmarking Framework Board and Solace to identify and agree areas where there could be an opportunity for local government as a sector to focus its improvement on, and where improvement support could therefore be targeted.

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

During 2024/25, 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, child poverty, the UNCRC and the Whole Family Wellbeing Fund), employability, protecting people and climate change (through our new Scottish Climate Intelligence Service in partnership with Edinburgh Climate Change Institute).

- Work with planning authorities, Scottish Government and partners, through our National Planning Improvement Champion, to pilot a new National Planning Improvement Framework that will deliver improvements in the planning service

- Launch and deliver our new Peer Collaborative Improvement service, which will support sector-led improvement in a range of service areas.

- Continue to facilitate and coordinate peer networks across our existing and emerging work programmes (e.g. Change Managers Network, Organisational Development Network), to support local authorities to share knowledge, practice, learning and skills.

- Continue to deliver and develop the Local Government Benchmarking Framework (LGBF) to support Councils' own improvement journeys through access to rich and timely comparative data and analysis, bespoke support for Councils, and peer events to share practice and learning.

- Continue to develop and deliver a wide range of self-assessment support to councils and partnerships and will further integrate partnership working around self-assessment to support Health and Social Care Partnerships and Integration Joint Boards.

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

During 2024/25, 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 promoting proactive and strategic work on tackling the three main drivers of child poverty..

- Provide support for the implementation of the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act across local government.

- Support the sector with the delivery of The Promise.

- Support local authorities with the implementation of the Whole Family Wellbeing Fund, through the delivery of a learning into action network.

- Continue to co-ordinate the National Violence Against Women Network and support local multi-agency Violence Against Women Partnerships to implement the refreshed Equally Safe strategy to help improve outcomes for women, children and young people across Scotland affected by violence, abuse and exploitation.

- Launch the refreshed Equally Safe Quality Standards and Performance Framework and support Violence Against Women
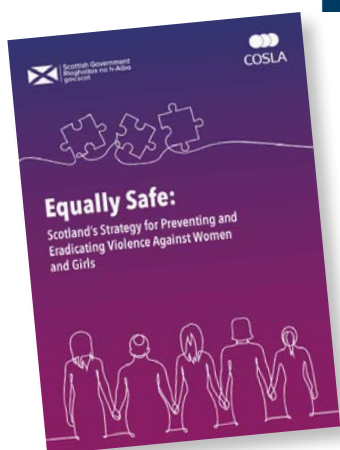
Partnerships to use it to measure, demonstrate and further improve the progress being made to tackle violence against women and girls within local communities.

- Continue to coordinate the local Trauma Champions and Trauma Leads Network to support local authorities and key community planning partners to engage with the National Trauma Transformation Programme and evidence the progress and impact of trauma-informed and responsive services, systems and workforces.

- Deliver the Shaping Places for Wellbeing Programme, which is a delivery partnership with Public Health Scotland to create conditions for system-wide action to improve the wellbeing of people and planet and reduce inequality

- Lead the development of Welfare Advice and Health Partnerships, which involves embedding advice workers in health settings which supports earlier intervention and the engagement of individuals who would not usually use 'traditional' advice services.

- Ensure that we design and deliver digital public services that are inclusive, ethical and resilient and uphold people's digital rights.

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

During 2024/25, we will:

■ Secure a role for the IS in the delivery of Scotland's Digital Identity ecosystem.

■ Work with local authorities to identify and prototype new use cases for our existing national shared digital service platforms, including Blue Badge applications.

■ Develop a mobile app for Young Scot Membership.

■ Commence work on the development of a Digital National Entitlement Card for Young Scot cardholders which will enable citizens to access a range of public services through their mobile device.

■ Work with the Digital Office for Scottish Local Government, COSLA, Solace, Public Health Scotland and the Scottish Government to deliver phase 2 of the Local Government Data Platform project.

■ Continue to provide open data access to the Spatial Hub, which provides a range of geospatial datasets that anyone can access, use and share.

■ Continue to co-chair a Local Government Data Standards Board with the Digital Office for Scottish Local Government.

■ Launch and deliver a new 'paid for' research and evaluation service to local authorities and partners.

■ Protect and maintain our ISO27001 certification status, including through a full recertification audit in September 2024.
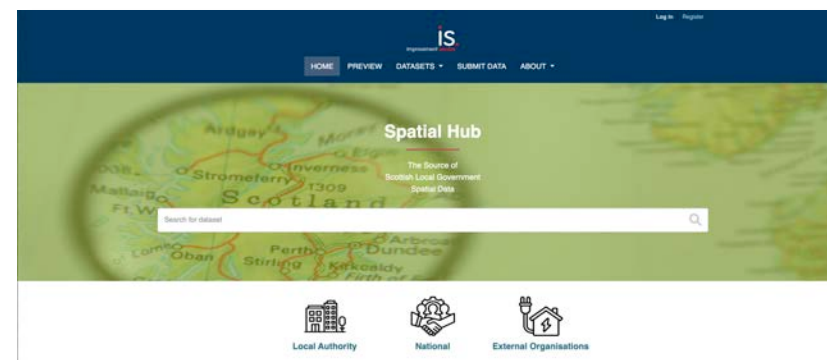
Supporting the Delivery of our Strategic Priorities

We have three interlinked workstreams within the IS, all of which contribute to the delivery of our four strategic priorities – Transformation, Performance and Improvement, Digital Public Services and Data and Intelligence.

Our detailed deliverables for each of these workstreams for 2024/25, aligned to our strategic priorities, are outlined in Appendix 1.

STRATEGIC PRIORITY

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

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Strategic
Priorities

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STRATEGIC PRIORITY

4. Our Corporate Priorities

We will:

- Continue to strengthen our approach to local authority relationship management.

- Continue to strengthen our partnerships with COSLA, Solace and Public Health Scotland and our Strategic Alliance with the Accounts Commission.

- Continue to explore opportunities across the IS to generate savings and efficiencies.

- Identify new business development and growth opportunities and continue to promote our IS prospectus.

- Develop our approach to measuring our impact, including being able to evidence value-for-money and where possible, to evidence what our activities are worth in financial terms.

- Refresh our approach to performance reporting, including developing a new strategic performance dashboard for the IS Board.

- Deliver our Communications Strategy 2023 – 2027

- Deliver our Research and Intelligence Strategy 2023 -2027

- Progress our Treasury strategy to maximise return on investments, in order to fulfil our Reserves policy and grow our unrestricted reserves.

- Embed our new financial management system across the company and develop new finance procedures aligned to our system.

- Roll out financial dashboards to budget managers, developing a business partnering approach with written guidance and financial training.

- Continue to embed our approach to cyber security/information security management systems and protect and maintain our ISO27001 certification.

- Develop a company-wide approach to records management.

- Implement the four agreed actions in the IS Public Service Improvement Framework (PSIF) action plan:

  - Look to further develop the IS approach to workforce planning around succession planning and skills analysis.

  - Review the Performance Appraisal and Personal Development Plan (PAPDP) process to ensure that it is fit for purpose in terms of individual and organisational development.

  - Consider how the IS can better promote climate leadership and environmental sustainability in service delivery.

  - Consider further opportunities for staff involvement in collaborative and continuous improvement activities within the IS.

- Support the Board to implement their self-assessment improvement plan, including undertaking a review of IS governance arrangements.

- Continue to invest in developing our employees, including delivering two company-wide development days.

5. Key Successes 2023/24

Our main achievements from 2023/24 are captured in our Annual Report. Some key highlights are as follows:

For every £1 of core grant invested in the Improvement Service, we brought in an additional £6.53.

The Improvement Service is now a certified Disability Confident Employer and we have signed the Miscarriage Association Pregnancy Loss Pledge.

Our employee satisfaction rate was 82% with 94% of staff responding that they have a good work-life balance.

Our stakeholder satisfaction rate was 88% with 82% of stakeholders agreeing that the Improvement Service has a positive impact on their organisation and its work.

The Improvement Service adopted a Digital First approach to our own way of working, as well as how we engage with our clients and stakeholders.

The company moved to premises within West Lothian Civic Centre, Livingston. This downsizing reflects the new Hybrid Working Policy published this year.

Transformation, Performance and Improvement

■ The Improvement Service has been working with Solace Scotland on a local government transformation programme which is developing options for the future delivery of council services. The programme builds on an Improvement Service report published in October 2022, which identified six anchors as key areas for transformation. We launched a call for action at the Solace Scotland conference in September 2023, for colleagues to get involved in supporting the delivery of the transformation programme.

■ The Improvement Service (IS) supported the Scottish Local Authorities Remuneration Committee (SLARC) to gather and analyse evidence on what the roles, responsibilities and workloads are for elected members across Scotland to inform the committees recommendations to Minister's. We advised the

committee on topics of enquiry that should inform their evidence, utilised the infrastructure and support of our governance and research teams to survey members and governance officers, and supported analysis of the qualitative and quantitative data gathered. This work was essential and supported a key priority for Local Government for the removal of barriers which prevent a more diverse range of people being able to stand for, and remain in, elected office

- Our Research Team created a new interactive visualisation in April 2023 that allows users to explore sub-council area population projections for the whole of Scotland. Sub-council population projections provide an indication of the potential future population size and structure for small areas within local authorities. The new tool uses maps, graphs and data downloads to allow users to more easily analyse the current set of published sub-council area population projections.
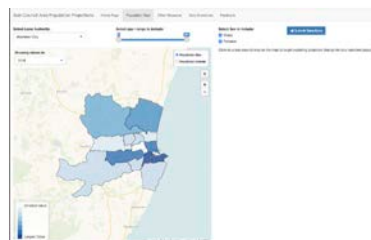
- The new Public Service Improvement Framework (PSIF) 2023 was launched at the annual PSIF Learning Event after its three-yearly review. This review also coincided with recent changes to Audit Scotland's approach to auditing Best Value, which places increased importance on councils being able to evidence a consistent and coordinated approach to self-assessment. Two-thirds of councils in Scotland now use our PSIF process to drive improvement.

- This year, our Communications Team developed a new Council Hub for staff. This compiles useful facts, figures and documents relating to local authorities in one place, making it easier for colleagues to find the information they need and improving our relationship management process with key council colleagues. The Council Hub pages also incorporate Improvement Service digital data dashboards including the LGBF, Spatial Hub and others to help staff make the most of our own resources. A new online Staff Hub has also been created to help staff access essential internal services and to improve communication between teams.

- The 11th annual Local Government Benchmarking Framework (LGBF) National Benchmarking Overview Report was published in March, and introduces data from 2021/22, a period when communities and council services were still managing the significant ongoing impact of Covid, while new challenges were emerging in the shape of soaring inflationary pressures

and a cost of living crisis. The launch of our new LGBF dashboard allowed us to release LGBF data quarterly throughout 2023, and from April 2024 it is intended that data releases will be provided on a monthly basis

■ Working with COSLA, Solace, the Digital Office for Scottish Local Government, Public Health Scotland and Scottish Government, we completed phase 1 of the Local Government Data Platform project. A report outlining the findings and recommendations from Phase 1 was endorsed by Solace and COSLA Leaders. This phase aimed to better understand the current reporting landscape and the key findings point to the significant and increasing volume of current reporting, the lack of focus on outcome improvement, and the lack of oversight or awareness of what data is being collected and how it is being used. There was strong endorsement for the recommendation that Local Government and Scottish Government should use the Verity House Agreement to ensure a focus on reporting which is essential to evidence improvement in outcomes in partnership, ensuring that we take account of existing data reporting and consider streamlining and reducing where possible. We are continuing to work with partners to progress Phase 2 of this project which will focus on simplification and streamlining of the reporting landscape, as well as delivering improved co-ordination of the data collection that continues to be necessary for assurance purposes, reducing the effort for manual data collection and improving the re-use of data collected.

■ We developed proposals for a new approach to Peer Collaborative Improvement, which were endorsed by Leaders in January 2024 as part of local government's commitment to adopt a more assertive approach to sector-led performance improvement.

■ Craig McLaren was appointed Scotland's first National Planning Improvement Champion, based within the Improvement Service. Formerly director for Scotland, Ireland and English Regions at the Royal Town Planning Institute, Craig will monitor the performance of planning authorities and provide advice on how to improve. He will also take the lead on developing a performance management model for planning authorities, sharing good practice and embedding learning across the sector.

■ Phase One of the Shaping Places for Wellbeing Programme, a joint project between the Improvement Service and Public Health Scotland will come to an end in March 2024. The team has gathered impact stories from across the seven project towns - Alloa, Ayr, Clydebank, Dalkeith, Dunoon, Fraserburgh and Rutherglen – to show how the work of the programme has made a difference in these communities.

■ We developed proposals for the new Climate Intelligence Service (CIS), which is jointly funded by Scottish Government and local government to help councils build capacity and capability for the development of area-wide programmes of emissions reduction, to deliver their own area-wide net zero targets and to contribute

to Scotland's national commitment to net zero by 2045. Activity will be delivered by a partnership between the Improvement Service, the Edinburgh Climate Change Institute and Sustainable Scotland Network (SSN). This brings together expert knowledge and practitioner insights, a track record of successfully supporting local authorities and access to existing networks to engage stakeholders and progress actions.

■ The Improvement Service was at the Scottish Parliament in May to give evidence to the Local Government, Housing and Planning Committee on Community Councils. 2023 was the 50th anniversary of the legislation which created Community Councils, and the Holyrood Committee wanted to celebrate their achievements as well as look at how they could be improved in the future. In October 2023, a new set of guidance documents for Community Councils were published by the Improvement Service, Scottish Community Development Centre (SCDC), COSLA and the Scottish Government.

■ In June 2023, we published a new report on embedding access to money and welfare rights advice in education settings following an online event chaired by Child Poverty Action Group (CPAG) Scotland with the Improvement Service and Public Health Scotland. The report includes key
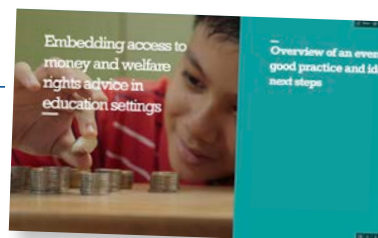
messages from the event and suggested next steps, as well as summaries and videos of each of the presentations.

■ The United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024 gained Royal Assent in January 2024 and the Improvement Service is actively supporting local authorities across Scotland to prepare for the incorporation of the UNCRC and to take forward a children's rights approach to policy and practice. We have produced a number of resources aimed at local government and the wider public sector to support the implementation of UNCRC legislation.

Digital Public Services

■ In 2023 we launched a new Data and Intelligence Strategy and prospectus for our Data and Intelligence services. This is designed to demonstrate to local authorities how we can use our extensive range of data and analytical skills to help them and their partners to increase the impact of the services and activities they provide. These skills can be applied collectively to support the use and re-use of data and intelligence to drive improvement and encourage evidence informed decision-making.

- The mygovscot myaccount service continued to increase its user base to over 2.3 million users, accounting for 48% of the eligible Scottish population (aged 12+). The mygovscot myaccount toolkit, which comprises a variety of authentication, identity verification and data services, is now used by 40 organisations across Scotland, including all 32 local authorities.

- With over 2.7 million cardholders, the National Entitlement Card continues to support the delivery of national and local services, making it convenient for citizens to access various public services and facilities with only one card. A new National Entitlement Card Strategy, developed by the Improvement Service, Transport Scotland, Young Scot, Scottish Government, National Entitlement Card Programme Office (NECPO) and all 32 local authorities, was published in the autumn of 2023 and sets out a vision for the future of the scheme, including the development of a new Digital National Entitlement Card.

- Scotland's online application platform to apply for a National Entitlement Card is now used by all 32 local authorities and uses mygovscot myaccount's authentication and identity verification services. Since it was launched in July 2020, getyournec.scot has facilitated almost one million applications for a National Entitlement card Improvement Service for over 60s concessionary travel, disabled concessionary travel, young person's free bus travel and Young Scot cards. The getyournec.scot platform was

also shortlisted in the Digital Public Services Award category at the 2023 Scottish Public Service Awards.

- Now used by 16 local authorities (due to become 20 during 2024) and across 1,318 schools, the use of parentsportal.scot continues to grow. 2023 saw the highest usage of the platform to date and it is now used by over 180,000 parents/ guardians to access educational services related to over 250,000 children. Following a redesign of the platform in early 2023, the Digital Public Services Team also launched a mobile application version for both Android and iOS users.

- June saw the launch of a new service datapipeline.scot, which was developed in response to a request by councils for information on families in their area with a child who is eligible for funded early learning and childcare (ELC). The platform was developed by the Improvement Service, working with Tata Consultancy Services, to allow Scottish councils to securely access that data after it has been received from the Scottish Government via Social Security Scotland, Department of Work and Pensions and HM Revenues and Customs.

■ This summer saw the Improvement Service launch open access to the Spatial Hub, a local government data resource covering the whole of Scotland. This is the first time in the UK that such a significant geospatial resource has been made available as open data: open for anyone to access, use and share as they see fit. Until now, Spatial Hub datasets were only available to public sector organisations and academics, but with support from the Scottish Government, we were able to make this information available to everyone.

■ The Improvement Service promoted the use of the One Scotland Gazetteer webservice to local authorities last year. This is a free address lookup service for the public sector that can be connected into almost any system within government, saving money on licence costs while also preventing duplication of effort. During 2023, there were a total of 3,742,289 searches using the One Scotland Gazetteer.
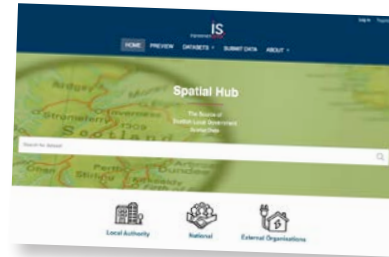
6. How We Measure Success

As part of our continuous improvement journey, our approach to performance management is aimed at providing more meaningful evidence of delivery and performance against our plan and providing evidence of the wider impact of the Improvement Service in supporting councils and partners improve.

We report on our performance quarterly to our Audit Committee and Board. We also issue an annual stakeholder survey and employee survey to measure stakeholder and employee satisfaction. We have developed a bank of case studies to evidence the impact of the product, services and support that we provide.

During 2024/25, we will focus our efforts on further developing our approach to measuring our impact, including being able to evidence value-for-money and where possible, to evidence what our activities are worth in financial terms.

We will also work with the IS Board to develop a strategic performance dashboard, which will help Board members provide effective scrutiny of the delivery of our strategic priorities.
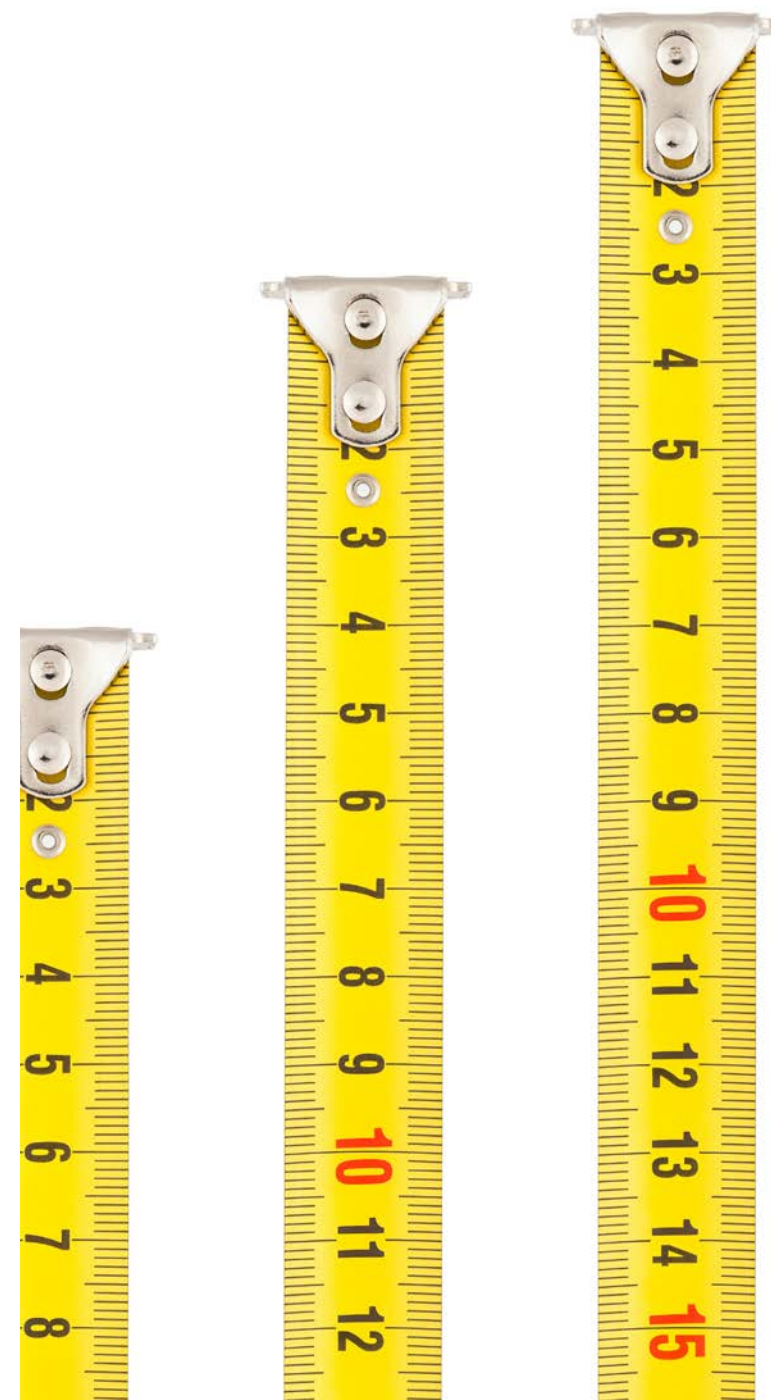
7. How We Are Funded

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

We will continue to receive £1.656M from Scottish Government, part of the local government block expenditure grant. This core grant funds our core capacities: continuous improvement, including self-assessment, the Local Government Benchmarking Framework and peer collaborative improvement; organisational development, including our work on 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.

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

- We will continue to receive £2.7M, ring-fenced in the local government grant settlement, for the delivery of our Digital Public Services. We will also continue to receive £1.4M from Scottish Government 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.

- 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 will continue to 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 cashflow management of funds received in advance of need, we aim to maximise interest on deposits, which amounted to £100k in the financial year to 31 March 2024.

- We will continue to explore business development and growth opportunities for the benefit of local government, in line with our Strategic Framework and IS Prospectus.

- Building on a successful pilot, we will roll out 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 2024/25

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

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Solace/IS Transformation Programme	The Solace / IS Transformation Programme was formally launched at the Solace Conference in September 2023. Since the launch, the IS Programme Management Office has been coordinating the recruitment of volunteers to support the delivery of the programme, commence each of the projects and also working to establish the Leadership Practitioner Forum. Throughout 2024/25, we will aim to: • Further enhance the expertise and capability for each of the projects through the continued recruitment of volunteers from across the local government sector. • 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. • 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 initial business cases / proposals for discussion with the Solace 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 work	Gerard McCormack, Head of Transformation, Performance and Improvement	By March 2025, we will have provided the Solace Scotland branch with a number of initial business cases / proposals for discussion to enable the realisation of efficiencies and options for alternative service delivery models.	Core grant

Supporting Transformation, Performance and Improvement

Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Change Management	We will continue to develop our offer of change management support to enhance skills and knowledge to support councils with transformational and operational level change. This will include: the continued development of the Change Managers' Network both on the Knowledge Hub and through events. We will continue to respond to the needs of councils by providing tailored support where requested, and developing resources such as our online service design tookit that all councils can access. We will also focus on developing support for strategic leaders in change and transformation. Examples of our deliverables include the following: • We will host our Change Manager's networking event online at least every eight weeks. All 32 local authorities will be invited and encouraged to participate including sharing practice and lessons learned. • We will listen and respond to requests from councils and tailor support to make best use of resources and share across the network, when appropriate. • We will build on the content already available on our website and Knowledge Hub and further develop our Toolkit Series. • We will establish a network for local government colleagues in the early stages of their careers who are looking to progress through local government to ensure they have the skills and connections to support the future of local government.	Clare Sherry, Programme Manager, Change Management	Local authority colleagues will have improved skills and knowledge to deliver change and transformation.	Core grant

Supporting Transformation, Performance and Improvement

Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Organisational Development/ Workforce Planning	We will continue to develop the resources and support for organisational development in councils and partner organisations. We will continue to work with our organisational development network providing support to enhance skills, knowledge and capability for effective approaches to organisational development, culture change, workforce planning, facilitation and leadership. Our deliverables include the following: • Host Organisational Development Network events virtually every 6-8 weeks encouraging participation from all 32 local authorities. • Run webinars on a range of topics of interest and relevant to current organisational priorities and challenges. • Offer Headspace Sessions providing support for colleagues on organisational development and wellbeing issues. • Review and further develop our workforce planning guidance and resources. • Work with network members to share organisational development and leadership development learning resources.	Amanda Spark, Programme Manager, Organisational Development	Local authority and partner colleagues will have enhanced skills and knowledge to support organisational change and transformation.	Core grant
Organisational Development/ Workforce Planning	We will continue to actively work with public service partners to provide opportunities for cross public service organisational development learning and networking. This will include: • Working with partners to share leadership development practices and resources and to look for opportunities for joint working and activities. • Participating in the LGA Workforce Planning Network and collaborating to share resources and learning.	Amanda Spark, Programme Manager, Organisational Development	Strong relationships and enhanced skills and knowledge to support organisational development.	Core grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Self-Assessment	We will continue to develop and deliver a wide range of self-assessment support to councils and partnerships and will further integrate partnership working around self-assessment to support Health and Social Care Partnerships and Integration Joint Boards. This will include: • Delivering self-assessments and improvement planning sessions online, making it easier for councils and partners to participate. • Working with councils who are new to PSIF, with support around piloting self-assessment and the training of officers to undertake the process. • Supporting the Peer Collaborative Improvement process with self-assessment activity to identify areas for improvement in the process.	Barry McLeod, 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
Peer Collaborative Improvement	We will launch and deliver our new Peer Collaborative Improvement service, which will support sector-led improvement in a range of service areas.	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

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Democratic Governance Support	We will support effective democratic governance in Scottish local government. We will do this by: • developing the capacity of officers to support effective democratic governance in Scottish Local Government • providing national development resources, such as briefings, guidance 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 • supporting councils to empower local people to become active citizens and get involved in shaping decisions that affect them.	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

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Communications	We will continue to embed our communications strategy and plans, ensuring a consistent and corporate approach across all IS communications. This will include: 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. 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 work We will also: • Support teams as they implement their communications plans. • Produce an annual communications review, reporting on our communications activities and highlighting successes, lessons learned, and areas for improvement.	Martin MacKinnon, Digital Services Manager	Better collaboration and knowledge sharing across teams and individuals.	Core grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Economic Development	We will work with Solace, SLAED, COSLA, PHS and the Scottish Government to support approaches to regional working, a wellbeing economy, a green, sustainable economic recovery and other local government priorities relating to economic development. Our deliverables will include: • Engagement with Scottish Government around wellbeing economy approaches, linking local government into awareness raising and learning opportunities. • Exploring how wellbeing economy approaches can be embedded in other IS programmes. • Working with PHS and Scottish Government, and IS Research, to consider how progress on delivering a wellbeing economy can be measured across a range of different service areas, using the Scottish version of the Carnegie Gross Domestic Wellbeing Indicators as a starting point.	Miriam McKenna, Programme Manager, Inequality, Economy and Climate Change Hannah Brown, Project Manager, Economic Outcomes	Greater knowledge and understanding as well as better joining up of services and programmes at IS and local service level. A 'once for Scotland' approach is taken to understand how to measure impact on a wellbeing economy, making it simpler and clearer for officers to consider indicators at a local level.	Core grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
SLAED	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: • Organisation and support at SLAED Executive meetings and other subgroups as required. • The organisation of the SLAED AGM and a range of themed events throughout the year. • Annual collation and publication of the SLAED Indicators Report. • Undertake a review of the SLAED Indicators. • Support SLAED with research, collation of consultation responses and other ad hoc support as required • Support SLAED to engage with Solace lead for the economy • Make connections into other thematic areas e.g. child poverty, just transition to net zero, planning, childcare and transport.	Hannah Brown, Project Manager, Economic Outcomes Miriam McKenna, Programme Manager, Inequality, Economy and Climate Change	Local economic development officer voice is heard at local, regional and national level and informs policy development and delivery. Engagement and practice sharing between economic development officers is improved and promotes improvements in service delivery. Economic development officers are better connected locally with officers in other related and complementary service areas and joining up practice and priorities.	SLAED SLA

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
SCOTS (Scottish Collaboration of Transportation Specialists)	We will continue to provide support to SCOTS through a Service Level Agreement. This includes support to: • Arrange meetings and issue agendas, papers and draft minutes for the Executive Board and weekly Strategic Issue Group meetings • 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 SCOTS. • Provide support and administration to SCOTS Knowledge Hub groups • Provide an event management service for the annual SCOTS conference and twice-yearly Business Meetings.	Angela Mairs, Business Support Assistant	Enhanced engagement and knowledge sharing across the Society.	SCOTS SLA

Supporting Transformation, Performance and Improvement

Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Employability	We will continue to support the alignment and integration of No One Left Behind (NOLB), Scottish and Local Government's joint commitment to transforming the employability delivery landscape. High level deliverables will include: • Strengthening Local Employability Partnerships, enabling collective leadership, collaboration across workstreams and the delivery of improved outcomes at a local level, proactively tackling poverty and inequalities in the labour market. • Supporting further implementation of the next phase of NOLB, which sees additional requirements to support those with a disability, long-term health condition or at risk of becoming long-term unemployed. • Delivering a programme of training and capacity building workshops to build knowledge of the NOLB ambition and products across LEP partners and other key stakeholders • Raising understanding and awareness of the range of local government commissioning processes across all stakeholders to ensure a more effective and inclusive process of awarding employability funds. • Embedding and 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 to contribute to national workstreams.	Susie Donkin, Employability Partnership Manager	Strengthened relationships between SG/LG/key stakeholders including the third sector. Local Employability Partnerships will more effectively deliver the No One Left Behind ambition. LEPs will be more aware of the different procurement routes available to them, and stakeholders will be more aware of how to apply for employability funds. Better sharing of data and other information to evidence the impact 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.	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	**Deliverable**	**Lead Officer**	**Expected Project Impact**	**Funding Source**
Child Poverty	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: • Review Local Child Poverty Action Reports (LCPARs) and provide feedback to lead officers, focused on improvement. • Continue to support the self-evaluation process, better co-ordinating support from across the national partners. • Co-ordinate and host the Child Poverty Peer Support Network. • Share practice from LCPARs across Scotland and provide improvement support in areas where there are gaps. • Support leads to ensure that tackling child poverty is at the heart of recovery from Covid-19 and cost of living crises. • Deliver briefing notes and webinars for elected members. • Co-chair the National Partners Co-ordination Group. • Work with national partners to deliver the joint work plan and identify how to jointly support local areas on key thematic issues. • Finish work on the rural child poverty project, exploring data gathering and information governance around data sharing, and identify how this will be shared with the wider network.	Hanna McCulloch, National Coordinator, Local Child Poverty Action Reports Miriam McKenna, Programme Manager, Inequality, Economy and Climate Change	LCPARs better reflect prioritised , how local areas are tackling the drivers of child poverty, how priority groups are targeted and how they sit within wider strategic priorities. Local authorities and health boards are able to learn from each other and improve practice. A cohesive offer of support is available to local government and NHS boards from across the national partners. Work to tackle child poverty is more effective and is making a difference.	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
United Nations Convention on the Rights of the Child (UNCRC)	We will provide support for the implementation of the UNCRC across local government, hosting a project manager and project officer to: • Act as a champion for children's rights and promote the inclusion of children and young people in decision-making • Deliver a collaborative action learning programme • Facilitate and host a peer support network constituted of officers from across all local authorities in Scotland • Produce quality learning materials as required, linking with other IS teams to ensure effective dissemination • Support councils to identify practical action which will further embed and improve the realisation of children's rights across their services, not just within children's services/education • Liaise with other programmes and professional networks to support and encourage them to share, promote and mainstream a child's rights based approach • Lead on the delivery of webinars and briefing notes for elected members via the Elected Member Development Programme • Host an implementation partners space • Provide training/upskilling via webinars for officers. • Work with partners to help co-ordinate and deliver national, regional and local events in order to share good practice and learning. • Establish and maintain a UNCRC implementation Knowledge Hub as an online repository to share resources and learning.	Rebecca Spillane, Project Manager, UNCRC Implementation Miriam McKenna, Programme Manager, Inequality, Economy and Climate Change	Local authorities are better able to implement the UNCRC in relation to Scots Law and across services. Local government influences the development of national guidance. Children's rights are better upheld and local authority officers feel more confident in supporting children's rights across a wide range of services.	SG Specific Grant

Supporting Transformation, Performance and Improvement

Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Whole Family Wellbeing Fund	The Whole Family Wellbeing Funding (WFWF) is a £500 million investment over the life of this Parliament (2022 to 2026) to: • support the whole system transformational change required to reduce the need for crisis intervention • shift investment towards prevention and early intervention Our role will focus on building the bridge between national and local government by establishing and leading a learning network to share practice, support collaboration and ultimately deliver real change for local government. • We will work with the development group, a group of self-selected individuals, to co-create a programme of events that meet the needs of Children Services Planning Partnerships (CSPPs). • We will plan, design and facilitate 'Link and Learn' sessions to provide an informal space to share and learn from each other. • We will plan, design and facilitate 'monthly mingles' which is an open space format to allow colleagues to build connections and share learning informally. • We will work with the wider WFWF programme to support learning activity across the programme as needs develop. • We will curate and maintain a Knowledge Hub group to enable CSPPs and relevant stakeholders to share learning and knowledge and to access a range of resources, materials and tools to support the implementation of WFWF in their own areas of work	Clare Sherry, Change Management Programme Manager	Councils and partners will have a channel to share practice and learning to reshape whole family support.	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
The Promise	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. We will also continue to support the work of the Local Government Promise Programme Board in the development of indicators for local government, and, with other sector level improvement support it requires.	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
Recovery & Delivery: School Age Childcare	Local Authority School Age Childcare Network • We will lead and develop the Local Authority School Age Childcare Network • This will be an important communications channel between Scottish Government and relevant Local Authority stakeholders and will enable stronger communication from Scottish Government around School Age Childcare policy commitments, developments, and the role of Local Authorities within that.	Adam Hall, Programme Manager	Councils, and the wider school age sector, will be supported in the development and delivery of an expanded childcare offering for school age children.	SG Specific Grant

Supporting Transformation, Performance and Improvement

Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Recovery & Delivery: Early Learning and Childcare	Support Councils in ELC Service Improvements • Support councils in addressing the thematic challenge of 2-year-old uptake, continuing to work with Local Authorities to understand the stakeholders and processes involved in 2-year-old uptake to meet the needs of children and families, identifying, and understanding good practice and giving direct support to authorities in implementing good practice and service improvements. • Improve Guidance and Processes in Setting Sustainable Rates. Work with Local Authorities to support the sharing of good practice in the application of sustainable rates best practice by facilitating events with a particular focus on building and maintaining constructive relationships with partner providers. • Support councils in workforce planning improvements and implementation of the Sector Workforce Strategy Assurance and Delivery Support • Continue with the Improvement Service ELC Delivery Progress Reporting into academic year 2024-25 and beyond to give an overlap with the new census mechanism and implementation of SEEMIS • Support councils in workforce planning improvements, utilising experience in ELC to understand workforce requirements and support workforce planning, recruitment, and retention. • Periodic engagement with local authorities to understand status of local ELC services; • Support the definition and delivery of the Outcomes Measurement Framework for funded early learning and childcare in Scotland which is jointly owned and supported by Scottish Government, local government, and sector delivery partners.	Adam Hall, Programme Manager	Effective mechanisms will be in place to assure the delivery of ELC services across Scotland, including communicating successes and challenges facing stakeholders.	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
	• Support the ELC Quality Improvement Group by collating and analysing data on the quality of ELC settings across Local Authorities and the private, voluntary, and independent sector Source and develop content that benefits the ELC sector, evidences the benefits being realised, informs local authorities' ELC service planning and can be used as promotional material • Bring together experts on specific topics including workforce recruitment and retention, SEEMIS, quality improvement to deliver events that are of value to ELC colleagues • Create and maintain a knowledge bank that brings together the various policy details of the expansion for use as a reference tool (using Khub). Create, curate and maintain other Khub groups as required (e.g., SEEMIS, Deferrals).			

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Tackling Violence Against Women	We will continue to co-ordinate the National VAW Network and work to ensure that every local authority area in Scotland has a high performing multi-agency Violence Against Women Partnership that engages effectively with community planning processes. We will support VAW Partnerships across Scotland to use the Equally Safe Quality Standards and Performance Framework to measure, demonstrate and further improve the progress being made to tackle violence against women and girls within local communities. Deliverables will include: • Supporting local authorities to adopt a multi-agency approach to implement the refreshed 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. • Launch a refreshed Equally Safe Quality Standards and Performance Framework and support local authorities to use it to generate learning on progress being made to tackle violence against women at a local and national level and identifying examples of good practice and shared challenges. • Developing guidance and tools to support local authorities to embed survivors voice and lived experience into system and service design processes in a high quality, sustainable and trauma-informed way. • Providing evaluation support to local authorities working to embed the Safe & Together model to help them to measure and demonstrate the extent to which local services, systems and workforces are domestic abuse informed, and to identify areas for potential improvement.	Joanna McLaughlin, Programme Manager, Protecting People	Local authorities, and their 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.	SG Specific Grant

Supporting Transformation, Performance and Improvement

Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Adopting a Trauma Informed Approach	We will support local authorities to engage with the National Trauma Transformation Programme and identify actions they can undertake to ensure local organisations, systems and workforces better respond to the needs of people and communities experiencing trauma. Deliverables will include: • Continuing to bring together local Trauma Champions, lead officers and key stakeholders to share experiences, learning, good practice and shared challenges; • Continuing to develop tools and resources to promote a whole system, person-centred approach to embedding trauma-informed practice and policy in system and service design that identifies opportunities to strengthen links across relevant policy agendas; and • Supporting local authorities and community planning partners to use the Roadmap for Trauma-Informed and Responsive Change to identify actions they can take to embed a trauma-informed approach across their systems, services and workforces and help them to put systems in place to monitor and evaluate the impact of this work.	Laura James, National Improvement Lead – Trauma 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 people affected by psychological trauma.	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Place-Based Approaches	We will continue to promote, facilitate and develop place-based working including its input into climate crisis action, delivering Scotland's Public Health Priorities, the Scottish Government Planning (Scotland) Act 2019, National Planning Framework 4, and the Digital Planning Strategy. We will continue to work with partners (COSLA, Public Health Scotland, Scottish Government) to support and promote the effective use of Place and Wellbeing Outcomes when delivering on priorities around climate change, Covid recovery and public health. We will promote the Place Principle, 20 minute neighbourhood/ local living ambitions and the Place Standard. • We will deliver the Shaping Places for Wellbeing Programme, which is a delivery partnership with Public Health Scotland to support place-based work that creates conditions for better wellbeing by enabling system-wide action to improve wellbeing of people and planet and reduce inequalities. • We will help connect councils better with good practice, support elected members' knowledge and scrutiny on this issue and work to embed the value of place-based approaches across the full range of service areas and professional groups that have a role to play. • We will take action on embedding the Place and Wellbeing Outcomes.	Irene Beautyman, Place and Wellbeing Partnership Lead	Councils are supported to collaborate with partners on place-based approaches with an emphasis on prevention and early intervention. Delivering places that enable wellbeing of communities.	Core Grant + SG specific grant + Health Foundation grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Planning Skills	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. High level deliverables will include: • 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.	Trevor Moffat, Project Manager, Planning for Place Irene Beautyman, Place and Wellbeing Partnership Lead, Planning for Place Programme Manager	Engagement and practice sharing between Planning officers is improved and promotes improvements in service delivery.	HOPS SLA
HOPS	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: • 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.	Trevor Moffat, Project Manager, Planning for Place Irene Beautyman, Place and Wellbeing Partnership Lead, Planning for Place Programme Manager	Local Planning Authority voice is heard at local, regional and national level and informs policy development and delivery.	HOPS SLA

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
National Planning Improvement	We will support improvement within the Scottish planning system by: • Piloting a new National Planning Improvement Framework to allow planning authorities to self-assess their performance and identify what steps need to be taken to improvement performance. This will be supported by a collaborative peer review process where planning authorities will work with one another and stakeholders to identify and act on the areas of improvement • Developing approaches to support people and organisations to better source, share and apply good practice • Undertaking analysis and engagement to identify key strategic challenges for planning services across Scotland and brokering discussion to address these and identify possible solutions.	Craig McLaren, National Planning Improvement Champion	Planning authorities will embed assessment-based improvement and good practice Strategic challenges facing the planning system are identified and tackled.	SG Specific Grant
Scottish Climate Intelligence Service	Working with the Edinburgh Climate Change Institute, Sustainable Scotland Network, Scottish Government and COSLA we will support the set up and development of the Scottish Climate Intelligence Service. We will: • Procure a common data platform for Scotland to coordinate and enhance delivery of area-wide emissions reduction plans. • Build capacity across all local authority functions 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 Kilgallon, Capacity Building Manager – Scottish Climate Intelligence Service Miriam McKenna, Programme Manager, Inequality, Economy and Climate Change	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. 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 delivery of the Climate Change Plan.	Scottish Government and Local Government grant funding

Supporting Transformation, Performance and Improvement				
Project	**Deliverable**	**Lead Officer**	**Expected Project Impact**	**Funding Source**
Recovery & Delivery: Public Service Reform	**Support Change in Local Authorities** • Support the expansion of Pathfinder Projects by continuing with direct support to Local Authorities in supporting the design and delivery of specific change programmes that embed an outcome focused and person-centred approach into service planning and delivery of reform. • This will include coordination of work between public and third sector along with community planning partners, supporting and challenging the development and implementation of service change and transformation plans. • Support collection and distribution of shared learning and best practice that can be used to drive further place-based approaches to service change. • Establish a strong and systematic link between Scottish Government's reform work and the Solace/IS Transformation Programme, enabling co-ordination and visibility between the two. **Support Community Planning Managers' Network** • Work with the Community Planning Managers' Network (CPMN), supporting its use as a forum to develop and embed a shared vision for partnership working - identifying the current barriers and exploring ways to strengthen relationships so that more collaborative working across the community planning partners can be put into practice. • Perform a secretariat role for the CPMN to support the chair of the network and provide administrative support for meetings of the Network.	Adam Hall, Programme Manager	Working with local authorities and their Community Planning Partners, we will support and assure the delivery and development of public services that exemplify the Christie Principles.	SG Specific Grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Health and Social Care Integration	• We will work with national improvement bodies to deliver collaborative improvement support to integration authorities. As a member of the National Organisations' Integration Huddle which meets bi-monthly as part of the Ministerial Strategic Group recommendations, we are offering improvement support directly to chief officers in Health and Social Care Partnerships (HSCPs) in an annual meeting, with further Named Person meetings held to progress identified work. This approach is called Joint Account Management (JAM) and includes the Care Inspectorate; NHS National Services Scotland; NHS Education for Scotland; Scottish Social Services Council; NHS24; Healthcare Improvement Scotland; Public Health Scotland and the Scottish Government. The IS PSIF team are leading this approach on behalf of the Huddle Group. • We will provide self-assessment support for IJBs to both support continuous improvement in IJB/HSCPs.	Barry McLeod, Programme Manager, PSIF	This joint offer of improvement support simplifies access for chief officers of HSCPs to the national improvement bodies and clarifies the improvement requirements that chief officers and their senior teams are identifying. This process is also serving to increase synergies and collaborative working between the improvement bodies themselves through this joint process.	Core grant

Supporting Transformation, Performance and Improvement				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Community Councils	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: • 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 (i.e. effective complaints processes and innovations to Schemes of Establishment).	David Barr, Programme Manager, Democratic Governance Brian Davey, Communications Officer, Community Councils	Community Councillors will be better placed to make a positive contribution to their communities and the governance of the local area. Councils will be better placed to work effectively with their Community Councils and will implement better governance and support arrangements.	SG Specific Grant

Supporting Transformation, Performance and Improvement

Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Community Planning Improvement Board (CPIB)	We will continue to support the CPIB in their work to: • Support local systems and partnerships to develop the leadership, influence, services and approaches that are effective in improving outcomes, particularly for the most vulnerable • Set the strategic vision for Community Planning Partnerships to carry out this vital role • Understand what support, innovation and/or change is needed to make community planning work more effectively for and with local communities • Capture and share good practice that is happening locally, and help identify and address barriers which are preventing progress	Emily Lynch, Benchmarking and Performance Management, Programme Manager	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. We will surface with Scottish Government Ministers those barriers which are getting in the way of delivering person-led services.	Core Grant

Digital Public Services

Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Governance	We will implement a new governance process for Digital Public Services in conjunction with our funders. We will ensure strategic and operational alignment across the Digital Public Services portfolio and other platforms. We will ensure our partnerships continue to be governed effectively and that agreements and governance mechanisms are reviewed at least annually to ensure that they remain fit for purpose.	Andrew Campbell, Head of Digital Public Services	Provide continuity and stability of service for all DPS Portfolio products and services, enabling local government and other customers to continue to provide services to their citizens/ users. Supporting local government to deliver on their priorities and commitments.	DPS Grant
Future Strategy	We will endeavor to build on our assets, capacities, and skills within DPS to identify opportunities to deliver more digital shared services and shared resources for Scottish local government. As requested by our customer base we will: • Commence the development of a Digital National Entitlement Card. • Commence the development of an Android and IOS App for Young Scot Membership. • Work with the local government family to explore digital options for the visitor levy implementation, including the potential role our existing digital assets could play. • Commence the scoping of a national shared service for Blue Badge applications and licensing applications.	Andrew Campbell, Head of Digital Public Services	By delivering an increased range of shared services and resources to local authorities and their partners, we will be able to identify cost savings and provide examples of how our shared services/resources increase the resilience and sustainability of the sector.	DPS Grant

Digital Public Services

Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Digital Strategy	We will continue building on the strong foundations of the myaccount services and increase additional value to the national local government asset, by seeking opportunities to align closely with the Digital Identity Scotland Programme where 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
Digital Strategy	We will continue to work jointly with the Scottish Government and the local government family, contributing to the delivery of Scotland's Digital Strategy.	Andrew Campbell, Head of Digital Public Services	Supports the measures laid out in the Digital Strategy which will ensure that Scotland will fulfil its potential in a constantly evolving digital world. Supporting the collaboration between local government and Scottish Government to jointly deliver the strategy.	DPS Grant
Information Assurance and Information Security	We will continue to maintain regulatory and legislative compliance to protect individuals' privacy and manage risk. This will include: • Protecting and maintaining ISO27001 certification status, as we enter a new 3-year audit cycle with a forthcoming external audit in September 2024 • Implementing appropriate risk management policies and strategies as an ongoing activity • Providing a focus for UK GDPR and associated activities • Maintaining a focus on the UK Government Digital Identity Trust Framework, to analyse and assess implications and to make recommendations for how we respond	Cameron Walker, Strategic Technical and Security Advisor Daniel Glennie, IT Security Manager	Provide continuity and stability of service for all DPS Portfolio products and services, enabling local government and other customers to continue to provide services to their citizens/users.	DPS Grant

Digital Public Services				
Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Information Assurance and Information Security	• 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. • Developing and maintaining a Cyber Awareness Training Programme, securing the full participation of all staff in it. • Defining requirements and evaluating options for a Managed Security Operations Centre, to provide an even higher security capability and posture, and to minimise cyber security risk.	Cameron Walker, Strategic Technical and Security Advisor Daniel Glennie, IT Security Manager	Provide continuity and stability of service for all DPS Portfolio products and services, enabling local government and other customers to continue to provide services to their citizens/ users.	DPS Grant

Digital Public Services				
Area	**Deliverable**	**Lead Officer**	**Expected Project Impact**	**Funding Source**
Technical Assurance	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: • Implementing the Cloud Hosting Strategy - we have begun the migration of our infrastructure to the public cloud and will expand the migration as part of the renewed hosting services contract, adding in even more resilience and flexibility to how services are managed and operated. • 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
DPS Operations	We will ensure that service availability to service providers and users remains at, or near, 100% availability levels. Customer service enquiries will be acknowledged, responded to, and resolved in line with SLA's.	Jillian Edwardson, Customer Service Manager	Access to DPS services is maintained and customer resolutions are responded to in an expedited manner to ensure swift access to services for users.	DPS Grant

Digital Public Services				
Area	**Deliverable**	**Lead Officer**	**Expected Project Impact**	**Funding Source**
DPS Product Development – Portfolio	We will refine and implement the Development Roadmap for myaccount and the wider portfolio. We will continually improve, review and enhance all platforms based on customer feedback.	Fiona Gray, Product and Project Manager	Increased customer satisfaction, more customers using our platforms which will in turn reduce workload for council staff e.g. more parents using parentsportal will mean fewer permission slips being printed and manually chased by office staff.	DPS Grant
DPS Product Development - myaccount	• Maintain continuity of service for the myaccount service. • Continue to enhance the new user interface of mygovscot myaccount (launched in early 2024) based on customer feedback. • Continue to enhance the user interface of the agent portal for the mygovscot myaccount identity verification service (launched in late Oct) which is used by tellmescotland organisations for digital Right to Work checks. • Explore the feasibility of adding the Yoti docscan process into the myaccount platform which enables citizens to verify their account using uploaded documentation. • Explore the feasibility of offering password less myaccount authentication using voice pattern or FIDO authentication passkeys.	Fiona Gray, Product and Project Manager	Supporting local government and the wider public sector to deliver their online services. Offering new options to citizens to verify their myaccount and access a larger basket of services online. Easier and faster access for citizens to access their myaccount and reduce the risk of phishing attacks.	DPS Grant

Digital Public Services

Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Product Development - parentsportal	• 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	Increase in numbers of parents using parentsportal.scot which then supports councils in reducing costs around non-digital communications with parents e.g. paper ADC or permission slips. Increase in numbers of parents using parentsportal.scot	DPS Grant
DPS Product Development – National Entitlement Card (NEC)	We will deliver a new app for Young Scot NEC holders in autumn 2024, which will include a digital NEC component to be used on a Show and Go basis.	Fiona Gray, Product and Project Manager	Supporting NECPO, Young Scot and local government to deliver on their priorities and commitments.	DPS Grant
DPS Product Development – getyournec.scot	We will continually improve, review and enhance getyournec.scot based on customer feedback	Fiona Gray, Product and Project Manage	Supporting local government to deliver on their priorities and commitments.	DPS Grant

Digital Public Services				
Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Business Development - Portfolio	We will continue helping citizens manage their relationships with public services, online and offline. We will maintain continuity of service for services, operating and managing them effectively, resiliently, and innovatively. We will continue to expand service uptake, adoption, and usage levels, making refinements in response to customer and stakeholder needs. Business Development within DPS will continue to be pro-active and seek every opportunity to promote the DPS portfolio of products and its offering.	Julie Edington, Business Development Manager	Supporting local government to deliver on their priorities and commitments. Contributes to helping local government reduce their carbon footprint by offering digital solutions. DPS team trusted as the 'go-to' for digital business solutions in local government.	DPS Grant
DPS Business Development - myaccount	• Grow myaccount registered subscriber numbers to 2.6M annually by 31 March 2025. • Expand authentication request volumes to 18.5M annually by 31 March 2025. • Create a 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. • Onboard 10 councils and other public sector organisations that use myjobscotland, to the Identity Verification Right to Work service via mygovscot myaccount • Pro-actively seek to expand myaccount (beyond local government) and work with service providers and partners that can utilise myaccount to help enhance the user experience for their customer base.	Julie Edington, Business Development Manager	Platform will continue to grow; not only are we hoping to see an increase to 2.6M accounts but also to hit 18.5M authentication requests annually. Supporting local government to deliver on their priorities and commitments. Branching out working with new customers to offer them the 'toolkit' of benefits that myaccount offers.	DPS Grant

Digital Public Services

Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Business Development - parentsportal.scot	• Increase parentsportal.scot footprint to 21 councils, 1,550 schools, 200,000 parents, 250,000 pupils by 31 March 2054. • Expand total authentication request volumes to 3.5M by 31 March 2024. • Continue to pro-actively target local authorities that have yet to onboard and offer demos and anything else that may be required of them to onboard the platform. • Continue to promote usage of the parentsportal.scot marketing toolkit as well as monitor usage of toolkit. • Offer the training platform to councils that have onboarded to enrich their understanding of the platform.	Julie Edington, Business Development Manager	By continuing to grow, usage of the platform will help create cost savings for the councils that have onboarded as the platform offers a digital solution which means fewer manual steps and less paper printed to be dropped in school bags. It will also help to ease phone calls, emails, and other forms of communication to the schools. 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. Marketing toolkit will help councils to promote parentsportal.scot amongst parents and showcase its offerings which in turn can help increase uptake.	DPS Grant

Digital Public Services

Area	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Business Development - getyournec.scot	Continue to support the Young Persons' Free Bus Travel Scheme and process up to 570,000 applications, and 1.1 million overall for National Entitlement Card applications by 31 March 2025	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
DPS Business Development - bisaccount.scot	Integrate bisaccount.scot with three councils by 31 March 2025 to support local businesses in transacting online securely. Work closely with Product Development team to support the re-design of bisaccount, improve the customer journey, continuously monitor feedback and increase usage and uptake of the 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

Digital Public Services				
Area	**Deliverable**	**Lead Officer**	**Expected Project Impact**	**Funding Source**
TellMeScotland	Work closely with the Product Development team and Spatial team to support the re-design of TellMeScotland, improve the customer journey, continuously monitor feedback and increase usage and uptake of the platform.	Julie Edington, Business Development Manager	Public notices across Scotland are published in a single online location. Improved accessibility to statutory information	
DPS Business Development - Young Scot	Facilitate growth in usage and impact of the Young Scot Membership Platform - powered by myaccount - helping to drive up membership numbers to 160,000 by 31 March 2025.	Julie Edington, Business Development Manager	Growing the platform will in turn help to support young people of Scotland by helping them to access the benefits and discounts that Young Scot offers.	Young Scot Funding

Digital Public Services				
Area	**Deliverable**	**Lead Officer**	**Expected Project Impact**	**Funding Source**
National Entitlement Card Scheme	We will continue to ensure the smooth delivery of the National Entitlement Card (NEC) Scheme. We will: • Ensure the new contracts agreed in 2021 for card application management, bureau services and smartcard supply are performant and meet Service Level Agreement (SLA) obligations • Ensure National Entitlement Cards are produced and issued in line with SLA obligations • Ensure the NEC Stakeholder Forum, led by NEC Programme Office, is maintained as an effective interface with councils and other scheme users • Lead the delivery of the scheme's business development plan focused on increased card usage and exploitation in conjunction with the NECPO and scheme users • Maintain the scheme's regulatory and legislative compliance • Maintain alignment of the scheme with the Digital Public Services' roadmap. • Integrate the Young Scot card with the PASS Scheme's Verify App, which will enable vendors/security staff to verify the legitimacy and age of cardholders and eliminate fraud.	Tony Jones, NEC Programme Manager Andrew Campbell, Head of Digital Public Services	Supporting local government to deliver on their priorities and commitments. Supporting Scottish Government to deliver on key national objectives.	DPS Grant/ Transport Scotland U22 Funding

Data and Intelligence				
Project	**Deliverable**	**Lead Officer**	**Expected Project Impact**	**Funding Source**
Geospatial support services	We will explore options to provide a geospatial support service to assist with the maintenance and publication of geospatial information by local authorities and partners. The offer could include data hosting and publication, a dataset management service (including the corporate Address and Street Gazetteers), provision of analytics and insight, reporting capabilities and the provision of user training	Ron Wilkinson, Spatial Information Services Programme Manager	We will be able to expand 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. The improved geospatial data will enhance national datasets for key use cases by partners and citizens. We will generate income to cover resourcing.	External Funding Sources

Data and Intelligence

Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Spatial Hub	We will continue to support the Spatial Hub software and infrastructure, including a series of technical upgrades in order to best meet the needs of the data users. This includes new user sign up and authentication systems, usage statistics and more. We will continue to work with local authorities to extend the range of spatial datasets and improve the quality of spatial information available. As part of this we will: • Conclude the migration of the Spatial Hub architecture use of Amazon Web Services (AWS), enabling more advanced usage collection, increasing resilience of the platform and furthering the use of technologies such as remote databases and serverless code for other teams. • Implement new data formats and web mapping functionality. • Add upload schema validation so that some datasets can be shared with the Spatial Hub in a more automated way.	Ron Wilkinson, Spatial Information Services Programme Manager	Continuity and stability of enhanced Spatial Hub services. Spatial Hub users will have access to an increased range of spatial datasets, of improved quality. Increased range and format of key national datasets available	Gazetteer Revenue/ Spatial Hub
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.	Ron Wilkinson, Spatial Information Services Programme Manager	Key national datasets are publicly available	SG Specific Grant
Spatial Hub	We will continue to work with our existing Spatial Hub commercial partner to serve Spatial Hub data to non-public sector users, whilst also exploring additional future partnerships to increase the customer base.	Ron Wilkinson, Spatial Information Services Programme Manager	Revenue generation through commercial partner sales and greater use of IS data assets	Gazetteer Revenue/ Spatial Hub
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 utility companies, the Climate Intelligence Service and the NHS.	Ron Wilkinson, Spatial Information Services Programme Manager	Potential increase in commercial income for IS and greater use of IS data assets	Gazetteer Revenue/ Spatial Hub

Data and Intelligence				
Project	**Deliverable**	**Lead Officer**	**Expected Project Impact**	**Funding Source**
One Scotland Gazetteer (OSG)	As the authoritative street and addressing source for Scotland, the One Scotland Gazetteer shall continue to support and underpin systems across the Scottish public sector. The information forms the bedrock of the emergency services' command and control operations as well as over 80 different public sector organisations. We will continue to work with local authority gazetteer custodians and Ordnance Survey/GeoPlace to improve and enhance the data for these users, and promote the use of the OSG API, allowing real-time access to the authoritative data.	Ron Wilkinson, Spatial Information Services Programme Manager	More efficient public services through centralised information source. Access to the most comprehensive and current addressing dataset in Scotland. High data currency and reliability.	DPS Grant/ Gazetteer Revenue
TellMeScotland	We are currently redeveloping the TellMeScotland platform to enhance the user experience and increase site usage. The redesigned site is to be launched in May. The redevelopment includes enhanced user functionality, while further automating the uploading of the key councils notices provided (planning, traffic, licensing, general and councillor surgeries).	Ron Wilkinson, Spatial Information Services Programme Manager	Public notices across Scotland are published in a single online location. Improved accessibility to statutory information	Gazetteer Revenue/ Spatial Hub
Digital Planning	We 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. We shall also continue to support Heads of Planning Scotland and support the key agencies, providing a critical engagement role.	Ron Wilkinson, Spatial Information Services Programme Manager	Seeking to unlock the value of planning data. Opening up data services and opportunities will help to drive the digital economy.	SG Specific Grant

Data and Intelligence				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Cloud Connector Framework	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 IS portal . 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.	Will Hensman, Project Manager (Land and Property)	Saves resources in local authorities from not having to manually upload Gazetteer exports everyday/week Provides a more robust, automated and reliable way of obtaining data from local authorities Reduced time lag from local authorities data submission to data being available to users	Gazetteer Revenue/ Spatial Hub
DPS Product Development – Data Hub	Maintain continuity of service for the Data Hub.	Fiona Gray, Product and Project Manager	Supports local government and service providers to cleanse their data quicker and save more of their time.	DPS Grant

Data and Intelligence				
Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Business Development - Data Hub	Increase adoption and impact of the Data Hub to 38 organisations by 31 March 2025.	Julie Edington, Business Development Manager	Cleansing data can be complicated, time consuming and a labour-intensive process but Data Hub eases those pain points and continues to be an effective solution for the Scottish public sector, helping to derive quality and accurate local data, to inform decision-making. This will save users of Data Hub time/effort/resource and their project money.	DPS Grant
DPS Product Development – datapipeline.scot	• Maintain continuity of service for datapipeline.scot to enable Scottish Government to securely distribute and sort early learning and childcare data for eligible parents of children aged 1.3–3 years old. • Explore other use cases for datapipeline.scot in 2024.	Fiona Gray, Product and Project Manager	Provides one national platform to securely distribute and sort data, saving each council from developing their own solution. Reusing the same platform for other use cases will prove cost-effective for service providers.	SG ELC Grant

Data and Intelligence

Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Business Development – datapipeline. scot	Aim to get the remaining local authorities onboarded with datapipeline.scot by March 2025. Explore other use cases for datapipeline.scot. Seek opportunities to have other organisations/local government use it.	Julie Edington, Business Development 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
DPS Product Development – dcn.scot (Scottish Dog Control Notice Database)	Continually improve and enhance the platform and explore future options for its development, based on the User Forum, and discussions with Scottish Government/Police Scotland around potential changes to the legislation.	Fiona Gray, Product and Project Manager	Dcn.scot continues to save precious council and Police time by making data available 24/7 but further enhancements (dependent on new legislation) could make a bigger impact on dog incident data/ investigations across Scotland.	SG Justice

Data and Intelligence

Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
DPS Business Development – dcn.scot (Scottish Dog Control Notice Database)	Work closely with the product development team to explore what new features can be added to the DCN platform and work together to promote this.	Julie Edington, Business Development Manager	DCN continues to offer an effective way to bring together the records of all 32 local authorities into a centralised online database that is accessible by local authorities and Police Scotland. Make councils aware of any newly added features to help increase usage, and to help improve customer satisfaction and user experience.	SG Justice
Use of Data	We will work with IS colleagues and the Digital Office for Scottish local government to promote good data practice across local government and promote the increased usage of data to support operational and strategic decision-making	Simon Roberts, Engagement Manager	Enhanced skills and capacity in councils to manage and use data to support decision-making and improvement	Gazetteer Revenue/ Spatial Hub/ core grant
Benchmarking	We will continue to deliver the Local Government Benchmarking Framework (LGBF) as a key element of a more assertive approach to sector-led performance improvement, including Peer Collaborative Improvement. We will work with partners to ensure the LGBF is positioned as a central component of future accountability and assurance arrangements underpinning the Verity House Agreement, and to support the realisation of the full implementation of Crerar. We will continue to advance the technology underpinning the LGBF dashboard to position the LGBF as a primary vehicle for delivery of the Local Government Data Platform.	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

Data and Intelligence

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

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

Data and Intelligence

Project	Deliverable	Lead Officer	Expected Project Impact	Funding Source
Research	We will continuously review existing research and analytical activities within the IS and develop an ongoing set of planned research projects based on strategic priorities. These projects will be developed together with colleagues within the IS, as well as in COSLA, local authorities, and Solace.	Nick Cassidy, Research Manager	Directly provide evidence to support the achievement of local government priorities and to identify future challenges and opportunities.	Core Grant
Advice Services	We will support local authorities to demonstrate the impact of their investment in advice services	Karen Carrick, Evaluation Manager Cara Connachan, Senior Research Officer	We will produce evidence of the impact of local authority investment in debt and welfare rights advice services. This will focus on the key metrics of the numbers and demographic of service users, and the levels of debt and financial gains.	SG Specific Grant
Evaluation	We will deliver evaluation support within the IS and to external organisations. Support to the latter is by participating in advisory groups or carrying out evaluations on a commercial basis. A wide range of evaluations and reviews focusing on outcomes, process or both are undertaken. This will include cost benefit and social value analyses. Subject areas covered include: evaluations of a grants programme to tackle illegal money lending; the Place Based Investment Programme- Direct Grants; the social value of energy advice, the accessibility and impact of Welfare Advice and Health Partnerships and the benefits of providing person centred support in community spaces.	Karen Carrick, Evaluation Manager	We will provide the information, insights and intelligence that are required to support effective decision making and best value resource allocation. This will support councils and others to contribute to achieving national and local outcomes and having a positive impact on people and communities.	External funding sources including Scottish Government, Greener Kirkcaldy, Trading Standards Scotland and MissMsMrs

Data and Intelligence				
Project	**Deliverable**	**Lead Officer**	**Expected Project Impact**	**Funding Source**
Delivery of research, data analysis and evaluation services	Launch and deliver a new 'paid for' research and evaluation service to local authorities and partners.	Nick Cassidy, Research Manager Karen Carrick, Evaluation Manager	We will be able to expand our reach and the range of services and support we provide to councils and partners, helping them to address skills and capacity gaps. We will generate additional income, which will make a significant contribution to the IS core grant.	Core grant & External Funding Sources

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