

Action Plan 2024 – 2026



01

Background.

We are the Digital Office. Leaders of digital transformation and delivery across Scottish Local Government. Founded in 2016, we support Scottish local authorities with their digital transformation journeys. We translate and align the actions within National and Local Digital Strategies into collective and scalable initiatives. You'll find us hosted by COSLA in Edinburgh, but our staff are based from home and work across the whole of Scotland.

Adopting a “Once for Scotland” approach to digital transformation, our Digital Partnership helps local authorities to harness the full potential of technology, driving service redesign and delivery whilst enhancing outcomes, and efficiencies. In effect, doing more with digital.

Our dedicated team works closely with local authorities across Scotland, providing the leadership, guidance, resources, and expertise needed to navigate the complexities of the ever-changing digital landscape. We understand that each council has unique challenges and priorities, that's why our approach is always tailored to meet specific needs, ensuring our digital delivery is human by default, but data, digital and technology by design.

1. Background

1.1

The Digital Office for Scottish Local Government was established in 2016 by SOLACE Scotland in collaboration with Socitm Scotland.

1.2

The aim was to create a small, shared team that could bring together valuable digital transformation skills and experience that could facilitate a new collaborative approach and help councils to develop their own capability. At the time, the Digital Office was the first of its kind in the UK. The model has since been replicated in Greater London, Wales, Australia, Singapore, and is currently being considered in Northern Ireland.



Team Quote. Digital Office.

“Since the creation of the Digital Office eight years ago, our society has undergone significant changes, especially post-COVID. These changes include higher customer expectations for efficient and user-friendly digital solutions, the need to bridge the digital divide created during the pandemic, an increase in poverty in some areas due to the cost of living crisis, and the demonstration of the need more than ever of a fast and stable connectivity across Scotland.

It has become essential for the entire Scottish Public Sector, not just local government, to collaborate more effectively using data and intelligence to support our society with Digital Solutions. In addition to this, the rapid advancement of technology and the mixed reactions to the rise of Artificial Intelligence has created a new era which the Digital Office for Scottish Local Government now operates in.

The Digital Office Action Plan demonstrates how we will collaborate with our public sector partners not only in Scotland but across the UK. Fundamentally, we will deliver benefits through digital by focusing on an approach of human by default, digital and data by design. This involves working with Scottish Innovation Centres, including DataLab, and the Digital and IT industry to support ongoing transformation efforts and deliver significant benefits for our Scottish Local Authorities as we embrace the next chapter of the Digital Evolution”.

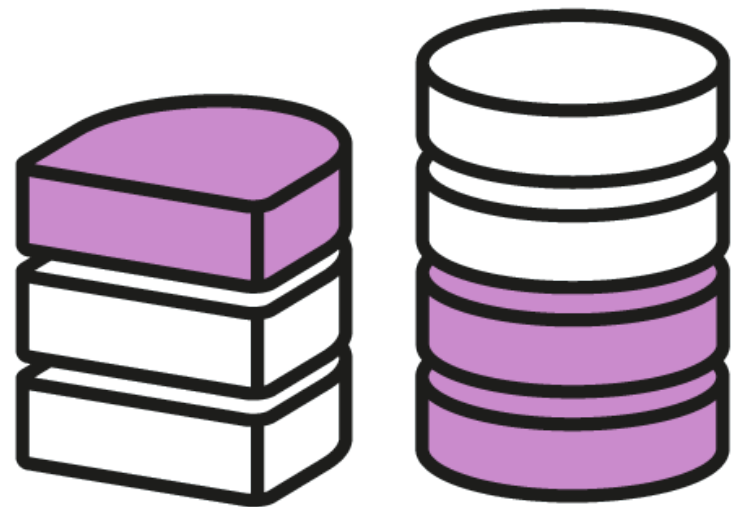
Martyn Wallace
Chief Digital Officer



1.3

The Digital Office's role within Local Government has adapted to reflect changing priorities within the sector since its inception, all of which have delivered several types of benefits for Local Government. The Digital Office has:

- 1. Supported councils to develop their own local capability for Digital Transformation.** Through its Digital Maturity Assessment service, The Digital Office has helped many councils to assess their current capability and to develop improvement plans. Additionally, it has used insights from assessments to work with partners to create learning and development resources for councils.
- 2. Managed large-scale collaborative transformation programmes** that can provide councils with savings, improved outcomes, and enable greater innovation such as: The Digital Telecare Programme, The Shared Telecare Alarm Receiving Centre Programme and Microsoft 365 collaboration between Health and Care.
- 3. Delivered collaborative procurement projects in partnership with Scotland Excel** including the development of a framework for Social Work Case Management solutions, a collaborative Microsoft 365 licence procurement, and the Shared Alarm Receiving Centre solution.



- 4. Supported Local Government's response to the COVID19 pandemic** by providing councils with advice on how to enable remote working, developing a shared solution for managing shielding operations, improving data sharing of health data from Public Health Scotland and NHS, and facilitating collaboration and reuse of data analysis across council data teams.
- 5. Facilitated resource sharing** that has helped to accelerate adoption of solutions. This has reduced implementation timescales, costs, and risks. Examples of resources include guidance on: GDPR (General Data Protection Regulation), service design, data analytics, and Internet of Things (IoT) technology.
- 6. Contributed to and facilitated Local Government's input to national digital and data strategies** including: the Digital Strategy for Scotland, the Digital Health and Care Strategy for Scotland, the Digital Planning Strategy for Scotland, and the Health and Care Data Strategy for Scotland. This ensures that Local Government has a voice at the preliminary stages of policy development for digital.
- 7. Provided technical assurance of national digital programmes that impact Local Government** to ensure the compliance of proposed solutions, minimise risks (such as cyber security risks) to local government, protect the integrity of council services, and reduce avoidable additional costs.
- 8. Secured an additional £4.5m investment from Scottish Government to support digital transformation in Local Government.**

1.4

The need for collaboration on digital transformation is more crucial now than ever.

The COSLA (Convention of Scottish Local Authorities) Plan 2023- 2027 summarises the situation well: **“We face a combination of social and financial challenges never seen before in modern times”**.

It goes on to say that **“The need for innovation and collaboration within and between Local Government and our partners in response to the external context takes on new urgency and importance in these extraordinary times.”**

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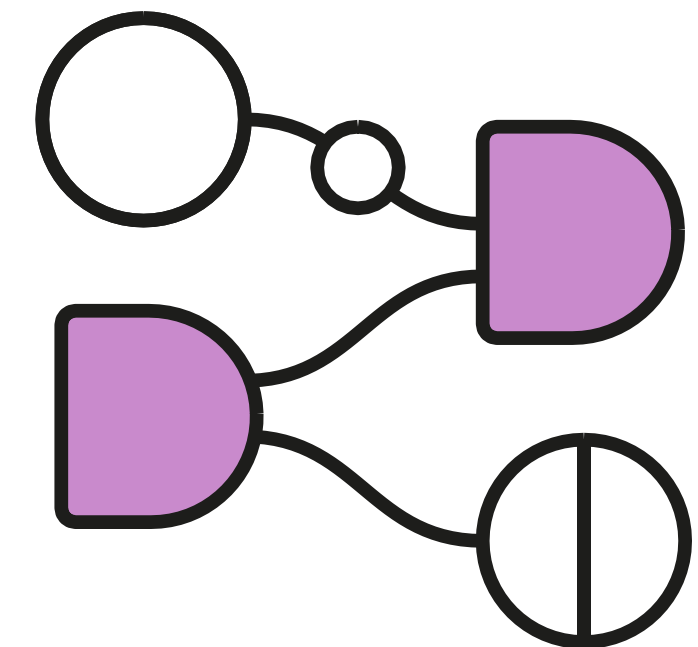
Over the last two years we have seen notable change within the Digital Office and wider Scottish Local Authority landscape including:

- Local Governments individual priorities.
- The Verity House Agreement.
- The SOLACE/Improvement Service Transformation work.
- The Digital Scotland Strategy.
- The Audit Scotland review of “Digital Progress in Local Government”.

1.6

Through the Verity House Agreement, the key priorities for Local Government in the next few years have been identified as follows:

- Tackle poverty, particularly child poverty, in recognition of the joint national mission to tackle child poverty.
- Transform our economy through a just transition to deliver net zero, recognising climate change as one of the biggest threats to communities across Scotland.
- Deliver sustainable person-centred public services recognising the fiscal challenges, ageing demography, and opportunities to innovate.





1.7

Other factors regarding Digital Office operations include:

- The transition of the Digital Office to be hosted by COSLA.
- An increased involvement by the Digital Office in national policy and Scottish Government programmes which may have not been visible to councils.
- Increased expectations from operational departments regarding requirements from data and data intelligence.
- A new SOLACE Portfolio Lead for Digital, covering the Digital Partnership and Digital Office remit.
- An increased turnover of Local Government Chief Executives, resulting in several new individuals in role requiring relationship building and resetting of expectations.
- High attrition rate of IT staff and contacts within councils which can lead to loss of contact and focus on joint programmes of work.
- Ageing population and workforce creating increased challenges on service delivery.
- Post Covid expectations from citizens have increased which has seen expectations rise from citizens in digital solutions.
- A change in Cabinet Secretary responsible for Scotland's Digital Strategy.
- Tighter budgets for councils.

02

The Purpose and Role of the Digital Office.

2. The Purpose and Role of the Digital Office

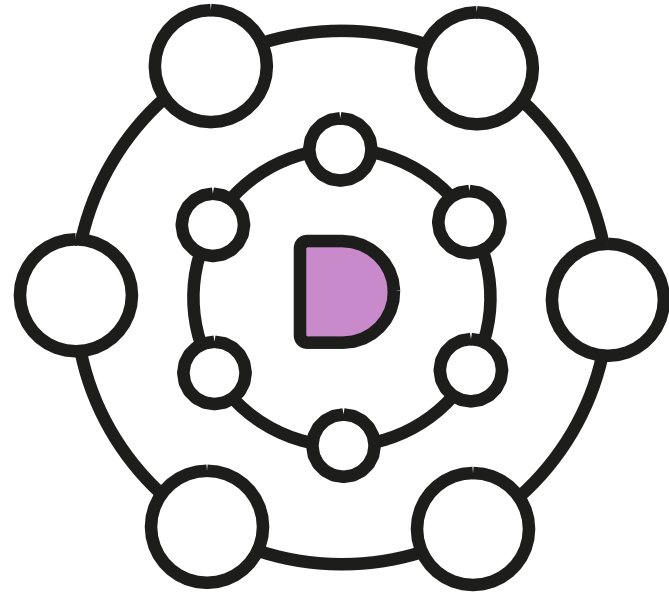
2.1

As agreed by SOLACE in April 2021, the purpose of the Digital Office is to:

Ensure that the infrastructure, support and capabilities are in place to help councils increase the pace of digital transformation and to deliver on the ambitions of the National Digital Strategy.



Some examples of how the Digital Office has delivered against this purpose over the last two years are as follows:



- Working with Digital Health & Care to provide technical, security and operational guidance for linking Microsoft 365 environments. This supports collaborative working across multi-functional teams, enhancing efficiency and productivity whilst reducing costs associated with using multiple solutions to achieve the same goal.
- Collaborating with Scotland Excel, Crown Commercial Services and 11 councils to help save just under £1m in licence costs for Microsoft 365.
- Negotiating access with Microsoft so that every partnership council receives access to their Microsoft Skilling Initiative Digital Skills hub at no extra cost.
- Collaborating and co-funding work with Scottish Government's Digital Academy and Perth & Kinross council to develop a basic data skills programme. This programme is accessible to all partnership councils at no extra cost, helping to develop all staff data skills.
- Leading work in collaboration with Scotland Excel, Technology Enabled Care in Scottish Government and 15 early adopters to procure a National Shared Alarm Receiving solution, accessible to all Scottish Delivery Partners. This initiative not only saves costs, but also increases efficiencies in data interoperability with other key health and care systems, while reducing cyber security risks.
- We have been collaborating with Scottish Government in co-creating a Data Maturity model. This can be used to assist in identifying best practice, gaps and helping to support better use of operational data and scaling up of skills within councils.
- We have continued to work with the Improvement Service, SOLACE, Local Government Benchmarking Framework board, and COSLA on a "Data Returns Portal" concept business case. The final solution should help reduce not only the amount of reporting requests we get through from Scottish Government and partners, but also the time it takes to compile them. The strategic business case was completed in Autumn 2023.
- In Spring 2023, we partnered with CENSIS to start working on developing repeatable business cases and explore potential opportunities for collaborative procurements for Internet of Things solutions. Examples of repeatable business cases include: Air Quality Monitoring in Schools, Smart Waste Management, Water Safety (Legionella's) Monitoring, Smart Gritting and Winterisation. This initiative aims to support potential time and cost savings.
- We have worked with Cosla, NHS and Scottish Government partners to deliver the Business Case for the use of Community Health Index (CHI) in Health and Social Care providing a transformational element for integrating central NHS and Local Government Health and Social Care systems.

“By effectively translating national priorities into local implementation we can achieve impactful and sustainable outcomes. We do this through collective planning to highlight evidenced needs to align actions with overarching goals and ensure meaningful impact.”

Verity Hislop
Senior Project Manager



2.2

The Role of the Digital Office

The Digital Office delivers on this purpose by operating at three distinct levels, and by fulfilling four key roles (Figure 1):

At a council level:

Local Capability Building

The Digital Office supports individual councils to develop their own capability for digital transformation through awareness raising, Digital Maturity Assessments, skills development, resource sharing and learning across councils.

This helps to ensure that councils are aware of benefits and risks of specific digital applications, can understand what stage they are at in terms of digital maturity, can develop bespoke and locally meaningful improvement plans, can obtain tailored support to develop capabilities and skills, and can obtain resources made available from other councils without additional cost implications.

At a sector level:

Digital Transformation Programme Management

The Digital Office leads and supports the development of business cases to deliver digital transformation programmes within the sector. This provides opportunities for collaborative programmes that can deliver savings and/or improved outcomes across participating councils, with reduced implementation costs using pooled resources.

Assurance of National Digital Programmes

Working in partnership with representatives from Local Governments Digital and ICT leaders, Architects and Security Officers, the Digital Office provides technical assurance, on behalf of Local Government, for National Digital Programmes that impact Local Government, such as those being delivered by Scottish Government.

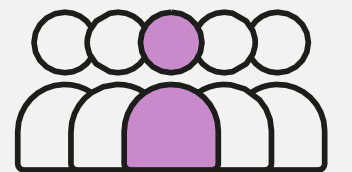
This ensures that the solutions offered to Local Government meet Local Government's needs, are good quality, and can prevent costs and risks being transferred to Local Government. In all cases where this process has been used, there have been significant improvements made to the solutions made available to Local Government.

At a national level:

National Policy and Strategy Development

The Digital Office contributes and influences policies and strategies on behalf of Local Government, typically working in partnership with COSLA Policy Teams, colleagues from across Local Government and Scottish Government.

This ensures that Local Government is well represented in the preliminary stages of digital policy and strategy development, helping to build trust and confidence with Scottish Government.



These four roles are all underpinned by collaboration and partnership between councils and Local Government partner organisations such as COSLA, the Improvement Service, SEEMiS, Scotland Excel and the Scottish Government. To ensure that the Digital Office's contribution across all four roles is representative, all activities are supported by and co-developed with representatives from councils, different professional bodies, and partner organisations. The role of the Digital Office is also supported through the governance of SOLACE, Leaders Sounding Board and COSLA Leaders.

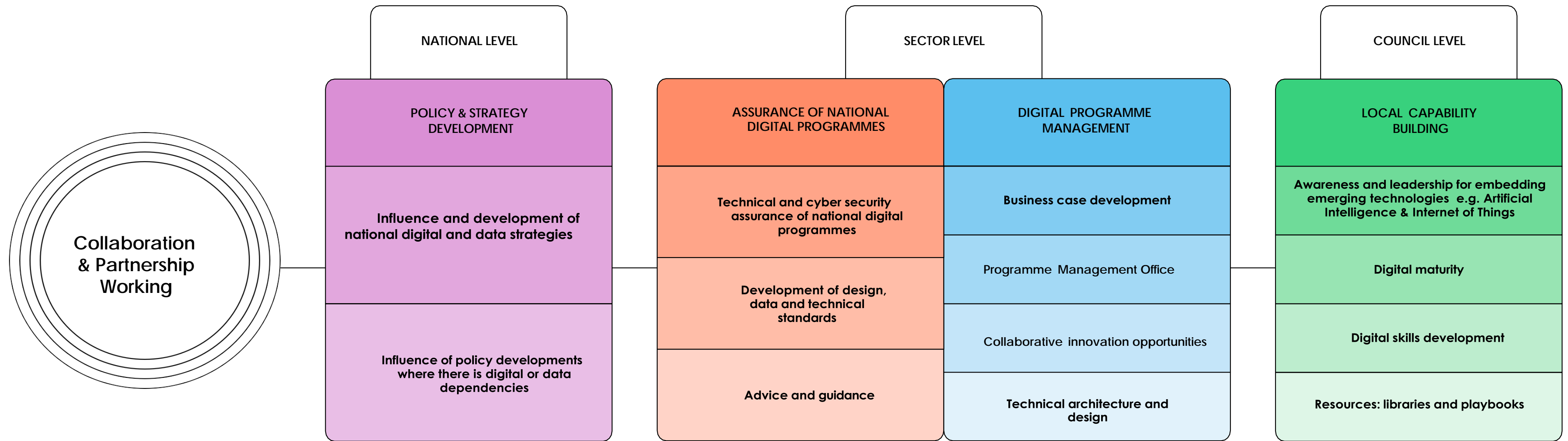
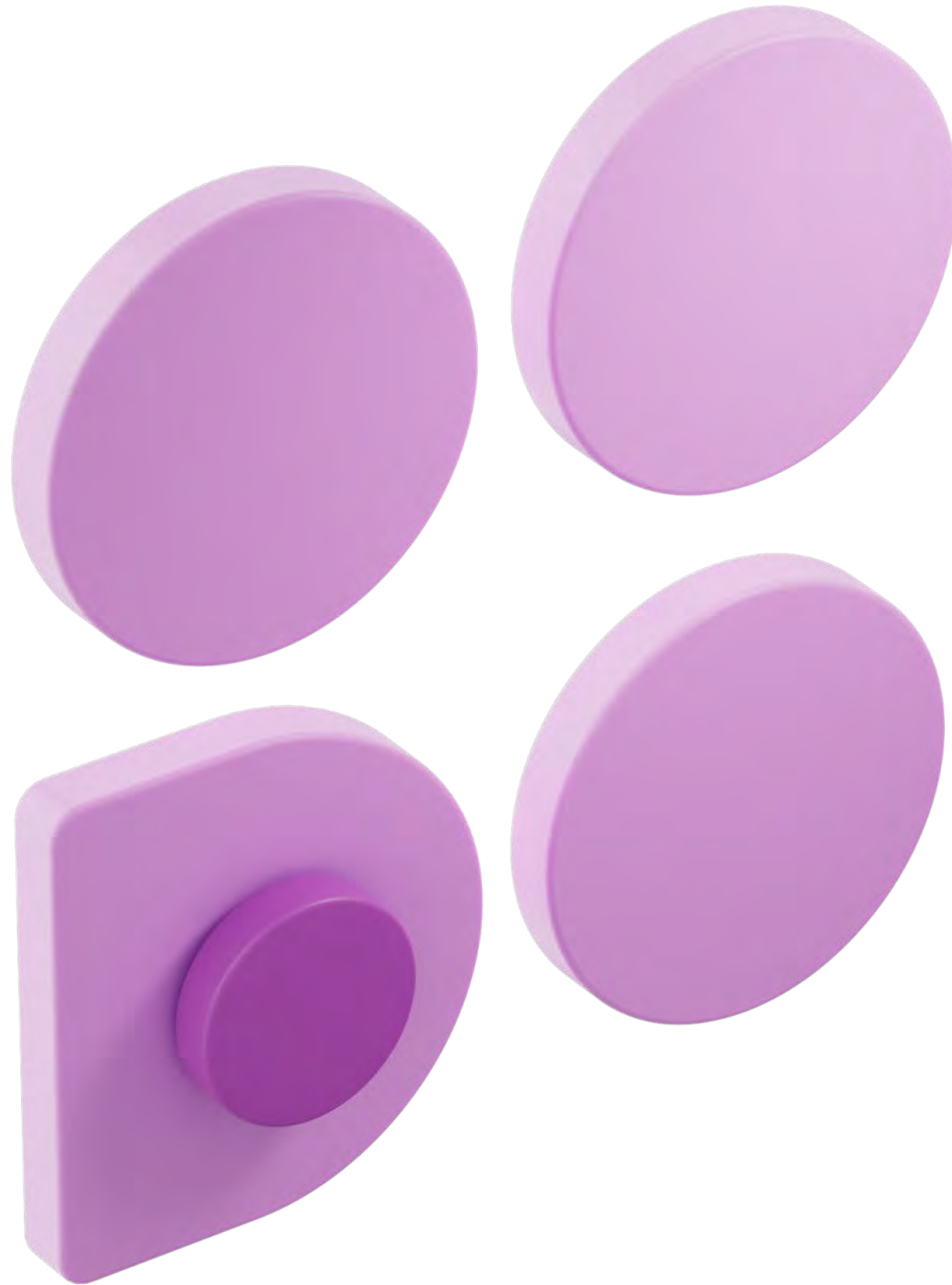


Figure 1:
The role of the Digital Office

Looking at 2024–2026, the priorities for the Digital Office will need to ensure continued and, in some cases, increased clarity and focus on delivering tangible benefits and values to councils. This underpins the transformation work associated with the Verity House Agreement, the Improvement Service/SOLACE Transformation Programme, as well as continuing to support the delivery of the National Digital Strategy. The proposed priorities for the Digital Office, at a national, sector, and council level are provided below. A more detailed breakdown of the activities that support these priorities is provided in Appendix A (Action Plan).



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Looking at 2024–2026, the priorities for the Digital Office will need to ensure continued and, in some cases, increased clarity and focus on delivering tangible benefits and values to councils, underpinning the transformation work associated with the Verity House Agreement and the Improvement Service/SOLACE Transformation Programme, as well as continuing to support the delivery of the National Digital Strategy.

The proposed priorities for the Digital Office, at a national, sector, and council level are provided below. A more detailed breakdown of the activities that support these priorities is provided in Appendix A (Action Plan).

03

The Priorities for the Digital Office for 2024–2026.

“We are thrilled by the amazing potential of digital technology to transform services and achieve better outcomes in new and exciting ways. Our priorities are to collaborate strategically and nationally, help councils grow their own skills and maturity locally, and work together to share, procure and build solutions that benefit us all.”

Colin Birchenall
Chief Technology Officer



3.1

Council Level Priorities

Whilst we recognise each council has its individual challenges and priorities, the focus of the Digital Office will be to continue to collaborate and support including the following:

Role One: Local Capability Building

Support individual councils to develop their own capability and capacity for digital transformation through awareness campaigns of new technologies to assist transformation, digital maturity assessments, skills development, shared learning and shared and shared resources.

Examples:



The Digital Office:

- Has worked in partnership with SPDS and the Scottish Digital Academy to develop a **digital competency framework** and **training** such as Service Design and Essential Data Skills.
- Delivered awareness campaigns on cyber security Internet of Things and has recently initiated a campaign on **Artificial Intelligence (AI)**.
- Established a resource library that provides access to shared resources from councils (including data, service design and IoT).

Benefits:



1. Independent support to councils to evaluate their current level of maturity and support for the development of improvement plans to improve their digital transformational capabilities.
2. Access to free (or price reductions for) learning and development resources (e.g. Digital Skills Academy, Microsoft Skills Initiative, Service Design Academy).
3. Access to shared learning from other Scottish Councils.
4. Access to resource libraries of shared resources that can help to accelerate adoption and reduce risk including service design, data, artificial intelligence, cyber security and the Internet of Things).

Priorities:



1. Continue to deliver and evolve the **Digital Maturity Assessment** service to allow individual councils to assess their levels of maturity for digital transformation and develop improvement plans where required.
2. Continue to develop the **Shared Resource Library** (and its content) which allows councils to learn from and re-use the experience of the other councils in topics such as: Service Design, Data, Cyber Security, Internet of Things and Artificial Intelligence.
3. Continue to develop **communities of interest**, aligned to skills development to facilitate sharing of learning and to develop shared resources.
4. Continue to work in partnership with the Society of Personnel and Development Scotland and the Scottish Government to embed the **Competency Framework** and develop associated **learning and development content** including service design, accessibility, data and artificial intelligence.

3.2

Sector Level Priorities

At sector-level the Digital Office will focus on the following priorities:

Role Two: Assurance of National Digital Programmes

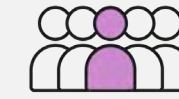
Provide business, technical and security assurance of the proposed solutions associated with national digital programmes by convening representative professional groups such as business stakeholders, Digital and ICT managers, security offices, data protection officers, etc.

Examples:



1. Digital Telecare programmes supporting the National Analogue to Digital Switch over in telephony.
2. Semis Early Years.
3. Social Security Scotland Data Sharing (for passported benefits and information gathering processes).
4. Scottish Government's Digital Planning Transformation Programme.
5. Enterprise and data architecture for common solutions.
6. Cyber security considerations.

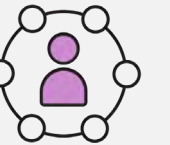
Benefits:



Assurance that national solutions:

- Are feasible and achievable.
- Meet local government's needs.
- Are secure and resilient.
- Do not add undue additional burden onto local government.
- Can be integrated into council environments.
- Minimise risks.
- Are compliant with legislative requirements such as GDPR, the Equalities Act and Accessibility Regulations.

Priorities:



1. Continue to provide assurance of in-flight and new national digital programmes as required.
2. Continue to provide cyber security support and assurance for all partnership councils.
3. Increase awareness of the digital assurance process and make process improvements to further embed the service. For example, introducing formal self-assessments for programmes.
4. Increase the focus on establishing the Local Government reference architecture, technology and data standards. Aligning them as an integral part of a shared service resource library, accessible and comprehensible to an expanded community of technical practitioners.
5. Continue to work with the Improvement Service to embed the Local Government Data Standards to promote and embed data standards. This includes the adoption of CHI Matching to support the development of the integrated Health and Care record, as a priority.

Role Three: Digital Programme Management

Lead and support the development of business cases for sector-level digital transformation and provide a programme office to oversee sector-level digital transformation programmes (where applicable)

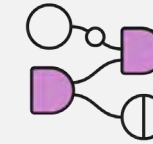
Examples:



The Digital Office has led on the development of business cases and currently manages the following programmes:

1. The **Digital Telecare Programme** including delivery of the **Shared Telecare Alarm Receiving Centre**.
2. The delivery of a **Shared Security Operations Centre**.
3. Collaborative **procurement of Microsoft 365 licences**.
4. **Microsoft 365 collaboration** between Health and Social Care.
5. Improved governance and solutions for better **managing data returns** in partnership with Improvement Service.
6. **Digital Subject Matter Expertise** for the SOLACE/IS Transformation Programme & Verity House Agreement outputs.
7. **Leading Innovation around common council challenges** in collaboration with CivTech and Scottish Innovation Centres.

Benefits:



1. Development of business cases to deliver savings and/or improved outcomes within local government.
2. Provides opportunities for collaborative programmes (and shared solutions) across local government to reduce implementation and operational costs and provide economies of scale.
3. Provide opportunities for collaborative digital solution procurements (with Scotland Excel).
4. Provides opportunities to deliver Digital Strategy objectives.
5. Opportunity to attract investment into Local Government to deliver shared objectives.
6. Scalable solutions through innovation to support the sector.

Priorities:



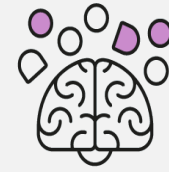
1. Work in partnership with SOLACE and other key professional bodies to **develop a “To Be” state for Local Government** that can be used to underpin the SOLACE/IS Transformation Programme and the Verity House Agreement (see Appendix B for a proposed framework for the development of the “To Be” state). This collaborative effort involves creating business cases for digital transformation that contribute to the realisation of the “To Be” state, Verity House Agreement, and the Digital Strategy. An example of this is the development of proposals to transform Planning, Building Standards & Non-Domestic Rates.
2. Work in partnership with Scotland Excel, and Digital and ICT managers, to identify and progress supply-chain and procurement savings through collaborative procurements.
3. Work with councils to develop a pipeline of **innovation challenges**. Additionally, work in partnership with CivTech Scotland and Scotland’s Innovation Centres to deliver open innovation projects focused on shared local government challenges.
4. Continue to deliver the portfolio of **existing digital transformation programmes**.

3.3

National Priorities

At a National level, the Digital Office will focus on the following priorities:

Examples:



The Digital Office has played a key role in the development of the following strategies:

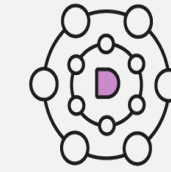
- **Digital Strategy for Scotland**
- **Digital Health and Care Strategy**
- **Health and Care Data Strategy**

All of these National Strategies are co-owned between Scottish Government and Local Government, whereas previously such strategies have been published by Scottish Government alone.

Role Four: Policy and Strategy Development

Contribute to and influence policies and strategies on behalf of local government, working in partnership with COSLA and involving colleagues from across Local Government.

Benefits:



1. Ensures that Local government is well represented in the early stages of policy development.
2. Builds trust and confidence in Local Government.
3. Provides opportunities for investment.
4. Provides opportunities for national and common approaches and solutions where applicable.

Priorities:



1. Support local government to succeed in delivering its contribution to the realisation of the **Digital Strategy for Scotland**, with a particular focus on increasing the adoption of common solutions, the adoption of service design, and digital skills development.
2. Continue to influence **other national digital and data strategies**, where applicable, and other strategies and policies that have a dependency on digital.
3. Work with colleagues across local government to seek opportunities to **align national, sector and local policies and strategies** to provide opportunity to councils. A key priority of which will be to support COSLA and Councils to consider the digital and data implications of the introduction of the Visitor Levy.
4. Track and support local government's response to the **Audit Scotland report on "Digital Progress in Local Government"**.

04

Developing the Local Government Digital Partnership and the Role of the Digital Office.



4.1

In the same way that the Digital Office priorities will need to be realigned to support the Verity House Agreement and the SOLACE/Improvement Service Transformation work, so will the role of the Digital Partnership Board and the operation of the Digital Office.

The Digital Partnership Board is reviewing how we jointly prioritise opportunities across the partnership to increase strategic alignment and to encourage more collaboration.

4.2

Developing the role of the Local Government Digital Partnership

The Local Government Digital Partnership was established in 2016 and represents the partnership of councils and relevant Local Government agencies that are committed to collaborating on digital transformation.

4.3

A Local Government Partnership Board exists to oversee the work of the partnership, which currently has a particular focus on the digital strategy, the contribution of Local Government partners, and coordinating strategic engagement with Scottish Government for digital. It is co-chaired by the COSLA Spokesperson for Resources, and the Digital Portfolio Lead for SOLACE Scotland. It includes representation from SOLACE Scotland, COSLA, the Digital Office, Improvement Service, Scotland Excel and SEEMiS. A more detailed breakdown of the relative roles and responsibilities of partners is included within Appendix C – Partnership Roles and Responsibilities.

4.4

The Digital Partnership continues to achieve many successes, though comes across challenges that may limit both its effectiveness and impacts on the success of the Digital Office, particularly given the scale and breath of activities.

Summary of Key Challenges.

<p>Executive Sponsorship</p>	<p>Executive sponsorship for (and the prioritisation of specific portfolios and initiatives), particularly where there is alignment to other SOLACE portfolios.</p>
<p>Visibility and Transparency</p>	<p>Gaining timely access to information on current IT assets, contract lifecycles and costs, and council-level programmes where required.</p>
<p>Maintaining Awareness and Quantifying Value</p>	<p>Ensuring that all relevant stakeholders can contribute to (and influence) programmes of work across such a diverse set of stakeholders across all member councils and being able to demonstrate value at a council level, particularly for sector and national level activities.</p>
<p>Availability of Resources/Skills from Councils</p>	<p>Availability of council staff to contribute to programmes and to support knowledge sharing and re-use.</p>
<p>Clarity on the respective roles and responsibilities of partners</p>	<p>Continued lack of clarity of the respective roles of partners (between partners, and within councils).</p>
<p>Financial uncertainty to support the Digital Office activities.</p> <p>Digital Office was given a permanent role in Sector by SOLACE (April 2021)</p>	<p>As well as the individual council work, we contribute to, we would be unable to continue to work on some of the national and sector work on behalf of the 32 councils without guaranteed commitment in funding.</p> <p>This includes delivering SOLACE “Council of the Future” programme that the Digital Office was identified as a key component of, and which was signed off in August 2023 by all Chief Executives.</p>

4.4

To address these challenges, and to respond to the needs of the Verity House Agreement and the SOLACE/Improvement Service Transformation programme, we have been working with the Improvement Service, COSLA, Scotland Excel and SEEMiS to review the approach for the Digital Partnership and collectively we propose the following changes for evolving the Digital Partnership.

Portfolio Re-alignment	Realign the portfolio to place greater emphasis on collaborative programmes that deliver digital-enabled business transformation which contribute to the Verity House Agreement and the SOLACE/Improvement Service Transformation Programme.
Executive Sponsorship	Align portfolios to SOLACE portfolios and aligning sponsorship to the Verity House Agreement and SOLACE/IS Transformation programme. Establish sponsorship of portfolios within the Digital and ICT lead officer community.
Opportunity Development and Innovation	Increase partnership's focus on developing ideas, business cases, and innovation rather than just tracking progress against the strategy.
Stakeholder Engagement	Align engagement across partners with professional networks and associations. Introduce new stakeholder engagement forums where there are gaps in engagement (for example to improve collective strategic and programme engagement with Digital and ICT lead officers).
Partnership Agreements	Establish formal partnership agreements that set out clear roles and responsibilities, and expectations.
Ongoing financial Commitment from Local Authorities	Seek the commitment from SOLACE that all 32 councils will contribute for at least two years to help the Digital Office focus on delivering its programme of work.



4.6

Developing the role of the Digital Office

1. The governance put in place for the Digital Office will continue to manage priorities with the Digital Office at an operational level.
2. Priorities for the Digital Office will be reviewed periodically at SOLACE Scotland Branch Meetings to ensure all SOLACE Scotland Branch members have a say in the priorities for the Digital Office. This helps ensure that the benefits can be delivered across the whole sector.
3. Priorities for the Digital Office will also be reviewed periodically at Leadership Sounding Board and COSLA Leaders as this important agenda needs high level political support and awareness.
4. Opportunities to understand how best to benefit from the Digital Office's portfolio, and to influence priorities will be provided through account management meetings which would involve Chief Executives directly and input from councils "Digital Leaders".

4.7

The current priorities set out in this document will require changes to the role and operation of the Digital Office. The following improvements and transitions are proposed. These will be managed as a programme of work alongside the action plan set out in Appendix A.

<p>Programme Management Office</p>	<ul style="list-style-type: none"> • Increase focus on collaborative transformational change and local capability building. • Build upon the capabilities developed for the Digital Telecare Programme to support the increased demand for sector-level digital transformation programmes. • Increase focus on developing evidence-based business cases to obtain national resourcing and funding for national programmes and policy objectives.
<p>Programme Assurance</p>	<ul style="list-style-type: none"> • Continue to mature the Digital Assurance process and develop the Digital Office’s enterprise architecture and design capabilities. • Increase the focus on developing sector-wide service design, technical and data standards.
<p>Stakeholder Engagement</p>	<ul style="list-style-type: none"> • Embed and improve account management and council level engagement. • Improve engagement with Local Government professional bodies and communities.
<p>Marketing & Communications</p>	<ul style="list-style-type: none"> • Develop a revised Communication and Engagement strategy to reflect the priorities set out in this Business Plan. • Establish a programme of Awareness Campaigns to not only help the sector understand what the Digital Office are delivering but also act as an anchor to help provide leadership, expertise, and the business benefit in new technology areas such as Artificial Intelligence, Internet of Things, Data, 5G, Augmented reality etc. • Increase focus on value of the Digital Office within communications.
<p>Staff</p>	<ul style="list-style-type: none"> • Continue to provide opportunities for staff to develop their skills and experience. • Align staff and their Personal Development Plans to the priorities and action plan contained within this report. • Continue to grow technical leadership skills within the team.
<p>Operational Processes & Tools</p>	<ul style="list-style-type: none"> • Continue to develop the product and services resource library to make it easier to navigate and use. • Continue to embed technology to improve the operation of the Digital Office itself, e.g. improved use of M365 and the use of CRM.

05

Appendix.

**Appendix A
Proposed Action
Plan for Capability
Building.**

Priority	Activity	Deliverables	Benefits
Council-level Actions: Action Plan for Capability Building			
<p>Continuing to deliver and evolve the Digital Maturity Assessment service to allow councils to assess their level of maturity for digital transformation and to develop improvement plans where required.</p> <p>Provide council and sector updates on the impact and key themes coming out from the assessments.</p>	<p>Online tool that all councils can use to understand where they are in implementing their Digital Strategy whilst also checking alignment to national strategies and innovative technologies that are becoming more widely available.</p>	<ul style="list-style-type: none"> • All 32 councils have completed their initial Digital Maturity Assessment. • Half of councils have completed their second. • Evolve the online tool to make sure it captures any key considerations in relation to SOLACE Council of the Future and Verity House Agreement outcomes. 	<ul style="list-style-type: none"> • Identify gaps that Digital Office propositions or other councils work can help fill. • Reduce costs from using expensive external consultants. • Barometer check for councils on how implementation is going on digital strategies. • Identify opportunities for potential shared services, common solutions or collaborative procurements to save costs and drive efficiencies. • Provides wider intelligence that can assist Digital Office and Partnership with their propositions (e.g. SOLACE Council of the future, National Digital Strategy).
<p>Continuing to develop the Shared Resource Library that allows councils to learn from, and re-use resources made available by other councils to help accelerate adoption of digital and data solutions.</p>	<ul style="list-style-type: none"> • Service Design. • Data. • Internet of Things (IoT). • Artificial Intelligence (AI). • Cyber. 	<ul style="list-style-type: none"> • Leadership/consultancy on how new and evolving technology can assist business and service operations. • Case studies. • Reusable toolkits. • Guidance. • Standards. • Opportunities for collaborative procurement. • Spot opportunities to bring funding and advice into sector from other sources. 	<ul style="list-style-type: none"> • Shared resources that can cut down cost and time for councils to produce themselves. • Identifies gaps for collaboration, procurement, or innovation that councils can work on together so that everyone benefits from final solution.
<p>Continuing to work in partnership with SPDS and the Scottish Government's Digital Academy to develop and roll-out a Competency Framework for digital, data and technology roles, ensuring that skills development content and relevant material is made available to councils.</p>	<p>Digital Leadership and Skills.</p>	<ul style="list-style-type: none"> • Competency Framework for Digital Data and Transformation Roles. • Sharing of training material for all councils. • Opportunities for collaborative procurement for national learning management system and skills providers. 	<ul style="list-style-type: none"> • Ensures that our staff all have the necessary digital skills. • Ensures all staff are trained to the same standards and levels. • As recruiting externally is getting harder, this helps build options to build our own skills and capability in-house. • Potential opportunities for pooling specialised resources between councils to save costs.

**Appendix A Proposed
Action Plan for
Capability Building.**

Priority	Activity	Deliverables	Benefits
<p>Delivering a programme of awareness campaigns to raise awareness of opportunities and/or risks associated with digital transformation.</p>	<ul style="list-style-type: none"> • Leadership/consultancy on how new and evolving technology can assist business and service transformation. • Focusing on the business benefit rather than the technology to help assist with better outcomes. 	<ul style="list-style-type: none"> • Linking with Civtech and Scottish Innovation centres to bring new opportunities and solutions to the collective attention of councils. • Linking with other “Digital Offices” and partners across the UK (e.g. London Office of Technology and Innovation – LOTI , Welsh Digital Office, New Northern Ireland Digital Office, Technology Enabled Care (TEC) Cymru etc to bring new opportunities, case studies and solutions to the collective attention of Councils. • Working with key strategic solution partners (e.g. Microsoft, Vodafone, BT etc) to bring insights and innovative technologies to the collective attention of councils. • Webinars that link to follow up products and tools that councils can use. • Spotting opportunities to bring funding and advice into sector from other sources. 	<p>Work as a collective and collaborate to reduce costs and time to realise benefits from innovative technologies, tools, and methods.</p>
Sector-level Actions: Action Plan for Programme Delivery			
<p>Working in partnership with SOLACE to develop a ‘‘To Be’’ state for digital Local Government’.</p>	<p>Work in partnership with SOLACE and other professional bodies (particularly Socitm) and partners to develop a “To Be” State for digitally enabled Local Government.</p>	<p>A report and associated materials (as required) that describe a “To Be” State for Local Government.</p>	<ul style="list-style-type: none"> • A shared vision for Local Government. • A framework for developing and prioritisation of collaborative transformation programmes.
<p>Working in partnership with SOLACE, COSLA, Scottish Government and other key stakeholders to seek further digital transformation opportunities.</p>	<p>Using the “To Be” state as a framework, work with SOLACE, other professional bodies (particularly Socitm) and partners to seek practical opportunities to drive collaborative digital transformation.</p>	<ul style="list-style-type: none"> • Proposals. • Business Cases. 	<p>Identification of opportunities to collaborate on digital transformation programmes that can support the Verity House Agreement, SOLACE/IS Transformation Programme and Digital Strategy.</p>

Appendix A Proposed
Action Plan for
Capability Building.

Priority	Activity	Deliverables	Benefits
Continue to deliver existing transformation programmes.	Programme manage Scotland's Digital Telecare Programme (funded by Scottish Government).	<ul style="list-style-type: none"> • Playbook. • Advice and Guidance. • Standards. • Implementation Awards. • Cyber Sector Supplier Accreditation Scheme. 	National approach to digitising telecare in readiness for the switch-off of the analogue phone network, providing councils with an ability to reduce programme timescales and reduce risks.
	Programme manage the implementation of a Shared Telecare Alarm Receiving Centre solution (funded by Scottish Government).	A shared modern (cloud-based) Alarm Receiving Centre solution that is (and can be) reused by Councils, Health and Social Care Partnerships and Housing Associations.	<ul style="list-style-type: none"> • Reduced implementation timescales and costs for upgrading ARC (Alarm Receiving Centre) solutions. • Reduced operational costs through a shared solution, providing greater economy of scale. • Reduced delivery risks for implementing new ARC solutions. • A modern ARC solution that can be used to drive innovation in telecare at a national level. • Delivers a common solution which supports the Digital Strategy.
	Deliver a work-package that provides a "landscape review" of Planning and Building Standards Case Management across Local Government (funded by Scottish Government).	<ul style="list-style-type: none"> • A report that documents the "As Is" technical and business landscape for planning and building standards. • A report that evaluates options for transforming Planning and Building Standards, considering the relationship that these services have with other Local Government services. 	<ul style="list-style-type: none"> • Evidence of the complexity of Planning and Buildings Standards case management across Local Government. • Local Government led evaluation of options for transforming planning and building standards case management to improve customer experience and cost savings. • Ensures Local Government's interests are at the forefront of decision-making relating to how Scottish Government funds could best be used to support the transformation of Planning and Building Standards case management. • Provides opportunities for common solutions, supporting the Digital Strategy.

**Appendix A Proposed
Action Plan for
Capability Building.**

Priority	Activity	Deliverables	Benefits
Continue to deliver existing transformation programmes.	Shared Managed Security Operations Centre (SOC) solution.	A shared modern, cloud-based, managed Security Operations Centre solution, that is (and can be) reused by councils to support improving cyber security credentials whilst reducing costs and risk.	<ul style="list-style-type: none"> • Reduced implementation timescales and costs for cyber security. • Reduced operational costs and risks through a shared solution, providing greater economy of scale. • Delivers a common solution which supports the Digital Strategy.
	Microsoft 365 Collaboration with Health & Care, Education and emergency services to support multi-function team working with vulnerable people, families and communities.	<ul style="list-style-type: none"> • National approach to linking Microsoft environments in a secure way which enhances collaboration across multi-function teams and shared services. • Advice and guidance. • Data and information guidance. • Standards. • Implementation guidance. • Cyber guidance. 	<ul style="list-style-type: none"> • Reduce operational timescales and risks by deploying national best practice. • Reduced implementation timescales. • Potential to reduce costs by collaborating to purchase necessary licences and removing existing software that does what Microsoft 365 does already. • Supporting national sharing of training materials to reduce costs and speed up adoption for all councils. • Delivers a common solution which supports the Digital Strategy.
	Non-Domestic Rates.	<ul style="list-style-type: none"> • Data standards. • Report on options including purchasing one common solution for all councils. 	<ul style="list-style-type: none"> • Better information that can assist in receiving non-domestic rates quicker. • Reduced implementation timescales and costs by looking at a single platform for councils. • Delivers a common solution which supports the Digital Strategy. • Potential to reduce costs by collaborating to purchase necessary licences.
	Community Health Index	<ul style="list-style-type: none"> • Common solution for seeding CHI at patient point of contact with Local Government Health and Social Care Providers. 	<ul style="list-style-type: none"> • Improved efficiency for "bottleneck" services such as patient discharge.

Appendix A Proposed
Action Plan for
Programme
Assurance.

Priority	Activity	Deliverables	Benefits
Sector-level Actions: Action Plan for Programme Assurance			
Continuing to provide technical assurance for National Digital Programmes that impact Local Government.	<p>Continuing to work with digital programmes that impact local government to review technical and security designs to ensure that local government stakeholders such as ICT managers, security officers, and data protection officers have timely opportunities to contribute to technical and security designs on behalf of the sector.</p> <p>Development of tiered approach to integrate assurance approach into established programme management pathways</p>	<ul style="list-style-type: none"> Continuous improvement of programme assurance. 	<ul style="list-style-type: none"> Clear engagement pathways with Council ICT and digital managers, security officers, and data protection officers to agree technical and security designs on behalf of local government.
Lead the development of standards for service design, data (in collaboration with IS) and technology.	<p>Increase the number of technical, service design and data standards available.</p> <p>Expand the use of standards across local government, particularly for sector-wide programmes.</p>	<ul style="list-style-type: none"> Develop a service focused knowledge base pulling together standards and architecture elements into a common discovery platform. Initiating a targeted modernisation of architectural assets focussed of projects in flight. E.g. CHI matching requires a technical pathway from national NHS data standards to Local Authority data structures that cuts across data standards, information standards, data transfer standards and local authority data model standards. Modernising the scope of the architecture library to signpost up to date service design assets such as common personas and blueprint user journeys. 	<ul style="list-style-type: none"> A 'one stop' shop for standards type information which currently resides in a variety of fragmented sources. Supports a blueprint approach for service design and delivery teams managers. Provide time saving recommendations where multiple viable choices are available. Aligns to SOLACE "Council of the Future" service profile. Provides foundation standards for digital assurance templates.

**Appendix A Proposed
Action Plan for Policy
and Strategy.**

Priority	Activity	Deliverables	Benefits
National-level Actions: Action Plan for Policy and Strategy			
Looking for opportunities to save money and drive efficiencies through digital services and solutions in the next two years.	Using collected data, intelligence and outputs from SOLACE “Council of the Future” to identify gaps and opportunities for collaborative procurements and wider common solutions.	<ul style="list-style-type: none"> Collaborative procurements with Scotland Excel. Reusing assets already created in Local Government (e.g. MyAccount).	<ul style="list-style-type: none"> Efficiencies and cost savings. Better outcomes and service delivery. Increase in productivity.
Ensuring that Local Government succeeds in delivering its contributions to the Digital Scotland Strategy.	Work in partnership with Scottish Government and COSLA to develop a 2-year baseline of progress of the realisation of the Strategy.	A report that sets out the progress of delivering the strategy.	<ul style="list-style-type: none"> Review of achievements to date in delivering Scotland’s Digital Strategy. Review of priorities for delivering the remainder of the strategy. Identification of gaps and areas for improvement to realise the strategy.
Continuing to influence and contribute to other national digital and data strategies and programmes.	Work in collaboration with COSLA to influence national strategies on behalf of (and with) Local Government where required.	Contribution to national strategies for digital and data	Early input to national policies and strategies to ensure that Local Government’s requirements are considered at the policy forming stage.
Seeking opportunities to align national, sector, and local policies and to help to accelerate benefits to councils where opportunities exist.	Work with Local Government partners and Local Government professional bodies to seek opportunities align national, sector and local strategies.	Various.	<ul style="list-style-type: none"> Opportunities to bring in funding into the sector. Better resource management across national initiatives. Helping align national objectives to local objectives and vice versa.

Policy Drivers:

1. Tackle poverty
2. Transform our economy through a just-transition to deliver net zero
3. Deliver sustainable person-centric public services

	A. BETTER OPERATIONS	B. BETTER CUSTOMER SERVICE	C. BETTER OUTCOMES
Outcomes	<ul style="list-style-type: none"> • Cost savings. • Operational efficiencies. • Improved resilience. • Quality improvements. • Increased staff flexibility. • Improved performance. • Improved compliance. 	<ul style="list-style-type: none"> • Customer satisfaction. • Improved accessibility, equality and inclusion. • Operational efficiencies. • Reduced failure demand. • Cost savings. • Improved performance. • Improved compliance. 	<ul style="list-style-type: none"> • Better social, economic and environmental outcomes. • Community empowerment. • Joined-up service deliver. • Services that are targeted and proactive. • Early intervention and prevention. • Cost savings.
Transformation Opportunities	<ul style="list-style-type: none"> • Employees have the flexibility to work from any location, enabling better work-life balance and underpinning transformational and rationalisation of property estates and fleet. • Employees have better access to the information they need to make informed decisions when they need it. • Employees have more time to provide value to customers due to automation of repetitive/administrative tasks. • Managers have richer insight on demand and performance to better plan resources. 	<ul style="list-style-type: none"> • Customers have easier access to services and find it easier to transact with councils across face-to-face, telephone and online channels. • Services are accessible and inclusive. • Customers have access to information they need and are kept up to date with progress. • Customers are automatically provided with benefits and grants where it is applicable. • Employees have better access to the information they need to support customers. 	<ul style="list-style-type: none"> • Customers experience a more integrated and joined-up service across the public sector. • Customers receive a more proactive and preventative service and receive targeted and tailored support where applicable. • Communities have access improved access to information and are more involved in decision-making and the design of services. • Properties and infrastructure are smarter and sustainable and enable better outcomes. • Employees and partners all have better access to information to deliver better outcomes.
Transformation Capabilities Required	<ul style="list-style-type: none"> • Portfolio and programme management. • Business process optimisation. • Business analysis. 	<ul style="list-style-type: none"> • Agile project management. • User-centred design. • Service design. 	<ul style="list-style-type: none"> • Data-driven innovation. • User-centric design. • Design thinking. • Open innovation/Innovation procurement.
Digital Enablers	<ul style="list-style-type: none"> • Cloud-computing. • Business intelligence and reporting. • Integration. • Automation. 	<ul style="list-style-type: none"> • Online services. • Online payments. • Web chat/Chat bots. • Data matching and analytics. 	<ul style="list-style-type: none"> • Data sharing and open data. • Data analytics and visualisation. • Artificial Intelligence (AI). • Internet of Things (IoT).

Figure 1 – A Framework for Developing a Digital “To Be” State for Scottish Local Government

Appendix C
Roles and Responsibilities within the Local
Government Digital Partnership.

Partner	Role
<p>Local Authority</p>	<p>Collaborating on:</p> <ul style="list-style-type: none"> • Sharing best practice and tools to reduce time to benefits and save costs. • Identifying and creating common platforms (e.g. Digital Health and Care collaboration with Microsoft Teams, the Digital Telecare Shared Alarm Receiving Centre Platform). <p>Providing:</p> <ul style="list-style-type: none"> • Digital and data leadership on new innovations and solutions. • Digital and data maturity. • Support on local strategies and challenges. • Support on digital skills capabilities by linkages into national programmes. • External technical and cyber assurance. • National voice of Local Government digital interests in national strategies and deliverables such as Health and Care, Education, Planning, Non-Domestic rates etc...).
<p>SOLACE</p>	<p>Collaborating on:</p> <ul style="list-style-type: none"> • Supporting Local Government Chief Executives with national and local challenges. • SOLACE/Improvement Service Transformation Work "Council of the Future".
<p>COSLA</p>	<p>Support Digital and Data leadership on:</p> <ul style="list-style-type: none"> • Net Zero. • Tackling Poverty. • Sustainable Services. • Local and National Policies.
<p>Scotland Excel</p>	<p>Collaborating on:</p> <ul style="list-style-type: none"> • Intelligence gathering from councils on current solutions and platforms being used (Scottish Technical Asset Management Platform – STAMP (Scottish Technical Asset Management Platform)). • Identify joint and collaborative procurement opportunities to reduce costs (both cost of procurement and costs realised through accessing economies of scale). • Identify procurement opportunities for common and collaborative solutions. <p>Providing:</p> <ul style="list-style-type: none"> • Technical Assurance of digital solutions being procured.

Appendix C
Roles and Responsibilities within the Local
Government Digital Partnership.

Partner	Role
<p>Improvement Service</p>	<p>Collaborating on:</p> <ul style="list-style-type: none"> • Data Returns Portal. • MyAccount usage in the Scottish Public Sector Digital Identity Programme. • Identifying new digital services. • Active communities/participatory design. • SOLACE – Council of the Future programme of work. <p>Providing:</p> <ul style="list-style-type: none"> • Leadership and expertise in new and existing technology areas and Digital approaches (e.g., Artificial Intelligence, Data, Cyber Security, Digital Skills, Scottish Approach to Service Design etc...). • Technical and cyber assurance of digital solutions.
<p>SEEMiS</p>	<p>Providing:</p> <ul style="list-style-type: none"> • Technical and cyber assurance. • Digital and data leadership for new innovations and solutions.
<p>Scottish Professional Development Society (SPDS)</p>	<p>Collaborating on:</p> <ul style="list-style-type: none"> • Digital skills matrix. • Digital skills competency frameworks for all levels of staff. • Digital skills pathways. • Joint opportunities for procurement with Scottish Government Digital Academy. • Creation of national shareable digital skills content and tools. • Developing a single national learning management system to save costs. <p>Providing:</p> <ul style="list-style-type: none"> • Digital and data leadership on new innovations and solutions. • Leadership and expertise in skills required for new and existing technology areas and digital approaches (e.g., Artificial Intelligence, Data, Cyber Security, Scottish Approach to Service Design etc...).
<p>SOLAR</p>	<p>Collaborating on:</p> <ul style="list-style-type: none"> • Information governance at a national level. • Supporting ethics, standards and assurance for data and artificial intelligence. <p>Providing:</p> <ul style="list-style-type: none"> • Digital and data leadership on new innovations and solutions. • Cyber security support for information governance decisions.

Appendix C
Roles and Responsibilities within the Local Government Digital Partnership.

Partner	Role
<p>Scottish Government</p>	<p>Collaborating on:</p> <ul style="list-style-type: none"> • Digital Scotland Strategy. • Digital Academy learning pathways and courses. • Digital Directorate – Common solutions and interoperability. • Digital Health and Care. • Use of MS Teams as common platform. • Data interoperability and national standards. • Digital Telecare – Shared ARC Platform and data standards. • Linking skills with Local Government and Scottish Government Digital Academy programmes to reduce time and costs. • Digital Front Door – Reuse of MyAccount and links to Local Government systems. • Digital Planning. • Non-Domestic rates common solution. • Digital Education – policies around digital. <p>Providing:</p> <ul style="list-style-type: none"> • Local Government digital voice in national objectives and deliverables.

06

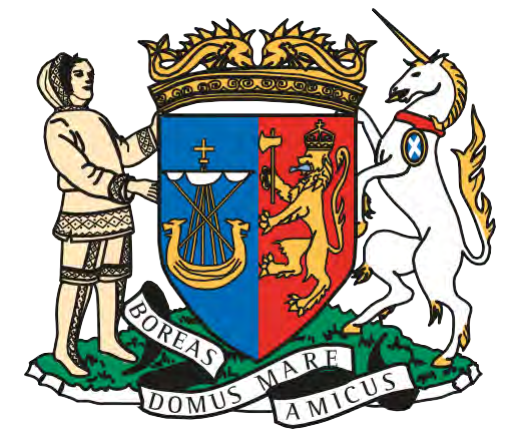
Testimonials.

digitaloffice.scot

Testimonial. Digital Telecare Programme.

“The Digital Office has played an invaluable role in helping with Orkney Islands Council’s transition from analogue to digital for telecare alarms. Their responsiveness to our enquiries has been consistently prompt, offering invaluable guidance and directing us towards pertinent resources. The playbook is extremely helpful and has lots of information which is readily available. The collaborative working between local authorities has been made possible through the Digital Office and this has been hugely beneficial to us in progressing with our project. Establishing connections with counterparts in other regions has enabled us to exchange insights and documents, fostering a culture of sharing best practices. The unwavering support from the Digital Office has been instrumental in steering our project towards success”.

Orkney Islands Council



ORKNEY
ISLANDS COUNCIL

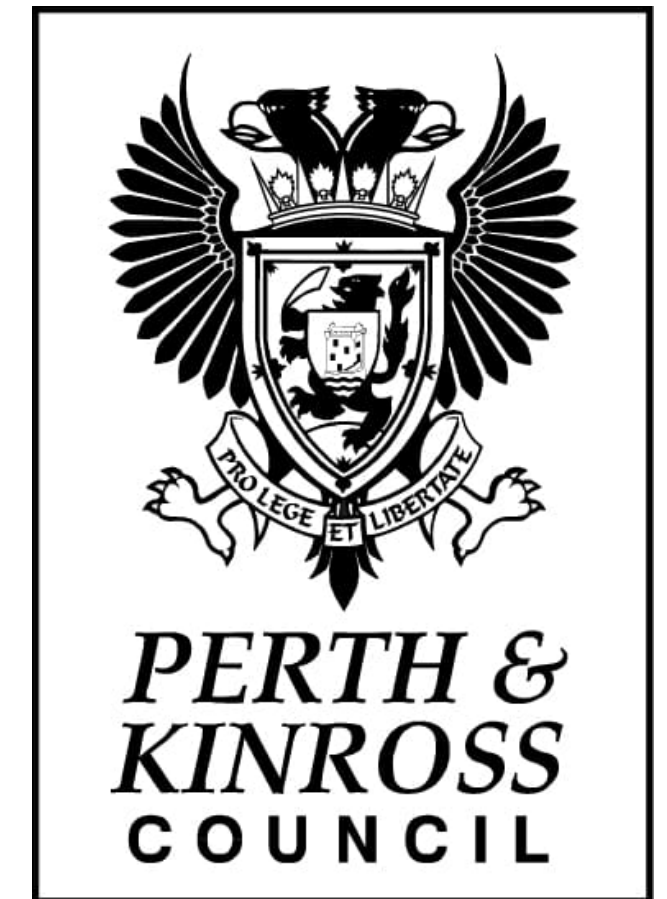
Testimonial. National M365 Cross - Organisation Collaboration Programme.

“As Chair and Vice Chair of Health and Social Care Partnership groups, the ability to view calendar availability across organisations has reduced the administrative burden in selecting suitable dates and times to hold meetings. Not only a reduction in resent invitations, but it has also seen a slight increase in attendance using the principle of ‘right first time.

This has impacted Administrators as well Operational and Managerial staff. Previously back-office administrators would spend significant time rescheduling Board meetings for maximum attendance with the additional pressures and stresses to achieve this. Post implementation the ability to view availability significantly reduces this task and while freeing up valuable time it aids in improving their own mental health and well-being through reduced pressure.

I was encouraged with how well our cross organisational collaboration went and feel positive that this could stand us in good stead for future endeavours.”

Perth and Kinross Council



Testimonial. Shared Alarm Receiving Centre Programme.

“The facilitation and engagement with multiple Telecare Service Providers within a single forum allow for the early identification and resolution of issues, contributing to post-event learning. The Digital Telecare Playbook proves to be an effective learning tool and is easily adaptable for Telecare Service Providers. Raising concerns within the broader Telecare & Telecommunication industry is facilitated, fostering collaboration and awareness. Despite some delays, the coordination of the Shared ARC procurement was successfully delivered. Additionally, access to expert resources from FarrPoint has been valuable. Having the Digital Telecare Programme as a central team has played a crucial role in keeping everyone focused on the imminent changes in analogue to digital.”

South Ayrshire Council



Testimonial. **Artificial Intelligence Workbooks.**

“I was delighted to be able to take part in the AI Transparency and Explainability in Practice workshop organised by the Digital Office in collaboration with the Alan Turing Institute.

The workshop itself was well organised, with a case study to focus on as an example sent out to delegates to prepare prior to the session. During the workshop, the team at the Alan Turing Institute took the time to ensure the delegates had a good understanding of what AI transparency and explainability in practice means in reality, detailing key principles and explanation types, which was far more in-depth than I expected, demonstrating the complexity in this area. The practical work was challenging, raising questions that I would never had considered prior to the session. I am looking forward to further workshops!”

Falkirk Council



Falkirk Council

Testimonial. Collaborative Procurement for M365 Licences.

“Having the ability to compare requirements with other organisations as a collaborative exercise was very useful. Previously for many years we have been on our own (outwith vendors input) procuring Microsoft software. Also having the benefit of knowing we have received pricing and terms and conditions the same as a dozen Scottish Local Authorities has been useful, convincing leadership we have achieved best value by undertaking a collaborative approach to procurement. Finally, having Crown Commercial Services do a significant amount of work was so helpful, it meant we just had to focus on our unique requirements here and submit those into the collaborative pot.”

Argyll & Bute Council



Testimonial. Competency Framework.

“Our draft ‘on a page’ Competency Framework is initially designed for any manager to ‘pick up and run with’ when discussing digital skills with employees, and we are currently exploring how it will link further within our PDR and recruitment processes. Reflecting themes and levels within the established Essential Digital Skills and Capability Frameworks, it sets the core expectations and broad activities that is more reflective of our working environment, systems, and digital maturity. We understand the framework will need expanded with additional layers to encompass support, training, evidence and outcomes, and we are keen to work with the Digital Office and other councils to achieve this. We hope an enhanced framework can be adopted by any council where they find it helpful.”

South Ayrshire Council



Testimonial. Cyber Security Support.

“The team at the Digital Office have continued to provide us with valued support and advice over the past year. They’re quick to respond when we’ve needed assistance at short notice, and it’s always good to know that we can rely on their extensive network of contacts and expertise with any challenges we have.”

Clackmannanshire Council



**Clackmannanshire
Council**

Testimonial. ONS Data Masterclass course.

“This has been a great opportunity to work collaboratively with the Scottish Digital Academy, the Digital Office for Local Government and Perth and Kinross Council. The learning resource addresses an urgent need across the Scottish Public Sector and is part of an overall strategy to help build data skills capability and realise the value of data sharing and reuse in Scotland.”

Tom Wilkinson

Chief Data Officer at the Scottish Government



**The Scottish
Government**
Riaghaltas na h-Alba

Testimonial. Digital Office Branding and Website Refresh.

“Knowing the impact of an accessibility-focused design, I was delighted to be invited to assist with the rebranding and website redesign for the Digital Office. Verity, Laura, and everyone else in the team were amazing to work with, and very open to feedback. The revised site and branding take the best of the earlier design, adds a fresh new look and accessible focus, and really ensures that everyone can access all the information and capabilities the Digital Office have to offer.”

Mike Insch

Senior Application Development Analyst
Aberdeenshire Council

Aberdeenshire
COUNCIL



Testimonial. Digital Maturity Assessment.

“The revised model and the overall objective of the DMA (annual process for measuring improvement and impact) New model is slicker, less resource intensive, yet afforded broader engagement across the organisation and provided deeper insight that was more reflective of the actual position. New results model, in breaking down scores in specific areas such as Vision, Skills, Data, Research will allow for more targeted activity to make further improvements. Not rounding up score was also, more helpful in terms of accuracy. The new approach in being less resource intensive does lend itself to carrying this out annually which is helpful in being able to action to results.

The new survey was much easier to run, the Digital Office provided valuable help and support as always. The previous DMA's run in 2019 & 2022 significantly influenced and informed our digital and data strategies. The analysis validates decisions we have recently taken to further bolster resources to support both digital and data and provides valuable insight as to where those resources should focus their attention to address key areas such as training, capacity to support change, broader engagement around our Digital Strategy and engagement in it, for example through the creation of a digital champions network.”

The Highland Council



Testimonial. Digital Partnership Forum.

“This Forum gave me a great opportunity to try out a new approach to collaborating with new colleagues on wicked problems. The process was very practical and helped me to distil a challenging issue into manageable actions – thanks!”

Argyll and Bute Council



Testimonial. IoT Blueprints.

“We are very grateful for the inspiration and invaluable advice that the Digital Office has provided on internet of things and for bringing Councils across Scotland together to provide the benefit of their experience in real world scenarios that are proving instrumental in shaping our own digital transformation.”

Dundee City Council



Testimonial. Service Design Challenge Competition.

“It’s been a real privilege to review the fifteen Design Challenge submissions, each unique and innovative in their own way. We live in a digital world, but not everyone is able to fully participate, especially those living in poverty. Innovative service design is a key enabler to understanding how to deliver better services and improve access for those who most rely on it. Both East Renfrewshire Council and Fife Council submitted ideas on how to use digital to improve the lives of people in their communities. I’m excited to see how they take this work forward.”

Aaron Slater

Digital Inclusion Manager

Scottish Council for Voluntary Organisations (SCVO)



