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7 September 2026

Dear Convener,

Please find enclosed a line-by-line update on progress with the Public Service Reform (PSR) strategy.

As you can see there has been some good progress on many actions in the strategy and we have developed a strong platform for further work on PSR.

I am also pleased to confirm that I will be publishing a number of key documents in the coming month, expected ahead of a planned PSR Summit on 30 September, including:

- The leadership statement (Foundation 1)
- Prevention Unit plan and Areas of Shared Interest paper (Pillar 1)
- Workforce Management Framework (Workstream 12)
- Guidance on revenue raising (Foundation 4) will also be issued to public bodies

This is in addition to launching the consultation on the planned Public Service Renewal Bill this autumn alongside a process to engage on the future of local governance in Scotland

You may wish to review the recently published (August 2026) corporate function data for Scottish Government and public bodies (including NHS healthcare organisations - Scottish Government and public bodies (including NHS healthcare organisations) corporate function data, 2023-24 and 2024-25 - gov.scot

The new commitments set out in the Programme for Government are well aligned to the PSR strategy. The commitment to re-wire the state to improve service delivery takes forward the actions in Foundation 4 to review the public body landscape and in Foundation 3 to deliver regional and community empowerment. But achieving the change we want to see will take more than simply reorganising the public service delivery landscape, and the pillars and foundation of the strategy remain the cornerstone of our approach.

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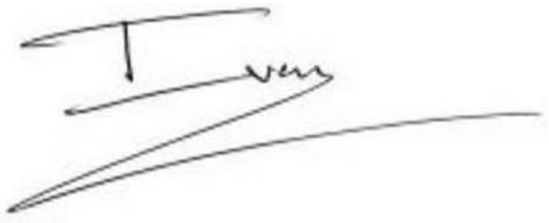
We will engage with a wide range of colleagues across public bodies, Local Government, trade unions and the third sector over the coming weeks to take forward this work, including through the PSR Summit on 30 September

I look forward to discussing this in depth at our session on 10 September.

Best wishes,



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Public Service Reform Strategy: Progress Update

The Public Service Reform strategy was published in June 2025. The Christie Commission articulated the need for public services that were efficient, integrated, prioritised prevention and empowered staff and service users. Despite some significant successes over the intervening years, we recognise that this vision has not been delivered to its full potential and set out a series of 18 interconnected workstreams designed to tackle systemic barriers to change. The Government remains committed to the strategy and progressing the commitments set out in the strategy.

This update provides an update on progress on all actions in the strategy. All actions have been RAG rated on the below basis. A snapshot of progress across the actions is also provided. This shows that 28% of actions are green and successful completion is likely and 11% are now complete.

RAG	Description	Count	%*
Blue	Delivery successfully completed.	9	11
Green	Successful delivery of the project/programme to time, cost and as agreed appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery	23	28
Amber-Green	Successful delivery appears probable, but constant attention will be required to ensure risks do not materialise into issues threatening delivery.	41	51
Amber-Red	Successful delivery of the project/programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and to establish whether resolution is feasible.	6	7
Red	Successful delivery of the project/programme appears to be unachievable. There are major issues which at this stage do not realistically appear to be manageable or resolvable. The project / programme may need re-baselining and/or the overall viability re-assessed.	0	0
Grey	Not yet started	2	2
		Total = 81	

- *May not sum to 100 due to rounding*

FOUNDATION 1 – LEADERSHIP & CULTURAL CHANGE

#	Action	RAG status	Update	Next steps
1/01	Develop a shared statement on public service leadership describing the expectations we should aspire to for ourselves and for each other and strengthening peer accountability.	Blue	A shared leadership statement has been developed following: • Review and synthesis of existing evidence and leadership frameworks. • Extensive bilateral engagement with senior leaders across local government, health, third sector, scrutiny bodies and Scottish Government. • Testing and refinement through stakeholder discussions and leadership networks (e.g. Scottish leaders' Forum event on 24 June). • Alignment with the National Performance Framework refresh and wider Public Service Reform agenda. The statement articulates shared values, behaviours and principles for collaborative public service leadership and is intended to be relevant across all sectors and leadership levels. A draft implementation plan has also been developed and groundwork has been undertaken to support future rollout through Scottish Leaders Forum activity and related leadership programmes.	• Publish (in the coming weeks) and implement the Public Service Leadership Statement. • Develop a clear implementation and adoption plan to embed the statement across sectors. • Establish ownership and a delivery plan for recruitment, promotion and performance management reforms. • Develop the outstanding collaborative leadership support offer and identify a sustainable delivery model. • Confirm long-term governance
1/02	Work in partnership to develop and implement a collective approach to recruitment, promotion and performance management across public services that	Grey	An approach to both strengthening collaborative leadership culture and rewiring the necessary parts of the system is being set out as part of the implementation work for the Leadership Statement. This will be taken forward through engagement with the HR Directors public services network, professional bodies including	

	supports and requires shared leadership behaviours, including collaborative working.		CIPD, and Chairs of public bodies, supported by changes to leadership expectations, governance and accountability arrangements. The work should be aligned with wider PSR reform activity and use existing levers, including Accountable Officer designation letters and sponsorship arrangements, to drive adoption across the public sector landscape Other relevant activity includes ongoing exploration for the potential to establish a 'centre of excellence' for public service leadership that takes into account that leadership challenges are often symptoms of wider system issues, including governance arrangements, accountability mechanisms, organisational boundaries, workforce systems and risk-averse cultures. A commission, setting out an approach is currently being developed.	arrangements for leadership reform activity and the Scottish Leaders Forum. • Expand dissemination of Reform in Action learning and leadership resources. • Continue strengthening the Leadership Support Network as the vehicle for aligning leadership development activity across the system.
1/03	Provide and align leadership development and support focused on developing the skills, behaviours and capabilities for the leaders of today and tomorrow, driving change and continuous improvement through collaboration and partnership.	Amber/Green	Progress has been made in aligning leadership support across Scotland's public services. A cross-sector Leadership Support Network was established in October 2025 bringing together representatives from public services, local government, health, academia and the third sector to identify where there is potential to coordinate activity, share resources and identify gaps in provision. The network has supported refinement of the shared leadership statement and is beginning to shape a more coherent national leadership offer. The Scottish Leaders Forum has continued to deliver leadership events, resources and communications, including the *Delivering Together for Scotland* event in June 2026 which brought leaders together around the Public Service Reform agenda and generated demand for further activity. Other progress includes work led by what is now Public Service Delivery Scotland to pilot the Leading to Change Leadership Success Profiles with local	

			government and the continued promotion of Healthcare Improvement Scotland's Scottish Approach to Change. Overall, the work to align and identify gaps in Scotland's leadership support infrastructure is now in train, although some elements of an intended national offer remain in development.	
1/04	Building on the Reform in Action case studies, identify and publish 'best practice' guides to support learning and continuous improvement across public bodies.	Blue	Reform in Action resources, which promote best practice, continue to be published and promoted through the Scottish Leaders Forum website, bulletin and communications channels. While dissemination is constrained by available resource, the commitment to establish and maintain a learning mechanism has been achieved. The good practice identified will be integrated into the products being developed for the implementation plan for the Leadership Statement to ensure alignment and consistency.	

FOUNDATION 2: ACCOUNTABILITY AND INCENTIVES

#	Action	RAG status	Update	Next steps
2/05	Refresh and renew the National Performance Framework in 2025. This will ensure a clear connection between outcomes, ways of working and accountability across Scotland.	Green	Significant progress has been made towards delivery of the NPF refresh and renewal commitment. Building on the statutory review undertaken in 2023 and the Scottish Government's commitment to reform the framework in January 2025, the programme has developed a smaller set of high-level, long-term and people-centred national outcomes. The proposed outcomes have been informed by:	Following Cabinet approval of the outcomes and indicators, we will launch the new national outcomes and indicators and work with partners and stakeholders to ensure there is good leadership, guidance and approaches in place to embed the national outcomes in how we do government. This includes alignment

			• Extensive public engagement and stakeholder workshops, completed in spring 2026. • Analysis of consultation responses and stakeholder feedback. • International evidence and benchmarking, including learning from other countries and the OECD Wellbeing Framework. • Development of a streamlined suite of indicators based on internationally recognised approaches to measuring progress beyond GDP and adapted for Scotland's context.	with the PSR leadership statement (foundation one).
2/06	Re-design our approach to accountability across Scotland's public sector to enable collaboration, and the investment of resources and capacity in collectively achieving priority outcomes. We will engage closely with Audit Scotland and other scrutiny partners to build on their expertise and work closely with colleagues across the system to deliver the necessary change. This will align to the work to develop a new monitoring and	Amber/Green	Progress has been made across a number of connected areas: • A review of accountability, performance and incentives activity across the system, identifying duplication and opportunities for better alignment and efficiency, and drawing connections across the interdependent activity taking place as part of the strategy and wider transformation agenda, both internally and externally. • Early work to articulate the end-to-end journey from outcomes to strategy, performance, risk and delivery, clarifying expectations around prioritisation and follow-through.	Development of the foundations of a 3-tier National Performance Framework system (with national outcomes and indicators at tier 1), that more meaningfully connects and aligns performance monitoring and delivery assurance. These tiers are to be composed of long term (national outcomes and indicators); medium term (ambitions, the Programme for Government setting the Government's core ambitions across the Parliamentary term; and performance, giving assurance that change is being made) and short-term (delivery assurance by monitoring implementation of commitments).

	accountability framework with local government, as set out in the Verity House Agreement.		• Initial steps to contain reporting and scrutiny burden, with work now moving toward identifying where duplication and inefficiency can be reduced.	These three horizons will work together to give Ministers the appropriate assurance on the Government's performance. The Government has set out its intention to introduce a Public Service Renewal Bill in the first year of Session 7 to progress public service reform. This is expected to generate further policy activity on accountability and incentives, particularly at a system level. There has also been substantial cross-party agreement on the need for further reform – from reducing the number of public bodies to changes in how the system operates.
2/07	Undertake a review of reporting and scrutiny requirements on Scottish Government and public bodies to improve efficiency and effectiveness and ensure a focus on outcomes that aligns with the refreshed National Performance Framework.	Amber/Green	Initial review of reporting and scrutiny requirements completed. Much of the background information is published as part of the National Public Bodies Directory - National public bodies: directory - gov.scot Engagement with COSLA and the Improvement Service in connection with the Local Government Data Platform (LGDP) and Local Government Online Data Returns Register (ODRR). Pilot activity to reduce the burden placed on local government in providing data to the SG.	Develop and test options for simpler, outcomes focused reporting and proportionate scrutiny, with evidence on burden reduction, data quality and decision value. Prioritise work to: • Consolidate reporting requirements across public bodies • Reduce duplication and reporting burden • Improve alignment with national outcomes

FOUNDATION 3: EMPOWERING PEOPLE, PLACES AND COMMUNITIES

#	Action	RAG Status	Update	Next Steps
3/08	Work with local government and public bodies to conclude the Local Governance Review. This includes Democracy Matters - agreeing blueprints for innovative democratic decision-making arrangements at community level.	Blue	SG published a joint statement with COSLA on the findings of the Local Governance Review and alongside this a 'Routemap to Reform' which set out a shared vision for local democratic renewal and the further empowerment of communities; this was based on engagement through Democracy Matters public consultation process.	Officials are now developing a programme of work to deliver greater community empowerment and decision-making. This will require a cross-government approach and work with external partners including local government. It will also be taken forward as part of wider work set out in the PfG to agree future reforms to local governance.
3/09	Empower local government and health partners to strengthen and streamline local decision-making through the development of Single Authority Models in three rural and island local areas, resulting in improved service delivery, better outcomes for communities and a shift towards more preventative public services. We will promote and share learning to	Amber/Green	We published a Single Authority Model update in March, alongside the joint statement with COSLA on the findings of the Local Governance Review. Local government and health and social care partners in each of the three participating authority areas continue to develop proposals which can best help to address local priorities.	We will take forward the development of Single Authority Models to reflect the unique circumstances of our island communities. We will ensure these arrangements complement wider reforms, and that local communities and workforces are included in the development of proposals.

	inform local governance reform in other geographies.			
3/10	Take forward the findings of the review of parts of the Community Empowerment (Scotland) Act 2015, to strengthen the community asset transfer process to further empower communities and ensure that assets support wider economic, social and environmental outcomes.	Green	The Asset Transfer Review report had four commitments: 1. Refresh the national asset transfer action group – this is completed. 2. Consider updating the asset transfer statutory guidance documents – ongoing and aim to be completed by March 2027. 3. Gather accurate and robust asset transfer data – ongoing and aim for report by end of 2026. 4. Consider value of evaluating impact of asset transfer – being explored and ongoing	A short life working group has been established to update the statutory guidance documents. The group thus far has meet on 4 occasions the next of which scheduled for October 2026. Deadline for the asset transfer data gathering from the 95 relevant authorities was 31 July 2026. SG officials are assessing responses and data collected with publication of data once completed. Asset transfer case studies to be published post summer 26 – social research leading. SG Policy officials also exploring free impact evaluation opportunity with Glasgow Caledonian University
3/11	Work with regional and local partners to identify how best to formally devolve further elements of decision-making and delivery to Regional Economic Partnerships (REPs), and present options	Blue	SG have agreed to devolve powers to REPs to allow for greater decision making and delivery outcomes.	As part of PfG commitment workplans being developed on route to formal legal status.

	before the end of this Parliament			
3/12	Implement, in partnership with Trade Union colleagues, processes to enable staff to bring forward improvement opportunities and appropriately recognise staff who take up that challenge.	Amber/Red	Scottish Government recently published a new 5-year Corporate Plan which sets out our commitment to introduce new ways for colleagues to propose and implement improvements to ways of working, and commits to ongoing engagement with trade unions on delivery of that plan. This commitment is alongside regular engagement at Ministerial and official level with trade unions. Officials have been engaging with employers and trade unions in developing the Workforce Management Framework (WMF). This framework provides guidance on strategic and operational workforce management practices for public sector organisations and is due for publication in September . It states the importance of placing staff at the centre of identifying efficiencies and strengthening ownership, alongside effective leadership, strong management support, an outcomes focused approach, and the autonomy for teams to redesign processes. The programme for Government (PfG) also sets out our commitment to engage in extensive dialogue over the next several months with partners and other parties to reach a shared direction about local governance in Scotland which will include both community empowerment alongside regional local government.	Within SG Core a project has been commissioned by the Permanent Secretary to launch an initiative to capture colleagues' ideas and seek to pursue the best through to implementation. A project manager has been appointed and CSGU engaged. Next step is to deliver an outline scope following CSGU feedback on the proposal. This project is alongside work led by the Automation team to work with teams to identify new ways of adopting and deploying CoPilot within local processes to best effect.
3/13	Identify the right support to empower staff to develop those ideas, giving them the tools they need to implement change.	Amber/Green		
3/14	Review our ways of working, and policies that support them, to ensure we can deliver services more effectively and efficiently.	Amber/Green		

			While progress has been made, collectively we have further to go to empower our staff to shape and implement ideas for change, ensuring they play a central role in the delivery and impact of PSR.

WORKSTREAM 4: ENSURING THE RIGHT DELIVERY LANDSCAPE

#	Action	RAG Status	Update	Next steps
4/15	Identify duplication across public bodies and work with those bodies to share processes/services.	Amber/Green	**PSR Landscape Review** All actions identified are part of the overarching review of the service delivery landscape, covering 134 public bodies and 51 Scottish Government directorates. A functions based review (FBR) over the summer invited DGs and public bodies to identify opportunities to reduce duplication and improve efficiency across the public service delivery landscape; proposals submitted have informed a number of the reform commitments now reflected within the PfG. A Short Life Working Group (SLWG), including representation from public bodies, was established to assess the FBR proposals for robustness and scale of ambition in order to develop a shortlist. The proposals received were on a sliding scale of reform activity from shared services through to subsuming bodies, mergers and abolitions. The FBR proposals not specifically reflected in the PfG will continue to be explored. Proposals are not only focused on public bodies, but also look at the interface between bodies and the Scottish Government.	Commitment to introducing a Year 1 PSR Bill to support the reform of the service delivery landscape. Implementation of 2026 Programme for Government commitments to reform the service delivery landscape. Continue development of the proposals received from the recent Functions Based-Review. Wider review of Public Service Delivery in Scotland, through a
4/16	Expand and deepen the 'clusters' programme with public bodies to facilitate greater efficiency and integration. We will publish the network of clusters.	Amber/Green		
4/17	Consider the appropriate interface between public bodies and Government in terms of policy/delivery split and remove duplication where it exists.	Amber/Green		
4/18	Where necessary, identify and implement changes to the status of public bodies where this prevents them delivering to best effect.	Amber/Green		

			Ministers are committed to bringing forward a Public Service Renewal Bill in year 1 of this Parliament. The Bill will likely have a narrow scope, potentially focused on initial organisational reform. Officials are also exploring what legislative enablers may be required and could be feasibly included at this stage to support the permissive environment around reform. **PSR Landscape Clusters** Since January 2026 we have developed a network of 64 public bodies across 9 clusters which cover portfolio and organisational interests. • Chairs • Culture • Economy • Education • Environment and Forestry • Health and Social Care • Regulatory Bodies • Transport • Justice As part of Clusters governance, we are continuing to convene a joint cluster group to coordinate clusters progress and are considering how clusters can contribute to the overall programme of work, including supporting implementation of the PfG proposals.	whole system architecture approach. Continue to support the PSR Clusters as a mechanism for reform.

			We have an ongoing programme of information sessions linking clusters into all PSR workstreams, providing access to materials and resources which can support their work.	
4/19	Use the Ministerial Control Framework to continue the presumption against the creation of new public bodies by assessing and challenging any new proposals.	Green	Ministerial Control Framework has been updated to include the presumption against creating new public bodies and Cabinet has reconfirmed this position.	
4/20	Support and encourage an entrepreneurial mindset within public bodies.	Amber/Green	Revenue-raising guidance is currently being developed, with distribution to Public Bodies anticipated in September 2026. This work has been supported by analysis of information gathered through the Public Service Reform (PSR) and Budget commissioning, as well as engagement with Public Bodies. Additionally, an information sharing and best practice session was held with Public Bodies on 20 May, featuring three Public Body speakers. Representatives from a range of Public Bodies and sponsor teams attended, providing a forum for sharing experiences of revenue-raising activities and discussing current practice across the sector.	Following publication of the guidance, engagement with Public Bodies and sponsor teams will continue, with regular updates helping to inform future consideration of revenue-raising opportunities and barriers across the sector.
4/21	Remove, amalgamate or change the number of public bodies where doing so will increase efficiency, remove duplication and improve service delivery.	Amber/Green	**See 4/1/5 - 4/1/8**	

PILLAR 1: PREVENTION

WORKSTREAM 5 - UNDERSTANDING AND MITIGATING DEMAND DRIVERS

#	Action	RAG Status	Update	Next steps
5/22	Improve our evidence base for understanding what is driving demand for services, and identify issues that the public service system must address.	Green	Significant progress has been made in developing a stronger evidence base on the drivers of public service demand. Work is underway to map the range of preventable demand drivers across Scotland, linked to National Performance Framework outcomes, and to assess their impact on both outcomes and long-term public service sustainability. Engagement has taken place across analytical, policy and delivery teams, supported through Prevention Unit governance structures. Evidence gathering is nearing completion and will support identification of the key demand drivers where reform and preventative intervention could have the greatest impact.	The next phase of the workstream will move from analysis to prioritisation and action. This includes agreeing a set of priority demand drivers for public service reform, strengthening understanding of the cost and impact of those drivers, and developing practical tools to support investment decisions. The work will increasingly focus on identifying where preventative interventions can deliver the greatest improvement in outcomes and public service sustainability, and on translating analytical evidence into costed
5/23	Improve our understanding of the impact on the economy of preventative approaches and use this to enhance our collaboration with businesses to deliver reform.	Green	Workstream activity has focused on developing the analytical tools and evidence needed to better understand the costs of preventable demand and the potential value of preventative interventions. This includes development of return-on-investment approaches and engagement with external partners and experts, including CIPFA, Public Health Scotland, the Edinburgh Futures Institute Prevention Hub and the Welsh Future Generations Commissioner. This work is helping build a stronger understanding of the economic and fiscal benefits of prevention and establishing foundations for future engagement with external partners.	

5/24	Build on our learning from service change and successful preventative innovations to improve our understanding of collaborative models that drive change and apply that learning to tackle other complex issues.	Green	The workstream is drawing on evidence and learning from prevention-focused activity across government, including health, education, social security and place-based reform programmes. Through development of analytical tools and collaboration with policy areas, the programme is seeking to identify common characteristics of successful preventative approaches and collaborative delivery models that can be replicated elsewhere. This work will create a stronger evidence base for future reform activity. This builds on the analysis published alongside the Public Service Reform Strategy on Learning from 25 years of Preventative Interventions in Scotland.	proposals for future reform activity. Work is underway to develop methods of investing in prevention with engagement across whole family support on delivery models, private sector models and engagement with social investment partners.
5/25	Set out costed proposals to tackle the key drivers of demand.	Green	Initial analytical work is creating the foundation for future costed proposals by identifying priority demand drivers, understanding the costs they generate across public services and developing approaches to assess the effectiveness and value of preventative interventions. Detailed proposals remain under development and will be informed by the final prioritisation of key demand drivers and associated case-study work.	

WORKSTREAM 6 – PREVENTATIVE BUDGETING

#	Action	RAG Status	Update	Next Steps
6/26	Re-design our approach to identifying, tracking and monitoring preventative spend and set out how this	Blue	Significant progress has been made towards establishing Scotland's first systematic approach to preventative budgeting. The Scottish Government Prevention Unit published a Methodology for categorising spend by level of prevention and portfolio, and linking expenditure and outcomes. This approach	The workstream will now focus on embedding preventative budgeting into routine budget processes and

	will be utilised in future Budget processes.		was piloted in 7 Scottish Government Portfolios and 9 Health Boards. A preventative budgeting exercise covering the 2026-27 Budget is now underway and will inform future budget discussions. This work is intended to create greater transparency around preventative investment and provide a stronger evidence base for decision making.	strengthening the link between investment decisions and long-term outcomes. Priorities include refining the preventative spending methodology, integrating findings into the 2027-28 Budget process, piloting the Scottish Prevention Investment Framework and developing approaches for assessing the return on investment of preventative spending proposals. The long-term ambition remains creating a budgeting system that better supports prevention, cross-boundary collaboration and sustainable public service reform.
6/27	Change how we budget, and any other necessary processes, to allow resources to move between portfolios, organisations and services in order to share resources and collaborate across boundaries, where required, to support upstream investment, identifying where financial support is required to support the cost of change.	Amber/Green	The workstream is beginning to move beyond measurement towards influencing budget processes. Preventative budgeting outputs are being designed to feed directly into portfolio-level budget discussions, supporting consideration of cross-boundary investment and prevention. Development has also commenced on a wider Scottish Prevention Investment Framework intended to support future decisions on preventative spending proposals and create stronger links between investment decisions and long-term outcomes.	
6/28	Develop our Invest to Save Fund to support the move to preventative investment.	Amber/Green	Although the primary focus of this workstream has been preventative budgeting and development of the Prevention Investment Framework, this work is helping create the evidence base required to support future preventative investment and investment-for-change activity. By improving understanding of	In 2025-26 a total of £17.9m was spent. All awards for the 2026-27 Invest to Save Fund have been approved and

			preventative spending and return on investment, the programme is strengthening the foundation for future investment mechanisms that support reform and upstream intervention. The Investment to Save Fund could be a key component in the design of the planned Prevention Investment Framework	outcome letters sent to all bidders, totalling £29.9m with 5-year total savings projected at £178 m, which would be an average ROI of 5.95. The bulk of the savings are severance and digital projects, including collaborative digital between multiple authorities. Following agreement to the terms and conditions of the proposed awards, payments will be made.

PILLAR 2 – JOINED UP SERVICES

WORKSTREAM 7: SIMPLIFICATION

#	Action	RAG Status	Update	Next Steps
7/29	Rationalise our policy landscape: strengthening collaboration and integration within Government to converge and simplify the programmes and policies that aim to change services for people, particularly those who are disadvantaged, building a common approach across Scotland.	Amber/Green	Progress on the Simplification workstream has focused on creating a more integrated and outcomes-focused approach to policy design, service improvement and performance reporting. Some key aspects of the work are now being developed through the emerging integrated Whole Family Support (WFS) System Change Programme. The programme, which is expected to be in operation from April 2027, is bringing together a number of relevant policy areas, funding streams and delivery partners around a shared vision of ensuring families receive the right support, at the right time and for as long as required. This is intended to help reduce fragmentation across programmes and strengthen collaboration across national and local government, public services and the third sector. A key principle of the workstream is to reduce duplication by avoiding the creation of additional reporting requirements where suitable frameworks already exist, and reducing and simplifying existing reporting requirements while strengthening the evidence available to understand progress against strategic priorities.	The integrated WFS systems change programme is currently being designed with support from key stakeholders and is expected to be in operation from April ’27. This will include continuing work with 7 ‘early adopter’ local authorities to consider opportunities to embed their work on funding flexibility and integrated reporting into the design of the programme at an appropriate point.
7/30	Review and simplify reporting requirements on delivery of individual activities in favour of reporting against agreed priority outcomes.	Amber/Green		We will continue to work with colleagues across the Scottish Government to understand and align related simplification initiatives, ensuring opportunities to reduce duplication and rationalise reporting requirements are considered as part of a wider programme of reform activity.
7/31	Develop and publish data that improves our understanding of	Amber/Green		

	performance against key priorities.		Specifically, as part of work on an integrated WFS programme from April ’27 we will consider how best to align reporting and accountability arrangements around shared outcomes rather than individual programmes. This will build on work done to date with early adopter local authorities on an interim WFS Outcomes Framework and the refreshed National Performance Framework. A further example of work in this area is the Employability Data Improvement Programme, which was established to reduce reporting burden and improve the quality and usefulness of employability data. The immediate priority is reform of cumulative No-One Left Behind returns, moving to a more sustainable approach that reduces the volume of data Local Authorities are required to manage and submit to SG while maintaining a strong evidence base. Wider opportunities for simplification are also being explored through emerging cross-government reform activity.	We are working with Local Authority partners, SLAED, HMRC, and data users to take a whole-system view of data collection and reporting, ensuring future reforms consider all data asks across the No-One Left Behind landscape, not just those required by Scottish Government, with a focus on streamlining requirements, improving efficiency, and strengthening person-centred data quality that meets user needs, all within the wider context of public sector reform. 7/31: next steps as 7/30

WORKSTREAM 8: DATA SHARING AND DATA USAGE

#	Action	RAG Status	Update	Next Steps
8/32	Explore new approaches to data sharing and protection across public services, helping lawfully balance risks	Amber/Red	Technical innovation work progresses, while facing delivery challenges in securing capacity and skills required. There remain challenges in terms of supporting organisations to share data,	The next phase of the workstream will focus on moving from individual improvements towards a

	against the benefits of sharing data.		however, the technical work described below is part of the solution. Nevertheless, significant progress has been made in developing the foundations for a national approach to data sharing through the proposed Data Exchange programme. This forms part of Scotland's wider Digital Public Infrastructure and is intended to provide common capabilities that will make it easier for organisations to find, access and share data safely and lawfully. Development work has focused on smart data cataloguing, data-sharing tools and federated linkage approaches that will enable organisations to Find, Access, and Integrate data across boundaries of data ownership, while maintaining appropriate privacy and security controls. Partnerships have also been established with organisations including the Edinburgh Futures Institute Prevention Hub, the Citizen Data Sharing Governance Group and CivTech partners to explore practical solutions to legal, cultural and technical barriers to data sharing.	more integrated national data ecosystem, based on analysis of disparate data sharing use cases. Priorities include progressing discovery and early delivery for the Data Exchange programme, expanding the use of common data standards and cataloguing tools, and strengthening the ability of public bodies to share and reuse data safely and effectively. Work will also continue to build organisational capability through the Data Maturity Programme and Communities of Practice, whilst piloting will begin for the priority areas such as Tackling Child Poverty. Collectively, these activities aim to unlock the value of public sector data
8/33	Work with local partners to identify and break down the data barriers that prevent the delivery of Whole Family Support approaches. This will ensure that more households can benefit from holistic support and get the support they need as quickly and easily as possible.	Amber/Green	Work to improve data sharing is increasingly being shaped around prevention and service integration priorities, including Whole Family Support and Child Poverty delivery. However, timelines for Child Poverty piloting are most affected by barriers to establishing internal expertise. The Data Exchange programme is being developed with use cases that focus on joining-up services around citizen need, while collaboration with the Prevention Hub and wider policy partners is supporting identification of barriers to information being shared effectively between organisations. The programme is helping	

			establish the technical and governance foundations necessary to support more coordinated and person-centred services.	by tackling barriers to sharing and use, enabling more joined-up services, better decision making and earlier interventions that improve outcomes for people and communities. The WFS programmes are testing these approaches in practice and demonstrating their potential benefits, but further work is required to embed these changes at scale and realise their full impact across the public sector.
8/34	Build maturity of data sharing- and consuming-organisations, with common digital components that encourage Findable, Accessible, Interoperable and Reusable data. This will put evidence behind targeted services and preventative support, especially for those citizens who need it most while avoiding disparate crisis interventions	Green	Strong progress has been made through Scotland's Data Maturity Programme and wider data improvement activity. Successive cohorts of public sector organisations have participated in the programme, with demand continuing to exceed available places. Alongside this, Communities of Practice have expanded and organisations are working together to improve capability in areas such as data governance, standards, leadership, skills and data literacy. Development of common standards, shared architecture and public sector data cataloguing capability is helping to create a more consistent and interoperable data ecosystem across Scotland's public services.	

WORKSTREAM 9: LOCAL INTEGRATION: STRENGTHENING COMMUNITY PLANNING & REALISING THIRD SECTOR POTENTIAL

#	Action	RAG Status	Update	Next steps
9/35	Strengthen expectations for joint working to meet the needs of communities - this means all partners are expected to share resources, blend capability and capacity, prioritise prevention and	Green	Progress has focused on strengthening Community Planning as a vehicle for local integration and prevention. Work has increasingly emphasised the need for partners to work collectively around shared outcomes rather than organisational objectives, with a stronger focus on place-based working, preventative support and collaborative leadership. This is being supported through wider	The next phase of the Community Planning agenda will focus on strengthening CPPs as the primary mechanism for place-based public service reform. This

	improve community and wider participation.		PSR activity linked to Community Planning Partnerships (CPPs), Whole Family Support, and local systems reform.	includes reducing duplication in reporting and accountability arrangements, addressing the barriers to greater sharing of resources, information and expertise, and reviewing how national policy can support delivery of local outcomes. Work will also continue to strengthen community participation and ensure local knowledge plays a more influential role in shaping decisions, priorities and service redesign. The overall aim is to create stronger local systems capable of delivering prevention, integration and improved outcomes through collective action. The PfG 2026-31 committed to delivering the vision of Democracy
9/36	Simplify the policy landscape to have fewer but more meaningful asks on CPPs and make it easier for CPP partners to share data to improve collaborative working.	Amber/Green	Activity across PSR has increasingly focused on reducing fragmentation between programmes and strengthening alignment around common outcomes. Connections are being made between Community Planning, Whole Family Support, data-sharing reform and performance frameworks to reduce duplication and create a more coherent environment for local partnerships. Work is also underway in related programmes to improve the conditions for effective data sharing and collaboration between partners. A mapping exercise of the reporting requirements of community planning partners has been completed and will support the wider programme of work on simplification under Workstream 7.	
9/37	Work with regulatory and audit organisations to shift accountability mechanisms to both incentivise and require collaborative working.	Amber/Green	Progress has been made through wider PSR accountability reform activity which is exploring how accountability, scrutiny and performance systems can better support collaborative working and shared responsibility for outcomes. This work is helping to establish stronger links between local partnership working, outcomes frameworks and accountability arrangements. A series of Deep Dives is currently underway with 3 Community Planning Partnerships to identify both the barriers to partners meeting their statutory obligations in relation to community planning, and the most appropriate levers to incentivise and require collaborative working.	
9/38	Work with CPPs, the Scottish Community Planning	Green	Work has continued with Community Planning partners and improvement networks to strengthen systems leadership and	

	Managers Network and the Community Planning Improvement Board to build the collaborative systems leadership, culture, infrastructure and capabilities to deliver this.		support place-based reform. This includes activity to strengthen collaborative ways of working and support local partnerships in delivering preventative approaches. The strategic emphasis has increasingly moved beyond governance structures towards building the culture and capabilities required to deliver collective action.	Matters. Implementation will be phased over time, supporting communities - including local third sector organisations - and the public bodies closest to them to work well together locally. A key proposal is to support communities to articulate their own priorities and for these to shape and influence decisions about local spending, service design and delivery, for example through community led action plans and greater use of democratic innovations such as citizen's assemblies. Further progress can be shared with the Committee as it is implemented.
9/39	Trust and listen to local organisations, building on their tacit knowledge, to understand the priorities and	Amber/Green	The Democracy Matters Route Map to Reform was published in March 2026 and sets out a compelling vision for the future of community led decision-making, based on two phases of extensive public engagement (linked to workstream 3)	

	concerns of local people and communities.		This process sets out how local democracy can be renewed and power and resources better shared with communities; it specifically described a vision for change in which communities have greater influence and control over local decisions; mechanisms in place for power and resources to be shared with communities; and more investment in community capacity.	
9/40	Develop work with Third Sector Interfaces (TSIs) to strengthen third sector engagement with service re-design, collaborative commissioning and system leadership.	Blue	Targeted self-assessment with 6 FFP/whole family support local authorities (Glasgow, North Ayrshire, Clackmannanshire, Dundee, Aberdeen, North Lanarkshire) has concluded and culminated in an event in March 2026. This work was led by Glasgow Council for the Voluntary Sector (GCVS) and Children in Scotland (CiS).	SG will continue working with CiS and GCVS throughout the transitional year (2026/27) to support partners, and this will help shape the ongoing development of an integrated Whole Family Support (WFS) programme. This integrated programme forms part of the wider Child Poverty Programme and sits alongside another key commitment in this area, the WFS Third Sector Delivery Fund. Progress and outcomes relating to both strands of work will be reported through the child poverty programme framework.

9/41	Continue to improve the operating conditions for the third sector through Fairer Funding arrangements.	Green	We have delivered against our commitment to develop a Fairer Funding approach by providing more multi-year funding to 52 third sector organisations delivering frontline services and tackling child poverty through the Fairer Funding Pilot. Further progress was delivered in the 2026-27 Budget, with multi-year funding agreed for Disabled People's Organisations, Advice Services and the Delivering Equally Safe fund and timely notification for third sector grant recipients ahead of the start of 2026-27 financial year. Fairer Funding is evolving into a broader programme to strengthen Scotland's partnership with the third sector. The Partnership Agreement aims to embed the third sector more consistently in policy development, service redesign and delivery. Early work has focused on establishing priority themes, including developing a partnership of equals, supporting a strong and independent sector, improving financial sustainability and strengthening accountability.	Planning has begun for extensive engagement activity across the sector during 2026-27 and 2027-28, to co-design the Partnership Agreement and implementation plan. The draft aim and scope of the Partnership Agreement and the Steering Group membership will be published by the end of September.

WORKSTREAM 10: DIGITAL PUBLIC SERVICES

#	Action	RAG Status	Update	Next steps
10/42	Publish the refreshed Digital Strategy which will set out how we will accelerate the digitisation of Government.	Blue	The refreshed Digital Strategy and associated Digital Public Services Action Plan were published in November 2025, establishing a shared vision for digital government and public service transformation. The Strategy provides a framework for strengthening digital leadership, skills, data, cyber resilience and innovation, while improving collaboration and governance across the public sector. Delivery is now being taken forward through a	Focus is now on implementation of the Strategy, embedding governance arrangements and ensuring that investment, capability building and major digital programmes contribute to

			programme of work monitored jointly by Scottish Government and local government partners.	wider public service reform objectives.
10/43	Move more correspondence onto digital channels, The NHS Digital Front Door, using the Scottish Government's new secure Mailbox service, will be piloted from December of this year. By 2030 25% of all Scottish Government, agency and NDPB correspondence will be digital saving at least £100 million a year.	Green	Significant progress has been made in developing the secure Digital Mailbox service and integrating it within wider digital public service infrastructure. The MyCare.scot service has been piloted through the NHS Digital Front Door and discussions are underway regarding adoption by additional public bodies, including Social Security Scotland and Food Standards Scotland. The programme remains aligned to the long-term ambition that 25% of Scottish Government, agency and NDPB correspondence will be digital by 2030.	Expand adoption of the Digital Mailbox across public services, increase the volume of digital correspondence and strengthen integration with identity, notification and citizen-facing services.
10/44	Alongside Mailbox extend the use of ScotAccount which has already transformed service delivery for Disclosure Scotland with more than 9,000 new secure, privacy enhancing identities created every week.	Green	ScotAccount continues to expand as Scotland's common digital identity solution. The service now supports multiple service providers, including Disclosure Scotland, COPFS Witness Gateway and MyCare.scot, while onboarding approximately 9,000 new users per week. Work is underway to establish a future Target Operating Model and support further scaling of the platform. Plans remain on track to exceed one million accounts by the end of 2026.	Complete agreement of the Target Operating Model, transition ScotAccount into a sustainable live service and increase adoption across a wider range of public services.
10/45	During this financial year, pilot a Scottish Government app as a gateway to personalised public services.	Green	Development of the mygov.scot app has progressed, with integration planned across ScotAccount, Digital Mailbox and Digital Licensing services. Initial services have been identified, including the Register of Tobacco and Nicotine Vapour Product	Launch and test the app by end of 2026 with initial services, expand the range of services

	The first use case is likely to be proof of age.		Retailers and the Funeral Sector Register. The programme is also developing citizen alert functionality to provide wider value for users. The UK Government App is available for all UK residents including those in Scotland providing access to information on Gov.uk. The mygov.scot app will focus on services that are provided to the people of Scotland. UK Government app helps users find services, but the mygov.scot app will allow users to interact with services. The mygov.scot app will sit alongside the MyCare.scot app, which allows people to access their health data and messages. Both apps use ScotAccount to access services, and share the same digital mailbox functionality, but the MyCare app will integrate with health specific services and data, without sharing that health data with the wider public sector.	available via the app and strengthen use of personalised notifications, alerts and digital transactions.
10/46	Continue to use CivTech to drive innovation in the public sector by delivering new, better products and services quickly and cost-effectively.	Green	CivTech remains a key innovation mechanism supporting public service reform by bringing together public bodies, service users and innovative suppliers to develop solutions to public sector challenges. CivTech 11 concluded successfully in May 2026. Of 12 companies participating in the Accelerator, nine are progressing towards post-Accelerator contracts, supported by almost £5.7 million in capital investment to develop products further. The remaining companies did not progress primarily due to Challenge Sponsor capacity constraints.	Continue annual CivTech challenge rounds, strengthen alignment with Public Service Reform priorities and use challenge-based procurement to solve complex public service delivery problems. Products that have gone into post-Accelerator

			Since 2016, CivTech has delivered 112 challenges, received 1,357 applications, and supported 131 teams through Accelerators, with 85% of participants being start-ups or early-stage SMEs. More than 80% of Accelerator companies secure follow-on contracts and remain operational, creating over 450 skilled jobs These deliver significant in-year tax and NI revenue, and local economic impact. Tax and NI revenue in-year is between £2.8 million and £5.1 million, and the in-year local economic impact sits between £23.7 million and £33.0 million. There is a marked acceleration in investment beyond CivTech contracts: at March 2020 the total private sector investment into alumni companies stood at some £4.2 million: it now sits at over £140 million. Independent assessments indicate strong value for money, generating estimated returns of £11.50-£22.00 for every £1 invested through public service and societal benefits, alongside £3.10-£5.80 for every £1 invested in wider economic impacts. Early evidence suggests CivTech is on track to meet or exceed these projected benefits. In this we must emphasise that VfM is created through collaborative working, with CivTech doing the 'hard yards' to establish new products, services and technologies - which others may then roll out. So CivTech triggers the VfM – we 'shift the needle'.	development delivering on PSR include – • The Digital Mailbox (AMI), which forms the base of the mygov.scot app soon to be released • The ePass licensing platform, cited in the 2026-31 PfG • Supply25 supply chain management system. CivTech 12 will start on the 8th of September 2026 with six Challenges - a reduction in the number compared with recent years, caused by CivTech's reduced team size impacting delivery capacity - the 'pipeline demand' remained as strong as ever. There is a maximum committed (capital) contract spend on the Round 12 of £4.7 million.

				Adding in the capitalised CivTech activity of some £1 million, the total capital spend applied to Round 12 will be some £5.7 million, though because we work under R&D procurement regulation we can raise contract values if deemed advantageous. During 2026-27 and 2027-28, further investment into ongoing Challenges from previous CivTech Rounds will occur.
10/47	Use geospatial data from satellites and LiDAR surveys to reduce the requirement to visually inspect the natural and built environment, reducing the cost of regulation and grant management, and improving the accuracy and timeliness of information.	Green	Progress has been made in expanding Scotland's geospatial capability through LiDAR capture and satellite imagery initiatives. By the end of 2026, LiDAR coverage is expected to exceed half of Scotland, while business case development is underway to support wider national access to Low Earth Orbit satellite imagery. These technologies are being explored to improve regulation, environmental monitoring, grant management and public sector decision-making.	Expand national coverage, increase use of geospatial data across multiple services and embed Earth Observation technologies within routine operational and regulatory activity.

10/48	Identify and deliver efficiencies in public service operations from using Artificial Intelligence (AI); predicting demand, monitoring outcomes for prevention, as well as targeting human interventions for maximum effectiveness	Amber/Green	Scotland's AI capability continues to mature through expansion of the AI Register and development of governance and ethical assurance arrangements. More than 40 use cases are currently recorded, supporting transparency and responsible adoption. User research on practical application of AI ethics has commenced and work is underway to develop new policy and governance approaches following the establishment of AI Scotland and the conclusion of the first AI Strategy. AI tools for streamlining public services continue to progress towards pilots, with prototyping and pre-pilots completed for tasks across several domains where skilled staff time could be freed up. The diverse nature of AI use documented in the Register, and the complexity of measuring productivity for the knowledge worker tasks where AI is most relevant, mean that estimates of savings are not suitably robust or readily available for publication.	Move from experimentation to wider adoption of AI-enabled solutions across public services, with a focus on improving productivity, supporting prevention, targeting interventions more effectively and ensuring robust governance arrangements remain in place.

PILLAR 3 – EFFICIENT SERVICES

WORKSTREAM 11: DATA COLLECTION

#	Action	RAG Status	Update	Next steps
11/49	Collect and publish information on corporate function costs of Scottish Government and public bodies and use that information to drive	Green	The latest corporate function data for 2023-24 and 2024-25 was published on 27 August 2026 (Scottish Government and public bodies (including NHS healthcare organisations) corporate function data, 2023-24 and 2024-25 - gov.scot.)	Continue improving the quality and consistency of cost information across portfolios and public bodies, strengthen benchmarking and comparative analysis and use the evidence

	efficiencies, in particular working with groups of public bodies to understand what is driving costs and where there is duplication.		Progress has been made in strengthening the evidence base that underpins efficiency and reform activity across government. Information on corporate and operational costs is increasingly being used to inform Portfolio Efficiency and Reform Plans (PERPs), identify opportunities for reform and efficiencies across portfolios and the wider public body landscape. The development and publication of PERPs has created greater transparency around efficiency opportunities, helping to establish a clearer basis for future challenge and reform activity.	generated to identify duplication, improve productivity and support wider public service reform activity.
11/50	Set financial targets, including for Scottish Government operating and staff costs, and track and monitor the delivery of these across our efficiency programmes and across portfolios	Amber/Green	Portfolio Efficiency and Reform Plans (PERPs) were published alongside the Scottish Spending Review and established a framework for delivering efficiency and reform savings across all portfolios. Collectively, the published plans set out savings reaching approximately £1.5 billion per annum by 2028-29, representing a significant contribution towards the wider Fiscal Sustainability Delivery Plan ambition. Monitoring arrangements are now in place, , creating improved visibility of progress and strengthening accountability for delivery. Work is also underway to strengthen links between PERPs, workforce planning and wider public service reform activity.	Continue embedding the monitoring and reporting framework for PERPs, strengthen integration with workforce and fiscal sustainability programmes, and ensure that delivery of savings targets drives genuine reform rather than short-term cost reduction. Future reporting will focus on demonstrating progress against efficiency targets while improving transparency on how reform activity is contributing to fiscal sustainability.

WORKSTREAM 12: WORKFORCE

#	Action	RAG Status	Update	Next steps
12/51	Develop a workforce management policy and framework, including the impact of projected demand for public services on workforce size and shape.	Green	Significant progress has been made in developing a coherent Workforce Management Framework (WMF). The workstream has focused on creating a single framework bringing together best practice guidance and tools for workforce planning, management, controls, and governance. This is intended to support a consistent approach to workforce management across public bodies while supporting delivery of wider fiscal sustainability and reform objectives. Ministerial sign-off and publication arrangements are being progressed.	Finalise and implement the Workforce Management Framework, and strengthen the development and monitoring of public sector workforce trajectories. .
12/52	Develop best practice workforce planning guidance including highlighting existing service demand, capability building and budget scenario planning, allowing for a more data-driven approach.	Amber/Green	Work has progressed on improving workforce planning capability through development of workforce planning guidance, workforce planning maturity assessments and a workforce planning network which will be set out in the Workforce Management Framework. Additional work has focused on strengthening workforce data, improving modelling capability and developing a stronger evidence base to support future workforce decisions.	Continue developing workforce planning tools, capability and guidance, encourage participation in workforce planning networks and strengthen the use of workforce data to support strategic planning and scenario modelling.
12/53	Strengthen leadership capability on workforce planning and organisational restructuring and re-design	Amber/Green	Workforce reform activity has increasingly focused on supporting leaders to manage workforce change consistently and effectively. Work has been undertaken to understand leadership needs, develop practical tools and strengthen connections between workforce reform and the wider PSR leadership and culture	Provide targeted support and practical tools for leaders involved in workforce planning, organisational redesign and workforce transitions,

	to support delivery of our workforce plans.		agenda. Leadership and culture interdependencies have been formally examined to support a more joined-up approach.	ensuring that workforce reforms can be delivered consistently and confidently across organisations.
12/54	Promote best practice guidance for workforce change, including tools such as redeployment, severance policy, etc., including principles of using such schemes, guidance for staff and union engagement, and case studies of other organisations.	Green	Progress has been made in developing a suite of workforce reform enablers, including work on redeployment, severance, recruitment controls, headcount management and wider workforce transition arrangements. The workstream is seeking to establish a more coherent and consistent approach to workforce change while supporting engagement with staff and trade unions.	Finalise, implement and promote the Workforce Management Framework and embed consistent approaches to redeployment, severance and recruitment controls across the devolved public sector. Further work on redeployment will commence following publication of the Workforce Management Framework
12/55	Evaluate the productivity of public services and its impact on workforce as a result of business improvement activities across public services.	Grey	Productivity measurement and analysis is being explored through various routes, including engagement between Scottish Government analysts and the Office for National Statistics regarding Scotland-specific productivity analysis.	Future productivity work will be taken forward outwith Workstream 12 through separate analytical and reform programmes.

				The forthcoming Workforce Management Framework includes examples of process improvements through automation which have increased productivity.
12/56	Publish workforce data and trajectories creating greater transparency on the size and shape of the devolved public sector workforce in Scotland.	Amber/Green	Considerable progress has been made in improving workforce intelligence and transparency. Work has focused on enhancing workforce data collection, developing workforce trajectories and strengthening understanding of workforce trends across the public sector. New workforce data models are being developed to provide more granular information at organisational level and support wider planning and decision-making. New organisation-level public sector employment statistics are now being published, most recently on 20 August 2026 (as at March 2026): Public sector employment in Scotland: employment by organisation for 1st Quarter 2026 - gov.scot	Continue to improve public sector workforce publications, strengthen workforce forecasting capability and ensure workforce intelligence is routinely used to support planning, reform and fiscal sustainability decisions.
12/57	Take steps to reprofile our public sector workforce; further detail will be set out in the Fiscal Sustainability Delivery Plan.	Amber/Green	Workforce reform is a key strand of the Fiscal Sustainability Delivery Plan and the PSR Efficient Services Programme. Work is underway to understand workforce demographics, natural attrition, workforce trajectories and the impacts of workforce policies. Although Public Sector Employment statistics show the workforce increased by 0.6% FTE during 2025-26, planning continues	Build a stronger evidence base around workforce trajectories, support organisations to manage workforce change through controls and workforce planning tools and align workforce size and

			around achieving the longer-term workforce trajectory set out in the Fiscal Sustainability Delivery Plan. .	capability with future service models and a reformed public sector landscape.

WORKSTREAM 13: DIGITAL SKILLS AND RESOURCE

#	Action	RAG Status	Update	Next steps
13/58	Manage and control digital spending at a Government level to give visibility on total digital spend and to help direct and leverage that spend in the most efficient way, reducing duplication or crossover and ensuring efficient use and re-use of digital assets.	Amber-green	Progress has been made through strengthened national governance arrangements for digital transformation. Delivery of the Digital Strategy and Digital Public Services Action Plan is now supported through national governance structures and collaborative decision-making arrangements involving Scottish Government and local government. Work is helping create greater visibility of digital investment priorities, supporting more coordinated planning and reducing duplication across programmes and organisations. We are currently undertaking further planning work towards strengthening national oversight and coordination of digital investment through an extensive programme of stakeholder engagement, with a broad range of stakeholders and subject matter experts to test the proposals, understand impacts, and refine the approach. This work will inform the development of a future operating model and roadmap.	Continue strengthening national oversight of digital investment, improve alignment between spending decisions and strategic priorities, and increase opportunities for collaboration, reuse and shared procurement across the public sector.
13/59	Make sure that the digital projects we take forward are the most important projects	Green	We are managing and controlling digital spending through a portfolio management approach to give us visibility on total digital spend, and to help direct and leverage that spend in the most	Further strengthen prioritisation processes, align capability investment

	that will have the biggest impact in terms of efficiency and quality of service delivery.		efficient way, reducing duplication or crossover, and ensuring efficient use and re-use of digital assets. This includes the adoption of a common digital portfolio framework, increased transparency of digital spend and a shift from fragmented approaches to a coordinated, system-wide model.	with major transformation programmes, and ensure scarce digital skills and resources are focused on the highest-value opportunities for reform and service improvement.
13/60	Reuse common platforms and components to reduce the cost of delivery. By increasing the use of shareable data, infrastructure and architecture we will ensure effective public services are tailored to users and pre-empt demand.	Green	Significant progress has been made in promoting common approaches across the public sector. Work is underway to develop Open Educational Resources, a National Model of Professional Learning, common procurement approaches and standardised digital role profiles. Together these initiatives are intended to reduce duplication, increase reuse and support a more consistent approach to capability building and service transformation.	Increase adoption of shared learning resources, common standards and reusable components, helping organisations reduce delivery costs while improving consistency and interoperability across public services.
13/61	Work towards more central management and direction of our digital workforce to ensure that the right people are working on the right projects.	Amber/Red	The development of portfolio level controls is progressing. However, the implementation of executive resource management does not currently have an implementable plan and is in the early stages of exploration as the team continue to focus on digital spend controls (13/58).	We anticipate this work will progress over a significant period of time and this has been reflected in the RAG rating. We continue to explore this work however it remains at an early juncture.

13/62	Accelerate the delivery of a strong, digitally skilled workforce through our Scottish Digital Academy. This will include the development of a capability toolkit to assess the current skills of our workforce and identify any gaps.	Green	Strong progress has been made through the Scottish Digital Academy and the work of the Digital Capability Advisory Group. Activity includes development of a Capability Assessment Toolkit, a National Model of Professional Learning, Open Educational Resources, and enhanced Data and AI learning programmes. Demand for capability-building support continues to grow across public sector organisations, demonstrating increasing engagement with digital skills development.	Launch and embed the Capability Assessment Toolkit, expand learning opportunities through the Scottish Digital Academy, and continue to strengthen digital, data and AI skills across the public sector workforce.
13/63	Develop courses on leadership and transformation to support leaders to integrate and oversee the delivery of digital products and services, equipping them with the skills to lead change, build high-performing digital teams, apply user-centred approaches, and deliver better outcomes.	Green	New Leadership and Transformation Prospectuses have been developed and now published- to support leaders responsible for digital transformation. These resources are helping create clearer learning pathways and improving access to leadership development opportunities focused on digital service delivery, organisational change and user-centred design. This work is supporting leaders to better understand how digital capabilities contribute to improved outcomes and service reform.	Continue to expand leadership and transformation learning offers, strengthen uptake across public services, and support leaders to build high-performing digital teams capable of delivering complex change and transformation programmes.

WORKSTREAM 14: SHARED SERVICES

#	Action	RAG Status	Update	Next steps
14/64	Continue to develop and optimise the HR, Finance &	Blue	The existing shared HR, Finance and Purchasing platform has continued to be enhanced and optimised, with planned platform	Focus will shift from platform optimisation

	Purchasing platform to drive adoption and wide operational benefits.		improvements now completed. This has improved the service offering available to participating organisations and strengthened the foundations for future shared service delivery. The work has demonstrated the practical benefits that can be achieved through common platforms and more standardised corporate services.	towards maximising the value of the platform through broader adoption, service improvement and integration with future shared services developments.
14/65	Identify and onboard a small number of new public sector customers to the shared HR, Finance and Purchasing platform in 2025/2026.	Blue	The onboarding programme has successfully delivered its original objectives, including onboarding new customers, continuing discovery activity with existing customers and undertaking engagement with additional organisations interested in future participation. This has helped build confidence in the shared services model and provided valuable learning for future expansion.	Continue engagement with existing and potential customers while using learning from onboarding activity to inform future shared service delivery models.
14/66	Further develop our shared services thinking and propositions across a range of services, with a view to offering solutions that public sector organisations can take value from in the future.	Amber/Green	The original approach to this action has been refreshed to reflect the evolving role of Public Services Delivery Scotland (PSDS) and wider Public Service Reform ambitions. Work has been undertaken to improve service catalogues, communications and funding arrangements, including establishment of an initial sustainable funding model. The focus is now moving beyond individual platforms towards defining the future shared services offer that could be provided across Scotland's public sector.	Work with DG Corporate and PSDS to define the current and future shared services offer, identify areas where additional value can be delivered and develop propositions that support wider reform, resilience and efficiency objectives. Much of this is dependent on the maturity of Public Service delivery

				Scotland's (PSDS) own strategy.
14/67	Work towards building shared services at greater scale, in pursuit of overall efficiency gains.	Amber/Green	The workstream has entered a new phase focused on understanding the future role of Public Services Delivery Scotland (PSDS) and the longer-term direction of shared services delivery. Earlier milestones relating to governance and operating models have been superseded by a broader programme to consider future shared service arrangements across the public sector. Initial work is underway to define what a future model could look like and how it could be governed and funded.	Develop a long-term strategy and roadmap for shared services delivery in Scotland, establish appropriate governance arrangements and identify opportunities to expand shared services at greater scale while maintaining service continuity and customer confidence.

WORKSTREAM 15: SCALING INTELLIGENT AUTOMATION

#	Action	RAG Status	Update	Next steps
15/68	Expand Intelligent Automation as a shared service through a scalable hub-and-spoke model across core government and key public bodies.	Amber/Red	Work has progressed on the governance, capability and delivery foundations needed to support the future expansion of AI & Automation across Scottish Government and the wider public sector. This includes a hub-and-spoke approach designed to provide access to specialist expertise, shared services and reusable solutions, helping organisations adopt AI and automation more quickly, consistently and cost-effectively. A series of discovery exercises have identified significant opportunities to improve productivity and service delivery through AI & Automation. However, progress in translating these opportunities into implementation has been constrained	Continue refinement of the operating model and prioritised roadmap, while exploring future funding and delivery options to support implementation at scale. Continue engagement with procurement and delivery partners to identify sustainable
15/69	Launch a national collaborative procurement framework to give the Scottish public and third sector, easier access to	Amber/Red		

	automation expertise and reusable solutions.		by funding and resource challenges, alongside difficulties securing participation across organisations, limiting the ability to take identified opportunities forward into delivery at scale **Procurement Update** Procurement activity has progressed significantly and development of the national AI & Automation framework is nearing completion. However, recent market analysis and advice from Gartner indicate that the market has evolved significantly since the procurement was initiated. We are therefore reviewing the procurement strategy to ensure it remains aligned with current market capability, emerging technologies and future public sector requirements before finalising the approach.	approaches that support wider adoption and reuse across the Scottish public sector.
15/70	Support delivery bodies to redesign how services are delivered – improving productivity and tackling headcount pressures sustainably.	Amber/Green	The AI & Automation Centre of Excellence continues to support discovery, prioritisation and delivery activity across Scottish Government and existing customers within available resources. There is an extension programme of automations with 140+ automations delivering £15-21m in cost avoidance	Maintain support for priority opportunities and live services, while continuing to develop a pipeline of SG transformation opportunities that can be progressed should additional capacity become available.
15/71	Build the workforce capability and shared infrastructure needed to scale innovation safely, ethically and effectively.	Amber/Green	Work continues across government to strengthen digital, data and AI capability, including development of learning and professional skills pathways. However, scaling capability-building activity at the pace envisaged by Workstream 15 remains dependent on partner capacity, funding and wider corporate support.	Continue collaboration with Digital Academy and corporate partners to develop capability-building approaches and workforce support arrangements aligned to

				wider Public Service Reform objectives.
15/72	Identify opportunities to pilot the use of AI technology in public sector processes.	Amber/Green	Experiencing some near-term delivery challenges due to constraints in accessing critical internal specialist technical expertise, as needed both to prototype and to act as a sophisticated buyer of AI. The AI Register remains mandatory across much of the public sector, and our current priority is to improve awareness, compliance and uptake of the existing requirement. The Register, together with ongoing prototyping work, is laying important groundwork to support the future identification, assessment and scaling of AI opportunities across the public sector. While capacity remains the main constraint, we have agreed a plan with the provider to support more organisations onto the Register and will keep progress under review. The Scottish Digital Academy continues to explore expansions of its offer on AI.	Prototyping and piloting of AI solutions continues for a number of government processes, along with continuous refinement of the evaluation and governance processes that ensure AI is only being used where it delivers public value, made transparent through the AI Register. we are redesigning the AI Register to make it simpler and more accessible for users. The launch of the updated Register will provide an opportunity for targeted internal and external communications to increase awareness.

WORKSTREAM 16: NATIONAL COLLABORATIVE PROCUREMENT

#	Action	RAG Status	Update	Next steps
16/73	Increase cost avoidance and cashable savings to up to £300 million over a two-year period by working with the public sector to increase usage of existing national collaborative agreements and to identify areas where new agreements could be developed;	Amber/Green	Significant progress has been made in delivering the National Collaborative Procurement programme. A dedicated two-year programme is underway to increase adoption of national collaborative procurement frameworks, strengthen customer engagement and improve commercial outcomes across the public sector. The first year of delivery generated approximately £181 million savings, (£175 million cost avoidance savings and £6 million cash savings) providing strong progress towards the overall savings ambition. Work is also underway to complete structured portfolio reviews across major procurement categories to identify opportunities for further consolidation, increased framework use and future collaborative agreements.	Complete portfolio reviews across key procurement categories, increase uptake of national collaborative agreements, strengthen benefits reporting and identify new opportunities for collaborative procurement that support efficiency, reform and fiscal sustainability objectives.
16/74	Work with our suppliers to identify opportunities to harness new technologies to increase efficiency.	Amber/Green	National Collaborative Procurement Division (NCPD) has begun engaging suppliers and stakeholders to identify opportunities where technology, automation and digital solutions can improve efficiency across procurement and commercial processes. This work forms part of a wider programme to modernise procurement systems, improve consistency and support more efficient sourcing and tendering activity. We are currently out to market for a unified Source-to-Contract system which will replace 2 separate systems, offering a streamlined user experience for buyers and suppliers.	Continue supplier engagement, identify priority opportunities for automation and digital improvement, and develop recommendations that support smarter, faster and more efficient commercial processes across the public sector.
16/75	Maintain open dialogue with our customers (government	Amber/Green	Customer engagement has become a central feature of the programme. NCPD has developed a Communications and	Embed the customer engagement model,

	and public sector bodies) to ensure that our frameworks continue to deliver the right services and products to meet the future needs of the public sector and the people of Scotland.		Engagement Plan and is implementing a more structured customer engagement and account management approach. Portfolio reviews are engaging public sector customers to understand current and future requirements, improve framework adoption and ensure procurement arrangements continue to support both operational needs and wider Public Service Reform objectives. Oversight and coordination is also being strengthened through the Collaborative Leads Group and procurement Centres of Expertise.	strengthen account management arrangements, improve understanding of customer needs and use feedback to shape future framework design, procurement priorities and collaborative opportunities.

WORKSTREAM 17: COMMERCIAL VALUE FOR MONEY

#	**Action**	**RAG Status**	**Update**	**Next steps**
17/76	Utilise the DG grants database, refreshed annually by the Grants Capability and Assurance team, which will contain information on active grant funding schemes across Government. Build on our CVfM Programme to streamline the funding landscape for users and reduce delivery costs.	Amber/Red	Progress made in establishing a more comprehensive understanding of grant funding across government. A central register of grant funding programmes has been created and continues to be updated and refreshed to further develop and strengthen the evidence base through grant dashboards and data analysis. This is intended to improve visibility of grant expenditure, reduce duplication and support decisions on streamlining the funding landscape. Supporting analytical work, including public body reviews and grant review frameworks, has been completed and is helping identify opportunities for rationalisation and efficiency.	Complete cycle of refresh for the grant funding register, improve visibility of grant expenditure across government and public bodies, and use the resulting evidence base to simplify funding arrangements and reduce administrative costs for both

				government and grant recipients.
17/77	Where appropriate, our CVFM programme will align and consolidate spend, deliver commercial scrutiny of costs, and empower grant funders to increase competitive tension in grant spend ensuring grants go to those organisations who demonstrate they can use it to maximise impact on service level improvements	Amber/Green	Commercial Value for Money activity has expanded through deep-dive analysis of grant expenditure, development of a Grant Review Framework and establishment of governance arrangements such as the Consultancy Monitoring Group. The programme is increasingly providing commercial challenge and analytical support to identify opportunities for alignment, consolidation and improved value from grant expenditure. Work is also progressing to strengthen competitive grant processes and improve consistency across government. Savings generated through the programme have already contributed significantly to wider Public Service Reform savings objectives.	Continue engagement with across government to support deeper analysis of grant expenditure, strengthen commercial challenge and scrutiny arrangements, and identify opportunities to improve value, reduce duplication and maximise the impact of grant funding.
17/78	Develop and implement performance monitoring and reporting to show the effectiveness of Scottish Government and Public Bodies spend on grant programmes.	Amber/Green	Progress made through development of the Find and Apply platform and wider grants assurance activity. The pilot platform is helping to create a more transparent, consistent and auditable approach to grant administration and reporting. Alongside this, guidance and good practice resources being developed to improve grant management and strengthen understanding of outcomes and performance. Measures are beginning to establish a more consistent basis for monitoring effectiveness and demonstrating value from grant expenditure.	Expand use Find and Apply platform, improve performance information and reporting across grant programmes, and strengthen the evidence available to demonstrate outcomes, impact and value for money from public spending.

WORKSTREAM 18: SINGLE SCOTTISH ESTATE

#	Action	RAG Status	Update	Next steps
18/79	Continue to improve the property data held to support proposals and decisions.	Amber/Green	Good progress has been made in strengthening the quality, consistency and use of estate data across the public sector. A dedicated data improvement programme is underway with a strong, baselined plan in place, including publication of a Property Data Standard, development of improved data governance arrangements and work to strengthen estate reporting. This is helping create a more robust evidence base to support estate planning, investment decisions and performance management. Currently Amber-Green owing to UKG InSite platform in an extended period of downtime for essential maintenance since 6 May with ongoing delays with UKG reinstating access	Complete implementation of the Property Data Standard, strengthen data quality, compliance and reporting arrangements, and deliver the wider data improvement project to support better estate management and decision-making across the public sector.
18/80	Progress current and planned Location Based Reviews (LBR), including Inverness and Edinburgh and develop a toolkit to allow any stakeholder to progress consistent with the Single Scottish Estate (SSE) approach.	Amber/Green	Location Based Reviews remain central to delivery of the programme. The Inverness LBR, which has a dedicated SRO in place, is nearing completion and identifying opportunities for local co-location, estate rationalisation, improved asset utilisation and reduced operating costs in conjunction with the local authority. The Edinburgh LBR is currently undergoing re-planning and updating the data from the initial work. The Perth LBR project is currently in delivery stage for co-location with Perth and Kinross Council at Pullar House. The programme continues to develop common methodologies and approaches that harness the feedback and expertise of stakeholders and further enable partners to undertake collaborative estate planning in a consistent way. This work is	Complete ongoing Location Based Reviews, secure endorsement of recommendations, support delivery of identified opportunities and continue refining tools and methodologies that enable wider adoption of the Single Scottish Estate approach including with ongoing

			helping strengthen collaboration and maximise value from publicly funded assets. The proposed toolkit is being progressed with review of lessons learnt on other LBRs and Impact Assessment work carried out, as well as aligning with the draft LBR process. For the Glasgow Office Project, an OBC is in development, market engagement activities are underway and a market circular issued to identify suitable office accommodation. As of August 2026 the SSE Programme remains on track to deliver £50-80m in savings by March 2028.	development of the LBR toolkit.
18/81	Ensure Net Zero remains a key consideration for all property decisions	Amber/Green	A trajectory towards Net Zero continues to be embedded throughout the programme with reduced carbon emissions included within the programme's benefits. Estate optimisation, co-location and rationalisation activity are being designed to reduce the environmental footprint of the public sector estate while also delivering financial efficiencies. Strategic projects are being developed with sustainability, carbon reduction and long-term asset performance as key considerations. The programme is helping align estate reform with Scotland's wider climate ambitions.	Maintain a Net Zero trajectory, primarily through the reduction of emissions on a smaller and better public sector estate, as a core principle within estate planning and investment decisions; progress major estate projects and continue reducing emissions and operating costs through estate modernisation and rationalisation.