

MEETING SUMMARY REPORT

28 AUGUST 2025

CONTEXT

At this meeting, the focus was on the Digital, Data and Technology Specialist Workforce (DDaT), with the aim to create a space to explore the needs of this workforce to maximise our aims for the transformation of health and social care services.

Our commitment to support and further develop the DDaT Workforce is set by Scotland's Digital Health & Care Strategy. A DDaT Pilot group is currently in place to explore how the DDaT Framework can enable the development of the specialist workforce by reviewing roles and career pathways across NHS Scotland Boards.

Breakout Session 1

What's are the biggest challenges facing the DDaT workforce in your organisation today? And what barriers are holding back the development of a skilled DDaT workforce to meet the needs of service transformation both now and in the future?

- ❖ *There is a feeling of widespread lack of clarity, structure, and recognition around DDaT roles—ranging from unclear career paths and inconsistent skill frameworks to limited leadership understanding, underinvestment in development, and fragmented support—leaving a diverse, often overlooked workforce without the tools, time, or visibility needed to thrive and drive digital transformation.*

Breakout Session 2

What would a thriving DDaT workforce look like in your organisation and what specific actions would need to happen to make improvements?

- ❖ *To build a thriving, future-ready DDaT workforce, we need clear roles, consistent career pathways, supportive infrastructure, and a culture of continuous learning—underpinned by investment in people, recognition of diverse skills, and a shift from siloed working to collaborative, value-driven teams empowered to lead real transformation.*

Breakout Session 3

What **Actions and Recommendations** do we need to consider at both organisational and national level, to build a resilient and future-ready Digital, Data and Technology (DDaT) workforce across health and social care?

- ❖ Establish executive-level and board-level representation for DDaT roles, including a nominated chief data lead.
- ❖ Ensure senior leaders understand and actively support DDaT workforce development.
- ❖ Create structured, centralised career pathways that support both technical and non-management growth.
- ❖ Reform job frameworks (e.g., Agenda for Change) for consistency across roles and titles.
- ❖ Define and promote core competencies across the DDaT workforce.
- ❖ Focus on current and future skills development including access to resources and protected time for learning.
- ❖ Recognise and professionalise DDaT roles to support long-term career progression.
- ❖ Invest in team structures that promote collaboration across levels and disciplines.
- ❖ Invest in the workforce to build internal capabilities rather than relying on external solutions
- ❖ Develop internal and external communications strategies to raise awareness of DDaT's value.
- ❖ Launch PR campaigns to highlight DDaT as a driver of transformation and service reform.
- ❖ Provide a centralised hub for resources, job descriptions, and learning materials.

The next Digital Capabilities Network meeting will be on 27 November. An invitation will be circulated via existing communication channels.

Further information about the Digital Capabilities Network and previous Summary Reports can be found at the [Digital Health & Care Website](#).