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Richard Leonard MSP  
Convener  
Public Audit Committee  
Scottish Parliament  
Edinburgh  
EH99 1SP

6 July 2021

Dear Mr Leonard

## **MAJOR IT PROJECTS – PROGRESS REPORT**

I am writing in follow up to my letter of 21 January 2021 to the Convener of the Public Audit and Post-Legislative Scrutiny Committee and also to provide my routine, six monthly update on major IT projects.

We continue to see a rise in the volume of projects registered with the Digital Assurance Office with the number of major projects also steadily increasing. There are currently 501 active projects recorded, of which 33 are classed as major projects and a further 21 are potential new major projects. These account for 72% of the total costs recorded and are the areas we continue to prioritise for mandatory assurance. A full breakdown of the projects by estimated whole life costs is shown at [Annex A](#).

I thought the Committee might also find it helpful to see a breakdown of assurance review outcomes for financial year 2020-21 which is set out in [Annex B](#).

In her letter of 23 December 2020, the previous Convener requested information about the:

- financial impact of delays on IT projects due to COVID-19
- amount of extra resources put into developing IT projects during COVID-19

In my response of 21 January 2021, I advised that this information is not held centrally, with financial monitoring of project budgets managed within individual organisations or Scottish Government business areas. I undertook however to commission this information for major IT projects and provide it alongside our next routine major project update. This information is attached in [Annex C](#).

Finally, [Annex D](#) provides an overview of the technical assurance activity conducted on each of the major projects. Projects have only progressed to the next stage on successful completion of the mandatory review requirements.

As noted in previous updates, technical assurance may be only one of the independent assurance activities carried out on a particular project or programme.

I hope this is helpful but I would be very happy to discuss in more detail.

Yours sincerely

A handwritten signature in cursive script, reading "Sharon Fairweather", enclosed in a thin black rectangular border.

**Sharon Fairweather**  
Director for Internal Audit and Assurance

**BREAKDOWN OF PROJECTS – @13 JUNE 2021**Table 1 – Total Number of Projects Recorded in Project Register

<b>Total Number of Active Projects</b>	<b>Total Number of Active Projects with Estimated Whole Life Costs</b>	<b>Total Estimated Whole Life Costs</b>
501*	410*	<b>£1,553,932,318</b>

\* This figure includes potential projects and projects at early scoping stage. The DAO does not monitor the financial expenditure of projects and captures estimated whole life costs as a means of identifying high level projects and gauging the level of assurance which may be warranted. Whole life costs reflect the total cost of creating and maintaining an asset through to its disposal. The nature of the project register means that some estimates will include projected costs that are not related directly to the IT delivery element of the project. It should also be noted that the project register is updated regularly through a process of engagement between the DAO and organisations and therefore the nature of the information held will change over time.

Table 2 – Breakdown of Projects with an Estimated Whole Life Cost Recorded

<b>Project</b>	<b>Number of Projects</b>	<b>Total Estimated Whole Life Costs £m (rounded)</b>	<b>Percentage of Active Projects with Estimated Whole Life Costs</b>
Major Projects	33	901	58%
Potential Major Projects	21*	210	14%
>=£5m (excluding major and potential major projects)**	14**	283	18%
£1m - <£5m	53	110	7%
£500k - <£1m	25	17	1%
£100k - <£500k	119	27	1.7%
<£100k	146	5	0.3%

\* There is one Potential Major Project for which estimated costs are not currently recorded.

\*\*These are projects which are not currently subject to mandatory assurance e.g. because they are on hold or because the solution is delivered and the ongoing costs are for licensing or support.

## ASSURANCE REVIEW OUTCOMES 2020-21

<b>Major Project Reviews - Outcome</b>	<b>33</b>
Proceed to next stage.	8
Proceed to next stage with conditions.	17
Do not Proceed until remedial action taken.	5
Close the project.	0
Continue in current stage.	0
Continue in current stage with conditions.	0
Not applicable.*	3

<b>Digital First Assessments - Outcome</b>	<b>35</b>
Proceed to next stage.	24
Proceed to next stage with conditions.	8
Do not Proceed until remedial action taken.	0
Close the project.	0
Continue in current stage.	0
Continue in current stage with conditions.	0
Not applicable.*	3

\* These are health checks or mid-phase Digital First Checkpoints for which a stop/go decision was not relevant.

## MAJOR PROJECTS - COVID IMPACT

Organisation	Project Name	Financial impact of delays due to COVID-19	Amount of extra resources put into developing project during COVID-19
Scottish Government – Agriculture and Rural Economy Directorate	Land Parcel Identification System	Nil	Nil
Scottish Government – Agriculture and Rural Economy (ARE) Directorate	Provision of a Support and Maintenance services for Rural Payments and Services Systems	Nil	Due to remote working arrangements; redeployment of key people to critical areas; staff undertaking extra tasks alongside their normal ones; and many accelerated operational commitments to counter the effects of Covid-19 and EU Exit, this has resulted in delays to the procurement, but a strategy has been put in place to deal with this.
Scottish Government – Children and Families Directorate	Case Management System for Statutory Redress Scheme	Nil	Nil
Scottish Government – Constitution and Cabinet Directorate	eCounting 2022	While COVID-19 has significantly changed the way in which we have managed and are delivering elements of the eCounting project, and caused short delays to some aspects within the project (all of which have been subsumed within contingency built into the original timeline), overall it remains on track and will not be delayed. The ultimate deadline is delivering an eCounting system for the Local Government elections in May 2022 (a date set in legislation) and that remains on track, therefore there are no financial impacts of delays due to COVID-19.	COVID-19 has had a significant impact on how the eCounting project is being delivered but it has been mitigated/managed to date by deploying contingency arrangement within existing budget and without extra resource. For example, we had originally envisaged building a single large scale test centre in our Edinburgh project office, which hasn't been possible in the circumstances. Instead we have built two smaller test centres – in Edinburgh and Solihull – and split the equipment and people originally allocated between two sites. While this has entailed a great deal of re-planning and careful project management, it's been done by adapting current resources.
Scottish Government – Corporate Transformation Directorate	Shared Services Programme	Nil	Nil
Scottish Government – Digital Directorate	Digital Identity Scotland	Nil	Nil
Scottish Government – Digital Directorate	Payments Transformation Project	Nil	Nil
Scottish Government – Digital Directorate	Digital Shared Services - Future Technologies Programme	As a result of COVID-19 we reviewed the Future Technologies Programme and reprioritised the planned projects. With most of our 16,000 users required to work from home we focused on expediting projects which would support mobile and flexible workspaces and collaborative working. For instance the introduction of MS Teams which in normal times would have been roughly a 2 year project was expedited and completed within 6 months. We managed to achieve this by diverting existing resource within the iTECS division to focus on this project alone. There was some additional cost as we procured support from an external organisation experienced in implementing MS Teams to support the expedited delivery, this resource would not necessarily have been required if we had followed the original timetable.	In terms of financial impact in 20/21 money for delayed projects was reallocated to prioritised projects. As budgets are allocated annually the implications for planned work in 21/22 is not yet known.
Scottish Government – Justice Directorate	Digital Evidence Sharing Capability	Nil	Nil

Scottish Government – Learning Directorate	National Standardised Assessments for Scotland	The Invitation to Tender for phase 2 of the national standardised assessments was delayed from spring 2020 to December 2020 as a result of the pandemic which delayed the implementation of phase 2 by a year from August 2021 to August 2022. There was no specific financial impact of that delay. The contract with the existing provider was extended to provide the assessments in 2021/22 (at the same cost as the existing contract, plus CPI ) and have let the phase 2 contract to a replacement service provider in keeping with the guide price for the contract.	
Scottish Government – Education, Local Government and Communities Directorate	Digital Planning Transformation Programme	Although not having a direct financial impact on our budget or causing any increased resource requirement, the pandemic did result in the delayed publication of the Digital Strategy for Planning while team resources were reallocated to support the wider corporate response to COVID-19.	
Scottish Government – Social Security Directorate	Social Security Programme (IT elements)	<p>This response relates to the Scottish Government’s Social Security Programme. For completeness, it is given on the basis of the full Social Security Programme, but it should be noted that the Programme is not simply an IT project, though it contains substantive digital elements as well as other components.</p> <p>At the start of the pandemic the Social Security Programme prioritised and paused elements of its work, to take account of the fact that the benefits being delivered are complex, with multiple dependencies on delivery partners (including local authorities, health boards, users to participate in research and testing and the Department for Work and Pensions), all of whom were also impacted by the pandemic. As a result, the Cabinet Secretary for Social Security and Older People announced in April 2020 that there would be a need to re-plan the Scottish Government’s previously published timetable for delivery of the devolved benefits. Child Disability Payment and Adult Disability Payment, the first of the Scottish disability benefits, have already been re-planned, with the Cabinet Secretary updating Parliament in November 2020 on revised delivery dates.</p> <p>In 2020/21 the social security budget was revised downwards to reflect the re-planning of the Programme, and the budget released (around £20m) was used to support other Scottish Government priorities. Work continues on revisions to the Programme Business Case, which will reflect the scope of the re-planning when complete.</p>	<p>The Programme has managed its resources proactively and effectively since the start of the COVID-19 pandemic. We identified the resource related to each workstream, enabling us to maintain staffing for the priority areas announced by the then Cabinet Secretary, whilst also allowing 60 Directorate staff to move temporarily to support the early phases of the overall Scottish Government (SG) Covid-19 response e.g. filling new roles in the Health and Social Care Directorate.</p> <p>Taking this prioritised approach also enabled us to mitigate the impacts of the SG-wide pause on the majority of recruitment that was in effect until July 2020. Once the pause on recruitment was lifted, we began recruitment campaigns to recover our resourcing position. We managed to deliver a net increase of 95 people, in the period August 2020 to March 2021, to ensure that we filled posts across Programme according to priority. In early 2021, we reviewed the impacts on delivery caused by reduced capacity resulting from the second Covid-19 lockdown which required people in the Programme again to undertake childcare and home-schooling. As a result of this review we identified the need to further augment our existing workforce plans temporarily with 41 additional contractors, as well as bringing in 34 contractors to fill existing roles earlier than previously planned: 70 of those contractors were in place by mid-May 2021. We expect that that the majority of these posts will continue for a period of six months with a small number continuing for 12 months.</p> <p>Through careful budget management we expect to be able to absorb the costs of this augmentation within the envelope set out in the Programme Business Case.</p>
Children’s Hearings Scotland/ Scottish Children’s Reporter Agency	Joint Digital Delivery Programme (Phase One Replacement of Core Operational Systems and creation of a modern and agile core platform to support future business needs)	<p>The Programme was transitioning to live at the start of the pandemic resulting in the need to develop a strategy for managing the transition during lockdown which required an extended transition period. We managed to develop coherent strategies which ensured a controlled transition of staff to the new platform although they were working from home in the main. The estimated cost of this extension and additional scaffolding was in the region of £150 to £250k, however we managed this within the original project contingency budget. In addition we put together a</p> <p>Other than the separate COVID specific bid to accelerate some IT activity (£400k) we managed all other COVID impact within existing resources and within the original CSAS project budget allocation. It took us a bit longer than planned but the outcome was as originally planned.</p>	

		separate proposal to Scottish Government to bring forward some development we had planned for the likes of virtual hearings, increase in technology and to support the extended transition period. This bid was in the region of £400k which we were successful in securing and we spent the full amount by year end.	
Education Scotland	Digital Transformation Programme - Corporate Systems and Web Estate	Nil	Nil
Highlands and Islands Airports Ltd (HIAL)	Air Traffic Management Strategy 2030 Programme	As the programme has been able to continue, albeit at a slower pace, some of the financial impact of Covid-related has been reduced. The total impact cannot yet fully be evaluated, but expectation is that there will be a six month impact to solution implementation and corresponding increase in need for the Project team. With the tenders now received we are going through another review of the budget using these new numbers which is due for completion in Aug. We will be in a better place then to have a more granular view of exactly what impacts Covid have potentially had.	Overall, an increase in timescales, or mitigatory increase in resources has been required to counteract modest reductions in project efficiency due to remote working. While many project works can be done as efficiently working from home, some activities (Feasibility, Scoping, Technical workshops) lose effectiveness without closer team working. This figure is estimated to be around 10-20%.
National Records of Scotland	Census 2022	<p>National Records of Scotland undertook a detailed options appraisal on the impact of Covid on the delivery of the Census Programme during 2020. This work concluded that any options to deliver the Census in 2021 were, as a result of covid, likely to result in an elevated risk to delivery and a significant detrimental impact on response rates. Particular delivery impacts of concern were:</p> <ul style="list-style-type: none"> <li>• Ability in Scotland to close any significant response rate gap using other sources of admin data which are available in England, Wales and Northern Ireland but are not available for use in Scotland. The Scottish Census design was not developed with the intention of using administrative data for a low and bias response rate.</li> <li>• The Programme's ability to get on the ground working with communal establishments such as care homes in preparation for Census, during 2020 and early 2021</li> <li>• The operation of the Field Force contract (approx. 3,500 people) who will be working across Scotland, door knocking to encourage take up and breadth of coverage to help achieve the desired 94% response rate.</li> <li>• The ability to undertake a major Census statistical assurance exercise immediately following the Census with the Census Coverage Survey, based on paper sampling and door to door engagement.</li> </ul> <p>Ministers agreed to move the Census date to March 2022. NRS subsequently undertook a replanning exercise. No changes have been made to the scope or design of census for 2022. However some improvements have been made to the route to delivery, particularly increased assurance around the access to and effectiveness of the digital product (census questionnaire) and performance, reliability and security of the digital product and increased testing/refinement of the end user experience (Field Force and Contact Centre). Following completion of the replan, this assessed an additional cost of £21.6m for the delivery of the Census Programme in 2022. This brings the lifetime cost of the programme to £138.6m (from £117m), which will be smoothed over an additional year. Ministers agreed the revised financial position in December 2020.</p> <p>In January 2021, Fiona Hyslop, Cabinet Secretary for Economy, Fair Work and Culture wrote to the Convener to the Culture, Tourism, Europe and External Affairs Committee to advise on the additional cost. Following the Cabinet Secretary's attendance at the Committee in February 2021 on the Scottish Government Budget, Ms Hyslop wrote to the Committee Convener on 5<sup>th</sup> March with more information on the nature of additional costs incurred. Although the Census programme is delivered over a number of years, peak expenditure takes place in the year running up to census day. The re-planning exercise included considerable engagement, repricing and negotiations with suppliers, within a wider process of assurance and due diligence to ensure that commercial rates complied with the contractual scope and pricing model within each of the contracts. Additional supplier costs of £14.4m made up the majority of the £21.6m cost increase due to postponing the Census. In particular this was driven by supplier staff resource to support the extended timeline and licensing, hosting and support costs for the key technical products supporting Census. The re-plan also included an extensive resource planning and reprofiling exercise. Internal staff costs have increased by £6.9m. The cost of staffing the programme for an extra year</p>	

		have been partially offset by eliminating lower priority posts, advancing dates staff will roll off the programme, and implementing a cap on total staff costs. However, resourcing remains a pressure for the Programme in light of Covid.	
National Records of Scotland	Digital Preservation Programme (DPP)	Nil	Nil
Police Scotland	Core Operational Solutions	Nil	Nil
Police Scotland	Mobile Working	Nil	Nil
Police Scotland	National Network	Nil	Nil
Police Scotland	National Integrated Command and Control System	Nil	Nil
Police Scotland	Unified Communications and Contact Platform (UCCP)	Nil	Nil
Scottish Courts and Tribunals Service	Digital Case System – Social Security Appeals	Nil	Nil
Scottish Fire and Rescue Service	Replacement Command and Control System	While there has been some adjustment to timelines due to the impact of Covid on the resource availability of both Scottish Fire and Rescue and their supplier, it is difficult to attribute the costs of this.	Nil
Scottish Prison Service	Case Management Platform AGILE development programme	Nil	Nil
Scottish Public Pensions Agency	Altair Programme	Nil	Nil
Scottish Public Pensions Agency	Pension Administration System (Replacement)	Nil	Nil
Scottish Social Services Council	IT Systems and Infrastructure Procurement		
Transport Scotland	Ar Turas	Nil	Nil
Transport Scotland	Fareshare TABO 2 (Transport Back Office Application)	Nil	Nil
Transport Scotland	Traffic Scotland Systems Contract - 2nd Generation (TSSC2)	Nil	Nil
Transport Scotland	Under 19s Free Bus Travel	Nil	Nil

**PUBLIC AUDIT AND POST LEGISLATIVE SCRUTINY COMMITTEE  
DIGITAL ASSURANCE OFFICE (DAO) - MAJOR IT AND DIGITAL PROJECT REPORT MAY 2021**

**1. CURRENT MAJOR PROJECTS**

Organisation	Project Name	Project Description	Estimated Whole-life Cost £m	Project Start Date	Project End Date	Current Stage	Technology Assurance Activity To Date	Technology Assurance Activity Planned	Notes
Scottish Government – Agriculture and Rural Economy Directorate	Land Parcel Identification System	To implement a replacement Land Parcel Identification System to support compliance with EC Regulation.	£4	January 2016	July 2021	Under Closure	Go-Live Gate (November 2017)  Healthcheck  Go-Live Gate (February 2020)		<p>The first phase of the final product was launched in May 2020 with the remaining products completed in January 2021. The project has been extended to support a technical project to upgrade the suite of server environments utilised by LPIS, which necessitates upgrades to elements of the software utilised by the LPIS application. The direct costs for the LPIS 3<sup>rd</sup> party to carry out this work will be charged against the technical project. As a consequence there will be no additional LPIS costs other than those already agreed for the current financial year, and it is expected the server upgrade and technical changes carried out will result in cost savings for suppliers of the server environment related software, which will be realised in due course.</p> <p>The LPIS project will also be making some functional improvements during this time following end user consultation and requested improvements, which is already included in the agreed budget for this year.</p>
Scottish Government – Agriculture and Rural Economy (ARE) Directorate	Provision of a Support and Maintenance services for Rural Payments and Services Systems	To ensure that ARE continues to pay grants and subsidies for land use, food production and environment management while transitioning from EU Common Agricultural Policy to new forms of support.	£42	November 2018	September 2021	Delivery	Healthcheck  Pre-Procurement Gate	The DAO and project team are in ongoing engagement to plan out assurance requirements.	This reflects a 6 month extension to current contracts and the procurement of two new maintenance and modernisation contracts.

		This aims to place contract(s) to work alongside in-house teams to maintain and develop the existing Rural Payments and Services systems during a Transition Period. While the intention is to reuse or repurpose what is currently in place, it does not include provision for the completely new developments as the nature of those is unknown. Contractual arrangements for that will be determined as new policies emerge.							
Scottish Government – Children and Families Directorate	Case Management System for Statutory Redress Scheme	Procurement of a delivery partner to configure the Case Management System software to allow applications to Redress Scotland to be stored, processed and managed.	£4.5	December 2020	June 2023	Delivery	Digital First Self-Assessment Pre-Procurement Gate	The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate.	
Scottish Government – Constitution and Cabinet Directorate	eCounting 2022	The primary aim of the project is to procure an effective and efficient system for electronically counting votes cast under the STV voting system at the next Local Government elections in Scotland, scheduled for May 2022. The solution that is procured for those national elections will also be suitable for use in by-elections from the point at which the eCounting system is approved, expected to be in Autumn 2021, until the end of the contract.	£8.4	May 2019	May 2022	Delivery	Business Justification Gate Pre-Procurement Gate	The DAO and project team are in ongoing engagement and assurance will be planned in as appropriate. A Delivery Gate is scheduled for June.	
Scottish Government – Corporate Transformation Directorate	Shared Services Programme	To initially implement a new shared service capability for the delivery and management of corporate systems and services to the Scottish Government and existing shared service customers covering HR and Finance. This phase will provide the organisational and technology foundation to allow for the expansion of services and enablement for additional	£15	June 2020	March 2023	Planning	Digital First Assessment Pre-Procurement Gate	The DAO and programme will continue to engage as the programme progresses to plan in assurance as appropriate.	

		public sector bodies to take shared services in future phases. It will be linked in with work to refresh the Scottish Government's post SG 2020 vision and target operating model.							
Scottish Government – Digital Directorate	Digital Identity Scotland	The Scottish Government's Digital Strategy contains the commitment to work with stakeholders, privacy interests and members of the public to develop a robust, secure and trustworthy mechanism by which an individual member of the public can demonstrate their identity online (to access public sector digital services). The aim of this programme is to deliver the commitment to develop a common public sector approach to online identity assurance, as part of digital public services.	£60	January 2018	December 2028	Delivery	Business Justification Gate Pre Procurement Gate Digital First Assessments Outline Business Case Healthcheck Pre-Procurement Gate	The DAO is in ongoing engagement with the project team to plan in future assurance requirements.	The estimated Whole Life Cost includes anticipated revenue spend by those service providers which will use the service. The full cost model will be developed over time as part of the full business case.
Scottish Government – Digital Directorate	Payments Transformation Project	Development of a standardised way for Scottish Government to make and take payments to and from citizens and businesses.	£11.1* * this does not include Optimism Bias. Inclusive of the Optimism Bias figure for Beta the total would be £13.6	September 2018	October 2022	Delivery – Beta	Business Justification Gate Healthcheck Pre-Procurement Gates Digital First Assessments Full Business Case review	The DAO is in ongoing engagement with the Project Team to build in appropriate assurance as the project evolves.	The full-life cycle costs are estimated to be £25.6m over a 10 year period based on full business case findings.  Budget is in place for the current financial year.
Scottish Government – Digital Directorate	Digital Shared Services - Future Technologies Programme	Part of the corporate Shared Services transformation piece. Redesigning the shared SCOTS infrastructure and platform to introduce a range of new technologies and products that deliver 6 pillars: • Mobile and flexible digital workspaces that support the day-to-day business of government • Digital tools that promote collaboration and	£10, subject to annual budget allocations	March 2020	March 2024	Year 2, we are entering Phase 3 of the rollout of MS Teams and O365, providing further functionality including One Drive and a selection of Business apps, to nearly 17,000 users.		The DAO and programme team are in ongoing engagement and will plan in assurance activity as appropriate.	Future Technologies Programme is the branding/title given to a portfolio of projects and pieces of work. It includes business as usual, ongoing and new activities. Collectively the outputs will contribute to the delivery of the 6 pillars.

		<p>partnership across organisations and sectors</p> <ul style="list-style-type: none"> <li>• Products and services designed around the integrity and security of government and citizen data</li> <li>• Continuous improvement of shared services products and services</li> <li>• Flexible shared services platforms built with shared investment and scalability</li> <li>• A commercially driven approach to technology shared services that provides quality products at value-for-money price</li> </ul>				Work is underway to develop an identify platform to support continued easy and secure access to services as we transition to cloud technologies. Preparation to continue to support users, as we come out of the pandemic and consider future workspace models.			
Scottish Government – Justice Directorate	Digital Evidence Sharing Capability	<p>To develop a capability which will help share digital evidence, such as CCTV, images and documents, across the criminal justice system.</p> <p>The project is being led by the Scottish Government in collaboration with Police Scotland, Crown Office and Procurator Fiscal Service and the Scottish Courts and Tribunals Service.</p>	£25	January 2016	March 2026	Planning	<p>Digital First assessment</p> <p>Pre-Procurement Gate and follow up Healthcheck</p>	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	The project is nearing completion of the procurement phase.
Scottish Government – Learning Directorate	National Standardised Assessments for Scotland	<p>A replacement provider has been procured for the delivery of National Standardised Assessment (online literacy and numeracy assessments made available to children in receipt of publicly funded education in Scotland since August 2017 in English and December 2018 in Gaelic medium), to provide phase two of the assessment service upon cessation of the current contracts. Rather than separate contracts for the English and Gaelic assessments, a single replacement service provider has been appointed to run</p>	£17	January 2020	July 2026	Procurement	<p>Combined Business Justification and Pre-Procurement Gate</p> <p>Assurance of Action Plan</p>	The DAO and project team are in ongoing engagement and assurance will be planned in as appropriate. A Digital Scotland Service Standard assessment is under planning,	

		both assessment systems through a single assessment platform. The new provider was appointed in May 2021 and we are working towards the new Gaelic national standardised assessments going live in January 2022 and the new English assessments in August 2022 – the varying start dates reflect the different endpoints of the existing contracts. The contract to the new provider has been let on the basis of a 3.5 year core duration with the option to extend by two separate years. Whole life costs are estimated inclusive of maximum extension potential.							
Scottish Government – Local Government and Communities Directorate	Digital Planning Transformation Programme	Following on from the 'empowering planning' independent review, a ministerial led task force has been established to guide the digital transformation of planning. The digital strategy for planning was published in November 2020, setting out the framework of 5 year goals. The programme launched on 24 March 2021.	£35	March 2021	March 2026	Initiation	None	The DAO is in ongoing engagement with the Programme to scope out future assurance requirements.	
Scottish Government – Social Security Directorate	Social Security Programme (IT elements)	To enable Scottish Government control and administration of devolved welfare benefits.	£212 (tbc – excludes manifesto commitments)	January 2017	tbc	Delivery	Pre-Procurement Gates for major investments Digital First assessments of services Delivery and Go-Live Gates for major releases Healthchecks	The DAO and the Social Security Programme are in ongoing engagement and assurance will continue to be planned throughout the lifetime of the Social Security Programme. Digital First assessments are scheduled for the Disability Benefits workstream in June.	
Children's Hearings Scotland/ Scottish Children's Reporter Agency	Joint Digital Delivery Programme (Phase One Replacement of Core Operational Systems and	The purpose of the digital transformation programme is to improve the life chances of Scotland's most vulnerable children and young people. It is intended to address three key business needs:	£9.89	April 2017	August 2021	Under Closure	Healthcheck Digital First Assessments Delivery Gate		The change in end date reflects the final stage of product acceptance and finalising the closure report.

	creation of a modern and agile core platform to support future business needs)	<p>1. A reduction in the time taken to process cases in the system,  2. An improvement in access to information and the quality of that information to improve decision making  3. To create opportunities to research and longer term increase the effectiveness of participation of children and young people in the system.</p> <p>The programme will focus on technology based, user centric service design and delivery. It will develop and expand on the work outlined in the Children's Hearings System digital strategy and GIRFEC which was under pinned by user research.</p> <p>The initial programme investment is designed to replace existing aging and inflexible core systems, creating a more agile core system environment that will support achieving the longer term digital strategy for the two organisations.</p>					Go-Live Gate		
Education Scotland	Digital Transformation Programme - Corporate Systems and Web Estate	A programme of work looking to create a more efficient set of corporate systems and processes in line with Education Scotland's enhanced remit, corporate plan and digital strategy.	£5.6	February 2020	April 2022	Delivery	Business Justification Gate  Pre-Procurement Gates  Digital First Self-Assessments	The DAO and programme will continue to engage as the programme progresses to plan in assurance as appropriate.	
Education Scotland	Safeguarding	Education Scotland is procuring a new contract with an external service provider for the provision of Safeguarding Product and Services for Glow.	£3.1	December 2018	November 2023	Delivery	Healthcheck	The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate.	Following the recent health check, the project is on a short pause while options for proceeding are considered and the project re-plans
Disclosure Scotland	Platform Re-engineering	Put in place an improved platform to support the delivery of the Disclosure Act. The cost and schedule is under investigation.	£4	February 2021	December 2023	Planning		The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	

Disclosure Scotland	Delivery of the Technology to Support the Disclosure Act	Deliver the functionality required to support the implementation of the Disclosure Act. The cost and schedule is under investigation.	£20	April 2021	March 2024	Delivery		The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	
Highlands and Islands Airports Ltd (HIAL)	Air Traffic Management Strategy Programme	The Air Traffic Management Strategy Programme seeks to provide a sustainable air traffic service for the HIAL group. This includes Centralised Surveillance, Airspace Reclassification and a Remote Tower Solution. The Programme envisages a full turnkey solution from the market for the Remote Tower solution that involves the design, development, testing, transition and maintenance of all necessary ATS Technical infrastructure. An existing building in Inverness has been procured and will be modernised and re-purposed to serve as the Combined Surveillance Centre (CSC). The design and build will be delivered under separate contracts, as will the provision of centralised surveillance. The end result will be the provision of approach surveillance service (sensors, processing and a centralised suite of approach positions) and Remote or "digital" aerodrome service at 5 Airports.	£45	February 2018	April 2027	Planning	Healthcheck	The DAO and programme will engage as the programme progresses to plan in assurance as appropriate.	The estimated whole life costs reflect the full Programme costs. The broad estimation is that the IT element of the programme will be in excess of £10 million.
National Records of Scotland	Scotland's Census 2022	The programme of work, including IT to support Scotland's Census 2022, which will be primarily online.	£138.6m  (Reflects position following completion of a	October 2015	December 2025  Additional year, following Ministerial announcement	Delivery	Six Pre-Procurement Gates  Digital First Checkpoint and Assessments	The DAO, Census Programme Team and other corporate assurance providers are in ongoing engagement and future assurance	The estimated whole life costs reflect the whole costs for the Programme not just the IT costs.  Due to the impact of Covid-19, Scottish Ministers decided to

			replan, after Ministerial agreement to delay Census delivery to 2022 due to Covid. This assessed an additional cost of £21.6m to the previous agreed lifetime cost of £117m, which will be smoothed over an additional year.		to delay Census collect phase to 2022		Rehearsal Go-Live Gate Delivery Gate Assurance of Action Plan	activity is under planning.	<p>move Scotland's Census to 2022 to enable the highest possible response rate from people across Scotland; enabling government, local authorities and key services to plan for every element of public life, from building homes to NHS support.</p> <p>A period of programme replanning has been completed as a consequence of this decision. This includes a revised baselined plan, supplier repricing and financial impact assessment. The business case has been updated and approved by the Census Programme Board and submitted to Ministers.</p> <p>The Census Programme Board has approved the costed re-baselined plan for Census 2022., The delivery confidence status has been assessed against the revised plan and milestones and the programme is currently reporting a delivery confidence of amber. A revised Programme Budget and profile has been agreed with Ministers.</p>
National Records of Scotland	Digital Preservation Programme (DPP)	The programme was set up to produce stepwise improvements to NRS Digital Archiving capability.	£1.1	March 2016	December 2019	Under Closure	None	<p>Following earlier discussion with the DAO the DPP is being formally closed, to reflect the last activity on the programme in December 2019. The formal closure report is currently going through the NRS governance approval process.</p> <p>The documentation, including confirmation of the final costs spent and the Programme end date</p>	<p>A combination of the initial phase of DPP and wider improvements in NRS' IT infrastructure have delivered a digital repository which can accept and preserve digital material and which will be scaleable over time.</p> <p>DPP also delivered a web archiving service, including a web continuity capability for participating organisations.</p> <p>Webcrawling has been extended, and crawling of specific Twitter accounts introduced, to ensure that information provided to the public by Scottish Public</p>

								<p>will then be provided to DAO.</p> <p>DAO and NRS will engage over assurance requirements as part of the planning process for any new programme which is initiated.</p>	<p>Authorities at the forefront of Scotland's response to Covid-19 are preserved.</p> <p>NRS is working with Registers of Scotland to develop and pilot a system for the mass transfer of born digital records to the archives. Once completed and successfully tested this will be used as a model for other depositors.</p> <p>Workshops have begun to review and further develop a wider strategic Digital Archiving approach across National Records of Scotland (NRS). NRS is looking to develop a fully integrated approach to selection, sensitivity review, transfer, preservation, identification and access. This requires a different approach to the original DPP stepwise improvement model.</p>
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Police Scotland	Core Operational Solutions	<p>Increase public safety by replacing aging legacy 'silo' information management systems, with a single national platform capable of meeting present day operational requirements and public expectations of a national police service. Required to address strategic risks regarding access to key operational data, data quality and organisational capacity. Critically required for legislative compliance with GDPR.</p> <p>Deliver significant operational, time and costs savings benefits through streamlining, removal of waste, reduction in failure demand, automation of processes and by providing officers with access to the right information at the right time.</p> <p>COS is fundamental to realisation of the 2026 Strategy. Delivery of COS is a key component of the Digital, Data and ICT Strategy.</p>	£36.8	July 2017	December 2022	Delivery	Delivery Gate	The DAO and programme team are in ongoing engagement about assurance requirements which will be planned in as appropriate. A Go Live Gate for Phase 2 is scheduled for June.	Phase 3 has been re-scoped which has moved out the estimated end date to December 2022.
Police Scotland	Mobile Working	<p>The Digitally Enabled Policing Programme and its component projects, including the Mobile Working Project, have been established to support improvements in operational service delivery by enhancing officer productivity, maximise visibility and the time officers spend in their communities. Supporting the Policing 2026 Strategy objective of 'investing in our use of information and technology', it will enable a cultural shift, predicated on the creation of a technically enabled workforce. It is the foundation for improvements to operational service delivery and is an enabler of future change, including those envisaged within the Digital</p>	£39.2	January 2018	July 2021	Delivery	Healthcheck	The DAO and programme team are in ongoing engagement about assurance requirements which will be planned in as appropriate.	Change to priorities has moved the end date.

		Data and ICT (DDICT) Strategy.							
Police Scotland	National Integrated Command and Control System	<p>The National ICCS system will facilitate the control of Police Scotland's operational communications via Airwave radio terminals and C3 telephony systems, utilising voice and data protocols. In addition, it shall enable the mandatory introduction of the Emergency Services Network (ESN) being implemented by the Home Office as a full replacement for Airwave TETRA radio communications.</p> <p>A single ICCS platform for Police Scotland, compatible with ESN framework and devices, will enhance the cross-site working, improve business continuity (moving staff across ACR sites) and reduce training overheads (single training course).</p>	£7.9	November 2018	March 2022	Delivery	Delivery Gate	The DAO and programme team are in ongoing engagement about assurance requirements which will be planned in as appropriate.	
Police Scotland	Unified Communications and Contact Platform (UCCP)	<p>In support of the 2026 vision and Digital Strategy, the business needs across Police Scotland have developed to require additional functionality from our contact platforms, including integrated digital communication channels, presence and availability information. There is a need to replace the contact platforms throughout Police Scotland with modern, unified communications and contact solutions that better meet the changing needs of the business whilst rationalising the range of technologies to standardise technical and supplier support and maintenance requirements and finances - UCCP aims to carry this out.</p>	£10.2	December 2019	September 2023	Delivery	Pre-Procurement Gates	The DAO and programme team are in ongoing engagement about assurance requirements which will be planned in as appropriate. A Delivery Gate is scheduled for July.	Due to progress, the estimated end date has been brought forward to September 2023. This Project is a dependent of other Police Scotland Project deliverables and as such requires to deliver sooner. The project plan is for delivery to be in a phased manner with the contact platform first followed by a national rollout of the Unified Communications Technology to take place area by area.

Scottish Courts and Tribunals Service	Digital Case System – Social Security Appeals	Benefit appeals to the First Tier Tribunal will increase tenfold when the replacement for Personal Independence Payment is introduced. This project will develop a user-focused, digital appeal system to manage the increased business, which will interact effectively with Social Security Scotland's own case management.	£5.5	February 2020	March 2023	Delivery	Pre-Procurement Gate	The DAO and Project Team are in ongoing engagement to discuss assurance requirements.	The first procurement exercise did not produce a successful outcome and a revised procurement strategy was developed and implemented, with a supplier contract awarded in May 2021.
Scottish Fire and Rescue Service	Replacement Command and Control System	Rationalisation of control rooms and implementation of single system.	£12.4	June 2014	March 2023	Delivery	Delivery Gate	The DAO is in ongoing engagement with the project and a Go-Live Gate is scheduled for August.	The rationalisation of control rooms element of this has been complete for some time. The main Go-Live Phase will be delivered between October 2021 and February 2022; there will then be a decommissioning phase, project transfer of operations to business as usual and a final milestone in 2022-23 for the completion of any outstanding functionality.
Scottish Prison Service	Case Management Platform AGILE development programme	Replacement of existing Prisoner Records 2 case management system.	£20	April 2021	March 2026	Initiation	Business Justification Gate	The DAO and Project Team are in ongoing engagement to discuss assurance arrangements with an Assurance of Action Plan anticipated later this year.	
Scottish Public Pensions Agency	Pension Administration System (Replacement)	Business Case development, procurement and implementation of a replacement pension administration system, together with organisational transformation.	£20	January 2020	March 2026	Planning - Business Case development and preparing for procurement.	An early healthcheck was conducted alongside the Altair healthcheck above.  Healthcheck November 2020	The DAO and SPPA are in ongoing engagement and future assurance activity will be planned in as the project progresses. A joint Gate 0 and Business Justification Gate is scheduled for June and a Pre-Procurement Gate is to be scheduled in August/September.	The Agency plans to submit a final Outline Business Case for Ministerial approval in October 2021, to give authority for a procurement exercise to commence in November.
Scottish Social Services Council	IT Systems and Infrastructure Procurement	Procurement of maintenance and support contracts for existing core digital system including CRM, CMS and Hosting services.	£2.2	November 2019	May 2021	Transition to Live	Pre-Procurement Gate		

Transport Scotland	Ar Turas (Previously called Booking and Reservations Ticketing Solution BaRTS)	A booking system for CalMac Ferries Ltd to replace and enhance their current system to improve efficiency around the management of bookings and adding an ITSO capacity for passenger bookings.	£18	August 2016	February 2022	Delivery	Digital First Discovery Assessment  Pre-Procurement Gate 2018  Healthchecks  Pre-Procurement Gate 2019  Pre-Procurement Desk Based Review 2020  Delivery Gate	The DAO and Programme Team are in ongoing engagement and future assurance activity will be scheduled as appropriate.	
Transport Scotland	Traffic Scotland Systems Contract - 2nd Generation (TSSC2)	Replacement contract for maintenance of the Traffic Scotland system. This supports the delivery of the Traffic Scotland service which monitors the operation of Scotland's trunk road network.	£46.1	September 2020	October 2022	Delivery	Pre-Procurement Gate	The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate.	
Transport Scotland	Under 19s Free Bus Travel	The programme has the objective of operationalising the scheme to provide free travel on bus services to all residents in Scotland aged under 19. There are approximately 770,000 people under 19 resident in Scotland who would be eligible.	£5.2	September 2020		Delivery		The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate.	
Transport Scotland	Digital Travel Data Information Services - Stage 2 Technical Travel Services	Appointment of a Technical Supplier(s) to oversee delivery of the Programme for Government initiative to implement the following:-  <ul style="list-style-type: none"> <li>• Data Management (collation, processing, output &amp; associated services);</li> <li>• Travel data technical system(s), including Fares Aggregator</li> <li>• Disruption data services; and if required</li> <li>• Associated services including Digital Information Provision (Website/App)</li> </ul>	£6	January 2021	March 2028	Early Scoping	Business Justification Gate	The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate.	

## 2. PROJECTS WHICH HAVE CLOSED SINCE THE NOVEMBER 2020 REPORT

Scottish Government – Agriculture and Rural Economy Directorate	Provision of Digital Strategic Partner services	A call-off type arrangement to complement and supplement in-house skills for Digital innovation; to assist in exploiting Digital practices and technologies; and to enable ARE and partners be in the best position possible to deliver current and future services effectively.	Up to £4m over a 4 year period	October 2019	November 2020	Closed – Contract Awarded	Pre-Procurement Gate		
Police Scotland	National Network	Under phase one of the National Network project, Police Scotland invested in 11 high capacity data circuits in 2016/17 (known as the 'C3 high speed backbone'). The data circuits were installed into key locations to provide maximum bandwidth, speed and resiliency to Contact Command and Control (C3). The high speed backbone will sit within the national network once delivered. Phase two of the National Network project seeks to deliver a consolidated, appropriately scaled, Home Office approved national wide area network (WAN) provisioned by a single telecommunications supplier. The current IT infrastructure is outdated, complex and presents daily challenges and obstacles for ICT and the operation - it is not fit to support key objectives of the 2026 strategy or the ICT roadmap.	£4.4	June 2013	January 2021	Closed	Delivery Gate		
Scottish Public Pensions Agency	Altair Programme (called Service Extension Project on May 2018 report)	Preparation of variation(s) to existing contract(s) to protect service continuity and progress improvements to services.	£10.5	June 2018	March 2024	Closed / Benefits Realisation	Business Justification Gate  Digital First assessments  Healthcheck and assurance of action plan		All improvement work is now complete and handed over to business as usual. Remaining expenditure is for support and maintenance.

Scottish Qualifications Authority	Enabling Functions Programme	The Enabling Functions Programme aims to address the inherent risk and constraints in the organisation's legacy systems by delivering modern enabling technology and application platforms. This will enable the organisation to continue to deliver its core remit now and in the future and lay the foundation for any future change.	£8.48	April 2018	October 2020	Closed	Business Justification Gate Delivery Gate		
Transport Scotland	Fareshare TABO 2 (Transport Back Office Application)	Replacement and enhancement of the current Transport Application Back Office system that calculates payments to transport operators for the National Concessionary Schemes. Enhancements include improvement to operator data and the integration of the Bus Services Operators Grant (BSOG).	£3 over 4 year life of contract. £4.6 over 8 years with extensions.	February 2016	March 2021	Closed/Benefits Realisation	Delivery Gate Go-Live Gate		Phase 1 was delivered February 2019. Phase 2 and Phase 3 were delivered by March 2021 (Phase 2 was delayed slightly due to Covid-19). Phase 2 included the BSOG scheme being integrated into Fareshare including a payment facility. User research during the Discovery phase found that there was no customer requirement for an external facing Bus Operator Portal which was meant to be Phase 3, however based on the feedback from the user research Phase 3 included user enhancements and BSOG enhancements.