Directorate of Internal Audit and Assurance
Sharon Fairweather, Director

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Richard Leonard MSP
Convener
Public Audit Committee
Scottish Parliament
Edinburgh
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19 December 2022

Dear Mr Leonard

MAJOR IT PROJECTS – PROGRESS REPORT

I am writing to provide my latest update on major IT projects.

There are currently 533 active projects recorded, of which 29 are classed as major projects and a further 23 are potential new major projects. These account for 62% of the total costs recorded and you can find a full breakdown of all projects by estimated whole life costs at Annex A.

While a number of major projects have recently either closed or been declassified as a major project, we are currently engaged with a number of emerging projects which I expect to be classified as major projects very soon.

In my letter to you of 1 December, I set out the total review volumes and outcomes since the Technology Assurance Framework was introduced in 2017. Annex B to this letter provides this information for the 2022-23 year to date.

Annex C 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. This includes the up to date position in relation to the Highlands and Islands Airports Ltd 'Air Traffic Management System Programme' which you queried during the Public Audit Committee session on 8 December.

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

This is the last time that I will be providing this update as I will be leaving the post of Director of Internal Audit and Assurance at the end of March. Jennifer Inglis-Jones,

currently a Deputy Director within my Directorate, will become interim Director while the post is under substantive recruitment.

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

Yours sincerely

Sharon Fairweather
Director for Internal Audit and Assurance

BREAKDOWN OF PROJECTS – @ 15 DECEMBER 2022

Table 1 – Total Number of Projects Recorded in Project Register

Total Number of Active Projects	Total Number of Active Projects with Estimated Whole Life Costs	Total Estimated Whole Life Costs
533*	437*	£1,728,545,055**

* 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 apply. 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.
**This figure excludes the estimated whole life costs for the Education Scotland Enhancements to Glow project for commercially sensitive reasons.

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

Project	Number of Projects	Total Estimated Whole Life Costs £m (rounded)	Percentage of Active Projects with Estimated Whole Life Costs
Major Projects	29	850*	49.16%
Potential Major Projects	23	227**	13.15%
>=£5m (excluding major and potential major projects)***	12	428	24.77%
£1m - <£5m	75	163	9.45%
£500k - <£1m	36	25	1.44%
£100k - <£500k	126	29	1.70%
<£100k	143	6	0.33%

* This figures excludes the estimated whole life costs for Education Scotland's Enhancements to Glow project for commercially sensitive reasons.
** 7 of the potential major projects do not have estimated whole life costs 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.

REVIEW VOLUMES AND OUTCOMES 2022-2023 (TO DATE)

1.   Major Digital Project Reviews

Major Digital Project Reviews - Volumes	34	100.0%
Business Justification	2	5.9%
Pre-Procurement	7	20.6%
Delivery	3	8.8%
Go-Live	4	11.8%
Health check	13	38.2%
Assurance of Action Plan	5	14.7%

Major Digital Project Reviews - Outcomes	34	100.0%
Proceed to next stage	12	35.3%
Proceed to next stage with conditions	13	38.2%
Do not Proceed until remedial action taken	2	5.9%
Close the project	0	0.0%
Continue in current stage	0	0.0%
Continue in current stage with conditions	0	0.0%
Not applicable*	7	20.6%

*This reflects reviews/assessments where it was agreed by the Digital Assurance Office that a stop/go decision was not required e.g. because it was a targeted review to consider a particular aspect of a project rather than a whole project review.

2.   Digital Standard Assessments

Assessment Volumes	20	100.0%
Discovery	5	25%
Alpha	7	35%
Beta	8	40%
Checkpoint	0	0%

Assessment Outcomes	20	100.0%
Proceed to next stage	10	50%
Proceed to next stage with conditions	7	35%
Do not Proceed until remedial action taken	3	15%

PUBLIC AUDIT COMMITTEE
DIGITAL ASSURANCE OFFICE (DAO) - MAJOR IT AND DIGITAL PROJECT REPORT DECEMBER 2022

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 – 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-Assessments

Pre-Procurement Gate

Delivery Gate

Go-Live Gate for Release 1 | The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate. | The system was launched in December 2021. Since launch there have been a further 3 releases to deliver new functionality in line with user needs and business requirements. The business case is currently under revision and two further releases are expected before the end of the existing contract with the delivery partner. |
| 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 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. | £20 | June 2020 | September 2023 | Design | Digital First Assessment

Pre-Procurement Gates | The DAO and programme are in ongoing engagement and will plan in assurance activity as appropriate. | |

Scottish Government – Digital Directorate	Cloud First Programme	The purpose of the programme is to ensure that public sector organisations realise the benefits of cloud hosting. To do this the programme is developing a range of prototype service offerings to support organisations to plan, move and manage their workloads in the cloud. The focus of the programme is to accelerate the adoption of modern cloud technology by providing a cloud platform for the Scottish public sector so that public services are secure, sustainable and cost-effective.	£12.9	January 2020	March 2024	Delivery	Health check	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	
Scottish Government – Digital Directorate	Digital Identity Service (previously called Digital Identity Scotland)	The Scottish Government's Digital Strategy contains the commitment to work with stakeholders, privacy interest groups and members of the public to develop a robust, secure and trustworthy mechanism by which an individual member of the public can prove their identity and/or entitlement to a public sector service or a benefit online. 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.	£45 (Based on current estimates to end 2028).	January 2018	December 2028	Delivery	Business Justification Gate Pre-Procurement Gate Digital First Assessments Outline Business Case Health check Pre-Procurement Gate Health check Delivery Gate	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	The estimated Whole Life Cost is currently indicative. Further work is required to assess whether or not contributions will be expected by those service customers which will use the service and if so, how much that anticipated revenue will be. 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 common platform and service that standardises the way the Scottish Government and the wider public sector in Scotland makes and (in	£11.1* * this does not include Optimism Bias. Inclusive of the	September 2018	March 2024 (plus 6 month post go live. Benefit realisation over 10 years to 2032)	Delivery	Business Justification Gate Health check Pre-Procurement Gates	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	The previously reported end date of October 2022 reflected the commercial arrangements in place for completion of the first Beta phase. The Programme end date is

		the future) takes payments to and from citizens and businesses.	Optimism Bias figure for Beta the total would be £13.6				Digital First Assessments Full Business Case review Delivery Gate Digital Standard Assessment for launch of service to first partner.		March 2024 as per the Full Business Case. The full-life cycle costs are estimated to be £25.6m over a 10 year period based on full business case findings. Revenue and capital budget is in place for the current financial year, 2023/4 and 2024/25
Scottish Government – Justice Directorate/ Police Scotland	Digital Evidence Sharing Capability	This Project will aim to deliver a service to collect and share digital evidence at every stage of a criminal case and prosecution across the justice sector. It is a collaborative project, being developed by and for Criminal Justice Sector (CJS) partners, supported by the Scottish Government.	£27	January 2016	March 2024	Delivery	Digital First assessment Pre-Procurement Gate and follow up Health check	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	Senior Responsible Owner responsibilities are currently shared between the Scottish Government and Police Scotland. The end date has been revised from March 2026 to reflect the Programme end date and the estimated whole life costs have been revised from £25m in line with the Full Business Case.
Scottish Government – Learning Directorate	National Standardised Assessments for Scotland	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 from 2022. Rather than separate contracts for the English and Gaelic assessments, a single replacement service provider has been appointed to run both assessment systems through a single assessment platform.	£17	January 2020	July 2026	Delivery	Combined Business Justification and Pre-Procurement Gate Assurance of Action Plan Digital Scotland Service Standard Assessment Delivery Gate Go-Live Gate for Gaelic Medium Health check Go-Live Gate for English Medium	The DAO and project team are in ongoing engagement and additional assurance has been planned in as appropriate.	The contract to the new provider has been let on the basis of a 3.25 year core duration with the option to extend by two separate years. Whole life costs are estimated inclusive of maximum extension potential. The Gaelic medium was launched on 23 May and the primary release for the English medium took place on 10 October. There are further, smaller releases under planning.

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	Delivery	Digital Standard assessments for Single Payment Solution and Fee Calculator; and Smart Applications.	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.	£251	January 2017	To be updated in refreshed Programme Business Case due in early 2023	Delivery	Pre-Procurement Gates for major investments Digital First assessments of services Delivery and Go-Live Gates for major releases Health checks	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.	Assurance activities for the Low Income Benefits, the Child Disability Payment, the Adult Disability Payment and the second phase of the Scottish Child Payment are now complete. The focus is now on the assurance requirements for the Winter Heating Payment and Scottish Carers Assistance. The previous estimate of Programme IT Implementation investment of £212 million was taken from the Programme Business Case (PBC) published in February 2020. The updated estimate of £251 million reflects interim updates as a result of the re-planning of the programme during the pandemic. Further updates are in train and the most up-to-date figures will be contained within the refreshed Programme Business Case that is due in early 2023.
Care Inspectorate	Care Inspectorate Digital Transformation	The driver for this project was the retirement of two legacy systems - This was one project however has	£10.5	June 2021	March 2025	Early Scoping	Business Justification	The DAO and project will continue to engage as the programme progresses to plan	The Full Business Case has been developed and submitted to the Scottish Government. Funding

	Programme - Stage 2	now been agreed as two stages. Stage 2 is the Digital transformation and delivery of: Risk and intelligence Inspection Application Enforcement application Programme will be considered completed when all applications are "live". Expected completion for this is 2023.							in assurance as appropriate.	approval is still to be secured.
Disclosure Scotland	Digital Infrastructure Programme – Platform Re-Engineering, Telephony, Alerting and Monitoring, Finance system and tooling, Search & Update, Vetting & Exceptions, Referrals, Ongoing Monitoring, Registration (Previously Digital)	Digital work needed to replace or enhance certain existing digital systems and supporting infrastructure in order to provide a framework upon which the requirements of existing and future legislation can be delivered. Underpinning these projects is the decision to replace the existing Business Process Management framework which forms the core of the main Disclosure Scotland processing system. This programme of work will significantly reduce the substantial technical debt being carried by Disclosure Scotland. This also covers changes to digital infrastructure, including the case management system and customer facing interfaces.	£10.9	June 2021	December 2023	Delivery			The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	Changes to the details of both Disclosure Scotland Programmes are a result of ongoing work within Disclosure Scotland to rescope business cases; replan the digital roadmap; establishment of new, centralised PMO and portfolio management functions; reforecast of capacity plans and identification of opportunities for savings.
Disclosure Scotland	Act Digital Design Programme – Identity and Verification, Force enquiries, Product names – public facing, Accredited	Deliver the functionality required to support the implementation of the Disclosure Act.	£9.5	June 2022	March 2025	Delivery				

	bodies – public facing, Review applications & referrals – public facing, Time limited membership – public facing, Disclosure rules & conditions for listing – internal facing (Previously Disclosure Act Enablers)								
Education Scotland	Enhancements to Glow	To deliver improvements to Glow, to meet the needs for users to support their use of Glow in learning and teaching in alignment with the Programme for Government commitment around devices and infrastructure.	TBC	September 2022	March 2026	Early Scoping	Combined Business Justification and Pre-Procurement Gate	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	The estimated whole life costs have been notified to the DAO but have not been included here for reasons of commercial sensitivity.
Forestry and Land Scotland (FLS)	Management Information Platform	The purpose of the project is to help FLS become financially sustainable and more business minded by putting in place new systems and updated processes that will modernise the way FLS manage finance, procurement and business planning. It will replace legacy finance systems with a modern, fit-for-purpose Enterprise Resource Planning system. It will adopt best-practice processes and it will also revise and redesign the Chart of Accounts. Further phases may expand the scope to	£8.3	March 2020	December 2024	Delivery	Business Justification Gate Digital Standard Assessment Health check Pre-Procurement Gate Assurance of Action Plan	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	

		include timber and venison sales.							
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.	£144.6	October 2015	December 2025	Delivery	Six Pre-Procurement Gates Digital First Checkpoint and Assessments Rehearsal Go-Live Gate Two Delivery Gates for the Collect phase. Assurance of Action Plan Initial Go-Live Gate Final Go-Live Gate Delivery Gate for Outputs and Dissemination phase.	The DAO, Census Programme Team and other corporate assurance providers are in ongoing engagement.	The estimated whole life costs reflect the whole costs for the Programme not just the IT costs. These have been adjusted to reflect the additional costs of extending the census collection in May 2022 to address lower response rates.
Police Scotland	Core Operational Solutions (COS)	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. Deliver significant	£36.8	July 2017	September 2023	Delivery	Delivery Gate Go-Live Gate (Phase 2)	The DAO and programme team are in ongoing engagement about assurance requirements which will be planned in as appropriate. The next review is anticipated in Spring 2023 and DAO/Programme Team meeting to discuss is planned for coming the weeks.	The roll out of COS modules is continuing. The end date has changed from December 2022 to September 2023 to reflect a change request which was approved in November.

		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. COS is fundamental to realisation of the 2026 Strategy. Delivery of COS is a key component of the Digital, Data and ICT Strategy.							
Police Scotland	Mobile Working	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 Data and ICT (DDICT) Strategy.	£39.2	January 2018	March 2022	Under Closure	Phase 1 Health check

Phase 2 Delivery Gate | Due to the stage of the Project, the DAO and programme team have agreed that external assurance is now complete. | Mobile Working Phase 1 End Project Report was approved at Police Scotland Change Board on 1st November 2022 and will progress to SPA Resources Committee as it gains formal closure.

Mobile Working Phase 2 Rollout is complete however closure timeline has been extended to allow successful transition to lifetime management capability. |

Police Scotland	National Integrated Command and Control System (NICCS)	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. 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).	£7.9	November 2018	September 2023	Delivery	Delivery Gate Go-Live Gate	The DAO and programme team are in ongoing engagement about assurance requirements which will be planned in as appropriate.	The end date has changed from September 2022 to September 2023 to reflect a change request that was approved in October. Police Scotland advise that, due to ongoing User Acceptance Testing activity, a revised implementation plan has been created and is under review. This will be shared with the DAO once agreed.
Police Scotland	Unified Communications and Contact Platform (UCCP)	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	£10.2	December 2019	September 2023	Delivery	Pre-Procurement Gates Delivery Gate	The DAO and programme team are in ongoing engagement about assurance requirements which will be planned in as appropriate.	This Project is a dependent of other Police Scotland Project deliverables. 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.

		of technologies to standardise technical and supplier support and maintenance requirements and finances - UCCP aims to carry this out.							
Registers of Scotland	Moveable Transactions	The key project deliverable is the development of two new public Registers required in support of the Moveable Transactions (Scotland) Bill where details of assignations and corporeal (and some incorporeal) moveable property which had been used as security to raise finance are registered and publicly searchable.	£8.4	July 2021	June 2024	Planning	Business Justification Gate Digital Standard Discovery Assessment	The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate. A Health Check is planned for early 2023.	Costs revised following Discovery phase. Funding approved based on revised costings. Bill introduced on 25 May 2022 and currently at Stage 1. End date is indicative at this stage as the parliamentary timetable for the Bill and associated secondary legislation is not yet confirmed.
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.	£6.7 (includes run costs to 25/26)	February 2020	March 2023	Delivery	Pre-Procurement Gate Delivery Gate Digital Standard Assessment Go-Live Gate	The DAO and Project Team are in ongoing engagement and will plan in assurance as appropriate.	The first phase was implemented in December 2021 and SCTS advise that it is working well. The second phase successfully went live in August 2022, although case volumes remain low. Preparations are being made to transition to "business as usual" by March 2023.
Scottish Fire and Rescue Service	People, Payroll and Finance Requirements / Approach	Review of current People, Payroll and Finance provision	£15	April 2021	October 2026	Initiation	Business Justification Gate	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	
Scottish Fire and Rescue Service (SFRS)	Replacement Command and Control System	Rationalisation of control rooms and implementation of single system.	£12.4	June 2014	tbc	Planning	Delivery Gate Health checks Assurance of Action Plans	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	Following legal counsel and the consideration of other specialist advice, SFRS has terminated its contract for a new national command and control mobilising system. While SFRS has taken a proactive

									approach to contract management the supplier has not delivered on the agreed project plan or milestones. SFRS extended all opportunities to the supplier and exhausted all required contractual provisions necessary to assist in the fulfilment of the contract. SFRS, as a matter of priority, are considering next steps.
Scottish Prison Service	Case Management Platform AGILE development programme	Replacement of existing Prisoner Records 2 case management system.	£20	April 2021	March 2026	On Hold	Business Justification Gate	The DAO and Project Team will discuss assurance arrangements once the future of the project becomes clear.	Scottish Prison Service (SPS) is currently reviewing its Data Strategy to assess its current data management environment with a view to providing better access to existing datasets, including consideration of creating a data warehouse. This work is essential before SPS proceeds with any new case management development.
Scottish Public Pensions Agency	Pension Administration System (Replacement)	Business case development, procurement and implementation of a replacement pension administration system, together with organisational transformation.	£29.1	January 2020	March 2026	Procurement result announced October 2022 Contract Mobilisation	An early health check was conducted alongside the Altair health check. Health check Hybrid Gateway 0 Review and Business Justification Gate Digital Scotland Service Standard review Business Case and Assurance of Action Plan Review	The DAO and SPPA are in ongoing engagement and future assurance activity will be planned in as the project progresses.	Subject to agreement of Implementation Plan, contract to be awarded to incumbent supplier. Contract costs at lower end of estimated range.

							Pre-Procurement Gate Gateway 3 (Investment Decision) with some additional Technology Assurance Framework elements.		
Scottish Public Pensions Agency	McCloud Remedy	Project to remedy discrimination arising from 2015 pension reform. Project scope includes NHS Scotland Pension Scheme, Scottish Teachers' Superannuation Scheme, Police Service of Scotland and Scottish Fire and Rescue Service pension schemes. Includes system and process changes required and rectification of any pensions adjustments needed.	£8.1	October 2020	October 2023 – ongoing work to be mainstreamed in SPPA operations.	Planning	Health checks	The DAO and project are in ongoing engagement and future assurance activities will be planned in as appropriate.	The project will provide active and deferred members with dual benefit statements annually until retirement, for the remedy period 01/04/2015-31/03/2022. On retirement, those members will then be allowed to choose which scheme to be in for the remedy period for the calculation of their benefits. The rectification process is the largest cost to the project.
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	November 2023	Delivery	Digital First Discovery Assessment Pre-Procurement Gate 2018 Health checks 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. A Go-Live Gate is scheduled for January 2023.	The project end date has been revised as a result of some delivery challenges and reflects Phase 1 implementation.
Transport Scotland	Digital Travel Data Information Services - Stage 2 Technical	Appointment of a Technical Supplier(s) to oversee delivery of the Programme for Government initiative to implement the	£6	January 2021	Summer 2027	Delivery	Business Justification Gate Pre-Procurement Gate	The DAO and project will continue to engage as the programme progresses to plan	Planned 9 month implementation period and contract running for 4 +1 +1 (therefore contract could end up to

	Travel Services	following:- • Data Management (collation, processing, output & associated services); • Travel data technical system(s), including Fares Aggregator • Disruption data services; and if required • Associated services including Digital Information Provision (Website/App)					Digital Scotland Service Standard Assessment Assurance of Action Plan	in assurance as appropriate.	2 years after project end date).
Transport Scotland	Under 22s 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 22. There are approximately 930,000 people resident in Scotland who would be eligible. Everyone can travel for free on eligible bus services until their 22nd birthday. The programme is leveraging existing partnering arrangements and existing processes (for example, such as use of National Entitlement Card/Young Scot Cards, Fareshare system for reimbursement).	£13	September 2020	November 2022	Under Closure	Delivery Gate Go-Live Gate Health checks		The estimated whole life costs include scheme delivery and administration but not bus operator concessionary fares reimbursement costs. The change in project end date from August 2022 to November 2002 reflects the timing of the Ministerial decision to market the scheme.

2. PROJECTS WHICH HAVE CHANGED STATUS SINCE THE PREVIOUS REPORT

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 Environment Protection Agency	Future Flood Incident Messaging Service, Flood Forecasting and Warning (Full Solution)	Flood Warning Services	£4.1	January 2021	January 2024	Delivery	Joint Business Justification and Pre-Procurement Gate Assurance of Action Plan Health Check including the user centred design aspects of the Digital Scotland Service Standard.		Following completion of the procurement exercise, the project costs have been refined downwards and the risk profile has been revised. The DAO and project Senior Responsible Owner have agreed that the project can be declassified as a major project. The services will continue to be assessed for compliance with the Digital Scotland Service Standard.
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.	£46.5	September 2020	October 2029	Contract awarded	Pre-Procurement Gate		The change in end date from October 2022 to October 2029 reflects the contract term. The project has been declassified as a major project following contract award although there will be continued liaison with the DAO with respect to any future systems re-architecture and digital standard requirements.

3. MAJOR PROJECTS WHICH HAVE CLOSED SINCE PREVIOUS REPORT

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 – Constitution and Cabinet Directorate	eCounting 2022	The primary aim of the project was to procure an effective and efficient system for electronically counting votes cast under the STV voting system at the Local Government elections in Scotland, that took	£8.4	May 2019	September 2022	Closed	Business Justification Gate Pre-Procurement Gate Delivery Gate Go-Live Gate		The solution successfully supported electronic counting of the votes cast under the STV voting system at the Local Government elections in May 2022.

		place on 5 May 2022. The solution will also be suitable for use in by-elections until the end of the contract.							
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	August 2022	Closed	Business Justification Gate Pre-Procurement Gates Digital First Self-Assessments Health check Delivery Gate Go-Live Gate Assurance of Action Plan		Education Scotland advise that a Lessons Learned document, created at the end of the project by an external 3rd party, has been shared with relevant boards.
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	£9.9	February 2018	August 2022	Closed	Health check Assurance of Action Plan		The actual costs for the Programme will not be confirmed until HIAL has completed its audit and accounting process. Spend at 31/08/22 was £9.964m costs however this includes spend on investments for the benefit of the business and investments and resource currently falling under 'business as usual'. *Please also see note below from HIAL.

		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.						

*During 2021, the industrial action by air traffic controllers, failure to reach agreement with the trade union Prospect on the original ATMS proposal, and the range in costs following the tender exercise for the remote tower element of the project created a significant budget risk. This resulted in a compromise agreement on air traffic modernisation between HIAL and Prospect.   Therefore, in January 2022, the HIAL Board agreed the future strategic direction for air traffic modernisation, which comprised a centralised surveillance operation for Sumburgh, Kirkwall, Stornoway, Inverness, and Dundee airports, based at the existing approach radar facility on the Inverness Airport Site. Air traffic tower services would continue to be provided locally at each of these airports.

In June 2022, the HIAL Board was presented with a phased delivery plan for the revised strategic direction for air traffic modernisation. The Board agreed this approach in principle. However, considering the Scottish Government's resource spending review published on 31 May 2022, the Board asked that the delivery plan be revisited in line with this new budgetary information.

The Scottish Government's Resource Spending Review sets out the high-level parameters for resource spend for future Scottish budgets up to 2026-27.   These indicative budgets show a decrease in available funding for HIAL over the next three to four years, presenting a significant future funding challenge for the company.   The pressure this creates is further compounded by increasing inflation and rising price challenges. Therefore, the Board wanted to review the impact of reduced budgets - not only for air traffic modernisation, but across the whole organisation.

The Executive Team presented a paper to the HIAL Board in August 2022 highlighting the impact of the considerable gap between the funding available and HIAL's operational and strategic plans. The HIAL Board is considering several options to help address the current fiscal position and decided one of the options was to scale back air traffic modernisation plans for the duration of the strategic spending review. Consequently, at their meeting in August 2022, the Board made the decision to wind up the ATMS Board Sub-Committee. This being the final action from the Board to close the original ATMS programme following the change in strategic direction agreed in January 2022.

With the conclusion of the ATMS Board Sub-Committee, moving forward the HIAL Audit Committee will manage any remaining activity, including liaising with the Digital Assurance Office to ensure any outstanding issues are addressed.   The HIAL Audit Committee will undertake a review and lessons learned exercise for the ATMS programme.