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

13 July 2023

Dear Mr Leonard

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

I am writing to provide the latest six monthly update on major IT projects.

There are currently 575 projects recorded with the Digital Assurance Office which includes around 200 projects with a current status of Early Scoping, On Hold or Potential Project. A full breakdown of all recorded projects by estimated whole life costs is provided at [Annex A](#).

[Annex B](#) provides an overview of the final assurance review volumes and outcomes for 2022-23. Less than half of major project reviews resulted in the project being able to proceed to the next stage without conditions. Two reviews (for different projects) resulted in an outcome which required the project to take remedial action before proceeding. Both of these projects received recommendations to improve governance and project control, define more clearly what success looks like and enhance research, analysis and advice to support decision making.

A number of major projects have recently closed with the Digital Assurance Office actively engaged with the remaining 28 major projects, one of which is on hold. [Annex C](#) provides an overview of these including the technical assurance activity conducted on each project. Approval for projects to progress to the next stage is dependent on successful completion of the mandatory review requirements.

This update includes the following additional information sought in your letter of 21 December 2022 to Geoff Huggins and Sharon Fairweather:

- the job title of the most senior person accountable for each project – I have included the Senior Responsible Owner and Accountable Officer job titles for each project; and

- an assessment of whether each project is on time and on budget – these are reflected in the Tracking to Schedule and Tracking to Budget columns in [Annex C](#). The assessment of whether each project is on time and on budget has been provided by the individual projects and is not verified by the Digital Assurance Office.

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

**Jennifer Inglis-Jones**  
Director for Internal Audit and Assurance

**BREAKDOWN OF PROJECTS – @ 29 JUNE 2023**Table 1 – Total Number of Projects Recorded in DAO Project Register

<b>Total Number of Projects recorded</b>	<b>Total Number of Projects with Estimated Whole Life Costs</b>	<b>Total Estimated Whole Life Costs</b>
575*	447*	<b>£1,846,807,675**</b>

Notes

- (1) \* These figures exclude closed and cancelled projects and include potential projects, projects at early scoping stage and projects which are on hold.
- (2) The DAO does not monitor the financial expenditure of projects and only captures estimated whole life costs to help consider the level of assurance which may apply to a project. Whole life costs reflect the total cost of creating and maintaining an asset through to its disposal.
- (3) 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.
- (4) \*\*This figure excludes the estimated whole life costs for the following projects which have been withheld for commercially sensitive reasons: Education Scotland - Enhancements to Glow and Care Inspectorate - Full Business Case Digital Transformation Stage 2.

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

	<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	28	847*	45.84%
Potential Major Projects	20	310	16.80%
>=£5m (excluding major and potential major projects)**	12	473	25.60%
£1m - <£5m	69	147	7.98%
£500k - <£1m	42	30	1.61%
£100k - <£500k	141	35	1.88%
<£100k	145	5	0.29%

- (1) \*This figure excludes the estimated whole life costs for the following projects which have been withheld for commercially sensitive reasons: Education Scotland - Enhancements to Glow and Care Inspectorate - Full Business Case Digital Transformation Stage 2. A further two major projects do not currently have whole life costs recorded.

- (2) \*\*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.
- (3) Not all projects have estimated whole life costs recorded.

## REVIEW VOLUMES AND OUTCOMES 2022-2023

### 1. Major Digital Project Reviews

<b>Major Digital Project Reviews - Volumes</b>	<b>45</b>	<b>100.0%</b>
Business Justification	2	4.4%
Pre-Procurement	8	17.8%
Delivery	6	13.3%
Go-Live	6	13.3%
Health check	16	35.6%
Assurance of Action Plan	7	15.6%

<b>Major Digital Project Reviews - Outcomes</b>	<b>45</b>	<b>100.0%</b>
Proceed to next stage	17	37.8%
Proceed to next stage with conditions	17	37.8%
Do not Proceed until remedial action taken	2	4.4%
Close the project	0	0.0%
Continue in current stage	0	0.0%
Continue in current stage with conditions	0	0.0%
Not applicable*	9	20.0%

\*This reflects reviews 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

<b>Assessment Volumes</b>	<b>28</b>	<b>100.0%</b>
Discovery	6	21.4%
Alpha	10	35.7%
Beta	12	42.9%
Checkpoint	0	0%

<b>Assessment Outcomes</b>	<b>20</b>	<b>100.0%</b>
Proceed to next stage	12	50.0%
Proceed to next stage with conditions	8	33.3%
Do not Proceed until remedial action taken	4	16.7%

**PUBLIC AUDIT COMMITTEE  
DIGITAL ASSURANCE OFFICE (DAO) - MAJOR IT AND DIGITAL PROJECT REPORT JUNE 2023**

**1. CURRENT MAJOR PROJECTS**

Organisation/Project Name/Project Description/ Senior Responsible Owner/Accountable Officer	Tracking to Budget	Tracking to Schedule	Estimated Whole-life Cost £m	Project Start Date	Project End Date	Current Stage	Technology Assurance Activity To Date	Technology Assurance Activity Planned	Notes
<p>Scottish Government – Agriculture and Rural Economy Directorate</p> <p><b>Provision of Digital Support Services for Rural Payments</b> The primary requirement is to put in place a contract to work in partnership and supplement in-house resource and other specialist services in blended teams to ensure efficient and effective system maintenance, support, modernisation and enhancement.</p> <p><u>Senior Responsible Owner:</u> Deputy Director Information Services Division</p> <p><u>Accountable Officer:</u> Director General Net Zero</p>	<p>Yes</p> <p>Spend on this contract will not commence until April 2024 at the earliest. Until the contract is awarded and we have visibility over pricing proposals which suggest otherwise we must assume that this is on track</p>	<p>Yes</p> <p>Procurement is at its inception and a Health Check was recently conducted. This will help inform the detail behind the outline plan.</p>	90-95	01/04/2023	30/09/2030	Early Scoping	Health Check	<p>The DAO and project will continue to engage as the project progresses to plan in assurance as appropriate.</p> <p>The next review will be a Pre-Procurement Gate.</p>	The project end dates reflects the expected maximum duration of the contract.
<p>Scottish Government – Corporate Transformation Directorate</p> <p><b>Shared Services Programme</b> To implement new HR and Finance capabilities, to be shared with the existing customer base within core SG and a panel of Public Sector bodies. The programme will deliver new systems, new processes and a new operating model to deliver operational benefits of risk reduction, improved end to end processes, data insights, reduced 'run' costs, improved controls and some operational efficiencies. Ultimately we are in pursuit of significant economies of scale when we share the platform with additional public sector bodies, in future phases.</p> <p><u>Senior Responsible Owner:</u> Director of Corporate Transformation</p> <p><u>Accountable Officer:</u> Director General Corporate</p>	<p>Refresh Underway</p> <p>(See Comments column)</p>	<p>Refresh Underway</p> <p>(See Comments column)</p>	<p>Refresh Underway</p> <p>(See Comments column)</p>	June 2020	Summer 2024	Delivery	<p>Digital First Assessment</p> <p>Pre-Procurement Gates</p> <p>Delivery Gate (HR Workstream)</p>	<p>The DAO and programme continue engagement and will plan in assurance activity as appropriate.</p> <p>The next Gateway Review is planned for July.</p>	The Shared Services Programme (Phase 1) advises that it has made strong progress with the design and build phases of the programme, along with the broader transformation aspects with user engagement and business process re-engineering, whilst working towards deliverables through Spring and Summer 2024. A refreshed business case is being prepared.

<p>Scottish Government – Digital Directorate</p> <p><b>Cloud First Programme</b> 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.</p> <p><u>Senior Responsible Owner:</u> Chief Technology Officer</p> <p><u>Accountable Officer:</u> Director Digital</p>	Yes	Yes	£12.9	January 2020	March 2024	Delivery	Health check Delivery Gate	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate. A further Health Check is currently being concluded.	
<p>Scottish Government – Digital Directorate</p> <p><b>Digital Identity Service</b> 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.</p> <p><u>Senior Responsible Owner:</u> Deputy Director Cloud and Digital Services</p> <p><u>Accountable Officer:</u> Director General Corporate</p>	Yes	Yes	£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.
<p>Scottish Government – Digital Directorate</p> <p><b>Payments Transformation Project</b> Development of a common platform and service that standardises the way the Scottish Government and the wider public sector in Scotland makes and (in the future) takes payments to and from citizens and businesses.</p> <p><u>Senior Responsible Owner:</u> Deputy Director Cloud and Digital Services</p>	Yes	Yes	£11.1*  * this does not include Optimism Bias. Inclusive of the Optimism Bias figure for Beta the total would be £13.6	September 2018	March 2024 (plus 6 month post go live. Benefit realisation over 10 years to 2032)	Delivery	Business Justification Gate  Health checks  Pre-Procurement Gates  Digital First Assessments	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	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.





<p>Scottish Government – Local Government and Communities Directorate</p> <p><b>Digital Planning Transformation Programme</b> 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 and priority actions for delivery.</p> <p><u>Senior Responsible Owner:</u> Chief Planner</p> <p><u>Accountable Officer:</u> Director General Communities</p>	Yes	Yes	£35	March 2021	March 2027	Delivery	Digital Standard assessments for Single Payment Solution and Fee Calculator; Smart Applications; and Gateway.	The DAO is in ongoing engagement with the Programme to scope out future assurance requirements. A Pre-Procurement Gate is under planning.	database update - the introduction of historic SNSA data to the database. Further system updates are planned on an ongoing basis, with 2 currently scheduled for the coming year. These will include security patches and enhancements in terms of analytics and system logging. Other than this, minor patches are applied on an ongoing basis in line with the documented project change processes. There have been long-term challenges and uncertainty around capacity and resource. This has led to delays in the delivery plan and the requirement to defer investment to help support wider pressures within the portfolio. Consequently, the programme has now been reprofiled and extended for a further year to allow delivery within budget restrictions. An alternative delivery model is being developed which is intended to support programme delivery with reduced headcount.
<p>Scottish Government – Social Security Directorate</p> <p><b>Social Security Programme (IT elements)</b> To enable Scottish Government control and administration of devolved welfare benefits.</p> <p><u>Senior Responsible Owner:</u> Social Security Director</p> <p><u>Accountable Officer:</u> Director General Communities</p>	Yes	Yes	£277.4 as laid out in the Social Security Programme Business Case (2023)	January 2017	As laid out in the Social Security Programme Business Case (2023) the Programme timeline includes implementation and transition phases which are expected to run to end of 2025.	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, Scottish Child Payment and Winter Heating Payment are complete. The focus is now on the assurance requirements for the Carers Support Payment and Pension Age Disability Payment.

	Programme expenditure on Technology from 2016-17 to 2021-22 has been £145.7 million and we are forecasting to spend £57.6 million in 2022-23, and £74.1 million to deliver the remainder of the Programme.								The refreshed Programme Business Case (PBC) for the Social Security Programme was published in February 2023.
Care Inspectorate  <b>Full Business Case Digital Transformation - Stage 2</b> The project will deliver a fully integrated digital platform for scrutiny of regulated care services. It will replace inflexible legacy systems at high risk of failure, by supporting risk-led dynamic scheduling and conduct of scrutiny, reducing manual effort so staff can concentrate on higher value work, and improving data quality and better information capture and sharing.  <u>Senior Responsible Owner:</u> Executive Director of IT and Digital Transformation  <u>Accountable Officer:</u> Chief Executive	Yes  Given the point of approval for the Programme, there has been engagement with Scottish Government to confirm that the project would be delivered over 4 financial years rather than the 3 outlined in the business case (this will overall smooth the budget not increase it).	No  The Programme was given the initial approval to proceed, but given the timing of that approval it has now been agreed that the Programme will now be delivered over 4 financial years rather than three financial years.	TBC	June 2023	September 2026	Pre-Mobilisation Stage	Business Justification  Health Check	The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate.	The estimated whole life costs have been notified to the DAO but have not been included here for reasons of commercial sensitivity.
Disclosure Scotland  <b>Act Digital Design (Theme)</b> Deliver the functionality required to support the implementation of the Disclosure Act.  <u>Senior Responsible Owner:</u> Deputy Chief Executive – Digital Strategy  <u>Accountable Officer:</u> Chief Executive	N/A – Projects have yet to begin  Costs associated with this work currently are staff costs related to time spent on developing business cases.	N/A – Projects have yet to begin.	£5.9  These are forecasted costs and will be updated where necessary as scoping progresses and Business Cases are developed in line with the Act delivery plan.	December 2023	March 2025	Planning		The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	The three Disclosure Scotland reports included in this update replace the two projects previously reported. Disclosure Scotland advise that they have recently re-structured the content of the Act Design and Digital Enhancements themes. The aim is to provide increased focus and clear distinction between the work required to specifically deliver the Disclosure Act and those projects that will enhance and improve the service provided by Disclosure Scotland. Governance

									processes have been re-aligned to operate across these re-structured project themes.
<p>Disclosure Scotland</p> <p><b>Digital Infrastructure (Theme)</b> 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.</p> <p><u>Senior Responsible Owner:</u> Deputy Chief Executive – Digital Strategy</p> <p><u>Accountable Officer:</u> Chief Executive</p>	Yes	Yes	£6.2	June 2021	March 2024	Delivery		Following a Gateway 0 in 2022 that considered the previous single digital programme, subsequent replanning exercises have meant that to date, it has not been possible to identify the appropriate points for further digital assurance activity to take place. A meeting is planned for July 2023 to identify the appropriate time for a further assessment.	
<p>Disclosure Scotland</p> <p><b>Digital Enhancements (Theme)</b> The elements that improve our working service. Projects that are focused on the enhancement of Disclosure Scotland services.</p> <p><u>Senior Responsible Owner:</u> Deputy Chief Executive – Digital Strategy</p> <p><u>Accountable Officer:</u> Chief Executive</p>	Yes	Yes	£12.8	June 2022	November 2024	Delivery	Digital Standard assessment for Accounts Identity and Verification service.	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate. A Delivery Gate is currently under planning.	
<p>Education Scotland</p> <p><b>Enhancements to Glow</b> 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.</p>	No No budget allocated.	No On hold pending budget approval.	TBC	September 2022	March 2026	On Hold	Combined Business Justification and Pre-Procurement Gate  Assurance of Action Plan	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.

<p><u>Senior Responsible Owner:</u> Strategic Director Education Scotland and Deputy Director Workforce, Infrastructure and Digital (Scottish Government)</p> <p><u>Accountable Officer:</u> Chief Executive Education Scotland and Director General Education and Justice</p>									
<p>Forestry and Land Scotland (FLS)</p> <p><b>Management Information Platform</b> 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.</p> <p><u>Senior Responsible Owner:</u> Director of Corporate Services</p> <p><u>Accountable Officer:</u> Chief Executive</p>	Yes	Yes	£8.3	March 2020	December 2024	Delivery	<p>Business Justification Gate</p> <p>Digital Standard Assessment</p> <p>Health check</p> <p>Pre-Procurement Gate</p> <p>Assurance of Action Plan</p>	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	The project is approaching the end of the procurement phase and anticipating award of contract in September 2023.
<p>National Records of Scotland</p> <p><b>Scotland's Census 2022</b> The programme of work, including IT to support Scotland's Census 2022, which will be primarily online.</p> <p><u>Senior Responsible Owner:</u> Chief Executive</p> <p><u>Accountable Officer:</u> Director of Corporate Services</p>	Yes	Yes	£144.6	October 2015	December 2025	Delivery	<p>Six Pre-Procurement Gates</p> <p>Digital First Checkpoint and Assessments</p> <p>Rehearsal Go-Live Gate</p> <p>Two Delivery Gates for the Collect phase.</p> <p>Assurance of Action Plan</p> <p>Initial Go-Live Gate</p> <p>Final Go-Live Gate</p> <p>Delivery Gates for Outputs and Dissemination phase.</p>	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.

<p>Police Scotland</p> <p><b>Core Operational Solutions (COS)</b> 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 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.</p> <p><u>Senior Responsible Owner:</u> Chief Digital Information Officer</p> <p><u>Accountable Officer:</u> Deputy Chief Officer Corporate Services Strategy and Change</p>	Yes	No  A change request is in progress for an extension to timelines.	£36.8	July 2017	December 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 roll out of COS modules is continuing.  The end date has been updated from September 2023 to December 2023 – see note in Tracking to Schedule column.
<p>Police Scotland</p> <p><b>National Integrated Command and Control System (NICCS)</b> 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> <p><u>Senior Responsible Owner:</u> ACC Local Policing North and C3/Chief Digital Information Officer</p>	Yes	Yes	£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.	

<p><u>Accountable Officer:</u> Deputy Chief Officer Corporate Services Strategy and Change</p>									
<p>Police Scotland</p> <p><b>Unified Communications and Contact Platform (UCCP)</b> 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> <p><u>Senior Responsible Owner:</u> ACC Local Policing North and C3/Chief Digital Information Officer</p> <p><u>Accountable Officer:</u> Deputy Chief Officer Corporate Services Strategy and Change</p>	Yes	Yes	£10.2	December 2019	March 2024	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.	<p>Police Scotland advise that 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.</p> <p>The end date has changed from September 2023 to reflect an approved change to scope.</p>
<p>Police Scotland</p> <p><b>Body Worn Video – National Rollout</b> Delivery of a Body Worn Video solution is included within scope of the Digitally Enabled Policing Programme. Work on a strategic solution previously commenced in August 2017 but was subsequently deprioritised in February 2018 by the Executive due to a lack of available resource at the time, and the project paused at that point. The allocated resource was utilised elsewhere. Drivers for change include supporting the objectives of the Serving a Changing Scotland Strategy and the Scottish Government Digital Strategy for Justice in Scotland (2014). These aim to maximise officer visibility, increase the detection and prevention of crime, strengthen operational and partner decision making, improve access and sharing of</p>	Yes	Yes	£18.2	March 2022	December 2026	Initiation	Combined Business Justification and Pre-Procurement Gate  Pre-Procurement Gate	The DAO and programme team are in ongoing engagement about assurance requirements which will be planned in as appropriate.	

<p>policing information, improve the safety and wellbeing of people, places and communities and build public confidence through transparency and legitimacy.</p> <p><u>Senior Responsible Owner:</u> Chief Digital Information Officer</p> <p><u>Accountable Officer:</u> Deputy Chief Officer Corporate Services Strategy and Change</p>									
<p>Registers of Scotland</p> <p><b>Moveable Transactions</b> The key project deliverable is the development of two new public Registers required in support of the Moveable Transactions (Scotland) Bill where details of assignments and corporeal (and some incorporeal) moveable property which had been used as security to raise finance are registered and publicly searchable.</p> <p><u>Senior Responsible Owner:</u> Head of Policy, Legal and Post Registration Enquiries</p> <p><u>Accountable Officer:</u> Registration and Policy Director and Interim Accountable Officer</p>	<p>No - Project planned spend is behind AO approved budget due to resourcing issues and contingency amounts not yet required. Reduced funding was drawn down and key deliverables were not impacted. If legislative delays arise then it is likely that additional budget may be required in final year.</p>	<p>Yes - While currently on track, implementation is dependent on the legislative timetable for the secondary legislation which is not yet confirmed.</p>	<p>£8.4</p>	<p>July 2021</p>	<p>June 2024</p>	<p>Planning</p>	<p>Business Justification Gate</p> <p>Digital Standard Discovery Assessment</p> <p>Health Check</p>	<p>The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate.</p>	<p>Funding approved based on revised costings. Bill has concluded Stage 3 and is progressing for Royal Assent. Implementation and end date of project is indicative at this stage as the parliamentary timetable for the associated secondary legislation is not yet confirmed.</p>
<p>Scottish Courts and Tribunals Service</p> <p><b>Business Transformation – Office of the Public Guardian (OPG)</b> Development of new case management systems for the Office of the Public Guardian, as funding allows, to support online submission, end-to-end digital case management, and new functions to provide better service to public. Scoping of project progressing. The Tribunals and OPG Lab has recently carried out a proof of concept focused on Power of Attorney workflow.</p> <p><u>Senior Responsible Owner:</u> Executive Director, Tribunals and Office of the Public Guardian</p> <p><u>Accountable Officer:</u> Chief Executive</p>	<p>Yes</p>	<p>Yes</p>	<p>£4.05</p>	<p>February 2022</p>	<p>March 2026</p>	<p>Planning</p>	<p>Business Justification Gate</p>	<p>The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.</p>	

<p>Scottish Fire and Rescue Service</p> <p><b>People, Payroll, Finance and Training*</b> Review of current People, Payroll, Finance and Training systems.</p> <p><u>Senior Responsible Owner:</u> Head of People Directorate</p> <p><u>Accountable Officer:</u> Chief Officer</p> <p>*(Previous name: People, Payroll, Finance Requirements / Approach)</p>	Yes	Yes	£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.	
<p>Scottish Fire and Rescue Service (SFRS)</p> <p><b>New Mobilising System</b> (previously part of Replacement Command and Control System) Rationalisation of control rooms and implementation of single system. Control Room rationalisation was completed under Phase 1 of the Command and Control Futures Programme. The re-named New Mobilising System Project will implement a single Command and Control solution across SFRS.</p> <p><u>Senior Responsible Owner:</u> Director of Service Development</p> <p><u>Accountable Officer:</u> Chief Officer</p>	<p>Estimated project budget and whole life costs being determined through development of Outline Business Case – due end June 2023.</p> <p>Final project budget and whole life costs to be determined in Full Business Case – due post procurement and prior to contract award – early 2024.</p>	<p>This project is in the planning phase, completion of the Outline Business Case will indicate full project schedule.</p> <p>The planning phase is progressing to schedule.</p>	Tbc - see comments in Tracking to Budget column.	January 2023	tbc	Planning	<p>The following reviews were carried out prior to contract termination:</p> <p>Delivery Gate</p> <p>Health checks</p> <p>Assurance of Action Plans</p>	<p>The project procurement timelines are currently being finalised; it is anticipated that a Pre-Procurement Gate will be required in August 2023. An Integrated Assurance and Approvals Plan is being developed alongside the Outline Business Case to identify the future internal and external assurance points for the project. The DAO and project team are in ongoing engagement.</p>	<p>Following termination of the contract to provide a new national command and control mobilising system in December 2022 the previously named Command and Control Futures Project has been re-named the 'New Mobilising System' Project. SFRS have engaged an external professional qualified Project Manager and Industry Technical Advisors to support progress towards procurement of the new solution. Internal governance provides delivery gates, health checks and assurance, and the project team will continue to engage with and plan external assurance with the DAO. A significant Command and Control Futures lessons learned work package has been progressed with learning to be shared across SFRS upon completion.</p>



<p>Scottish Public Pensions Agency</p> <p><b>Pension Administration System (Replacement)</b> The provision of, and migration to a cloud hosted and managed Pension and Payroll administration platform, together with associated support and maintenance beyond March 2026 (when the current contract ends).</p> <p><u>Senior Responsible Owner:</u> Chief Executive</p> <p><u>Accountable Officer:</u> Chief Executive</p>	Yes	No  Delay simply due to the contract signature delay. Expecting to re-baseline following contract signature and expect to track to original (relative to signature) timeline.	£15.3	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  Pre-Procurement Gate  Gateway 3 (Investment Decision) with some additional Technology Assurance Framework elements.	The DAO and SPPA are in ongoing engagement and future assurance activity will be planned in as the project progresses.	Estimate whole life costs reduced as the original costs were pre-contract award.
<p>Scottish Public Pensions Agency</p> <p><b>McCloud Remedy</b> 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.</p> <p><u>Senior Responsible Owner:</u> Head of Policy</p> <p><u>Accountable Officer:</u> Chief Executive</p>	Yes	Yes  As legislative timeline immovable, we have revised our implementation and prioritisation approach to maximise readiness in Operations to meet projected demands from scheme members.	£8.1	October 2020	October 2023 – ongoing work to be mainstreamed in SPPA operations.	Delivery	Health checks	The DAO and project are in ongoing engagement and future assurance activities will be planned in as appropriate. A health check is taking place during w/c 26 June.	SPPA advise that 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 calculation of their benefits. The rectification process is the largest cost to the project.

<p>Transport Scotland</p> <p><b>Ar Turas</b> 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.</p> <p><u>Senior Responsible Owner:</u> Head of Ferries Unit</p> <p><u>Accountable Officer:</u> Chief Executive</p>	<p>Yes</p>	<p>Yes</p> <p>Whilst the project remains within the overall budget for delivery of the new system, the delays from the earlier go live date, and the requirement for a longer period of support (hypercare) as the system is adjusted following launch, it is likely that funding that was in reserve for a second phase will need to be considered. Some of the elements envisaged in that phase have already been delivered and Calmac and Transport Scotland are currently reviewing this and how best to deliver any further functionality. Any changes will be subject to approval through the robust governance arrangements in place for this project.</p>	<p>£18</p>	<p>August 2016</p>	<p>September 2023</p>	<p>Solution Live</p>	<p>Digital First Discovery Assessment</p> <p>Pre-Procurement Gate 2018</p> <p>Health checks</p> <p>Pre-Procurement Gate 2019</p> <p>Pre-Procurement Desk Based Review 2020</p> <p>Delivery Gate</p> <p>Go-Live Gate</p>	<p>No further assurance is anticipated for the current phase of the project.</p>	<p>The new booking and ticketing platform was launched on 17 May.</p>
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<p>Transport Scotland</p> <p><b>Digital Travel Data Information Services - Stage 2 Technical Travel Services</b> Appointment of a Technical Supplier(s) to oversee delivery of the Programme for Government initiative to implement the following:-</p> <p>Work stream 1 - Data Services Provision of a Travel Data System, including systems integration / Application Programming Interfaces (APIs) for:-</p> <ul style="list-style-type: none"> <li>• Work package 1 - Data Management System,</li> <li>• Work package 2 - Journey Planning System; and</li> <li>• Work package 3 - Disruption Management System.</li> </ul> <p>Work stream 2 - Digital Services</p> <ul style="list-style-type: none"> <li>• Work package 4 - Associated services, including Digital Travel Information Provision e.g. Website, App and API services.</li> </ul> <p>Work stream 3 – Operational Management</p> <ul style="list-style-type: none"> <li>• Work package 5 – Delivery, management, governance, support and maintenance etc.</li> </ul> <p><u>Senior Responsible Owner:</u> Head of Concessionary Travel and Integrated Ticketing Unit</p> <p><u>Accountable Officer:</u> Chief Executive</p>	Yes	Yes	£6	January 2021	Summer 2029	Delivery	<p>Business Justification Gate</p> <p>Pre-Procurement Gate</p> <p>Digital Scotland Service Standard Assessment</p> <p>Assurance of Action Plan</p>	The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate.	<p>Planned 9 month implementation period and contract running for 4 +1 +1 (therefore contract could end up to 2 years after project end date).</p> <p>The end date has been revised from Summer 2027 to Summer 2029 to reflect the maximum potential duration of the contract.</p> <p>The Project formally awarded the contract on 21/03/23 with a contract commencement date of 03/05/2023.</p>
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## 2. MAJOR PROJECTS WHICH HAVE BEEN CLOSED OR CANCELLED SINCE PREVIOUS REPORT

Organisation/Project Name/Project Description/ Senior Responsible Owner/Accountable Officer	Estimated Whole-life Cost £m	Project Start Date	Project End Date	Current Stage	Technology Assurance Activity To Date	Notes
<p><b>Scottish Courts and Tribunals Service</b></p> <p><u>Digital Case System – Social Security Appeals</u></p> <p>Benefit appeals to the First Tier Tribunal will increase substantially 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.</p>	<p>£6.7</p> <p>(includes run costs to 25/26)</p>	February 2020	March 2023	Closed	<p>Pre-Procurement Gate</p> <p>Delivery Gate</p> <p>Digital Standard Assessment</p> <p>Go-Live Gate</p>	SCTS advise that the first phase was implemented in December 2021 and is working well. The second phase successfully went live in August 2022, although case volumes remain low. Transition to “business as usual” completed by March 2023.

<p><u>Senior Responsible Owner:</u> Executive Director, Tribunals and Office of the Public Guardian</p> <p><u>Accountable Officer:</u> Chief Executive</p>						
<p>Transport Scotland</p> <p><b>Under 22s Free Bus Travel</b> 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).</p> <p><u>Senior Responsible Owner:</u> Director Bus, Accessibility and Active Travel</p> <p><u>Accountable Officer:</u> Chief Executive</p>	£13	September 2020	November 2022	Closed	<p>Delivery Gate</p> <p>Go-Live Gate</p> <p>Health checks</p>	The estimated whole life costs include scheme delivery and administration but not bus operator concessionary fares reimbursement costs.
<p>Scottish Government – Children and Families Directorate</p> <p><b>Case Management System for Statutory Redress Scheme</b> Procurement of a delivery partner to configure the Case Management System software to allow applications to Redress Scotland to be stored, processed and managed.</p> <p><u>Senior Responsible Owner:</u> Deputy Director Redress, Relations and Response</p> <p><u>Accountable Officer:</u> Director General Education and Justice</p>	£8	December 2020	June 2023	Closed	<p>Digital First Self-Assessments</p> <p>Pre-Procurement Gate</p> <p>Delivery Gate</p> <p>Go-Live Gate for Release 1</p>	The project advises that the contract for the configuration of the case management system has now concluded. All deliverables have been delivered and the project closed. Estimated whole life costs have been updated to reflect the ongoing support and maintenance costs associated with the Case Management System over the expected duration of the Scheme. Previously these reflected the duration of the initial contract only as long term support requirements and costs were unknown.
<p>Police Scotland</p> <p><b>Mobile Working</b> 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,</p>	£39.2	January 2018	March 2022	Closed	<p>Phase 1 Health check</p> <p>Phase 2 Delivery Gate</p>	Police Scotland advise that Mobile Working Phase 1 and Phase 2 End Project Reports have been approved at Police Scotland Change Board and SPA Resources Committee, therefore, are formally closed.

<p>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.</p> <p><u>Senior Responsible Owner:</u> Deputy Director Redress, Relations and Response</p> <p><u>Accountable Officer:</u> Director General Education and Justice</p>						
<p>Scottish Prison Service</p> <p><b>Case Management Platform AGILE development programme</b> Replacement of existing Prisoner Records 2 case management system.</p> <p><u>Senior Responsible Owner:</u> Head of Digital Services</p> <p><u>Accountable Officer:</u> Chief Executive</p>		April 2021	March 2026	Cancelled	Business Justification Gate	