

BREAKDOWN OF PROJECTS – @ 9 DECEMBER 2021Table 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
502*	425*	£1,476,153,083

* 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

Project	Number of Projects	Total Estimated Whole Life Costs £m (rounded)	Percentage of Active Projects with Estimated Whole Life Costs
Major Projects	31	866	59%
Potential Major Projects	22	220	15%
>=£5m (excluding major and potential major projects)**	13*	216	14.6%
£1m - <£5m	58	120.5	8%
£500k - <£1m	29	19	1%
£100k - <£500k	128	29	2%
<£100k	147	5.6	0.4%

* 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.

**PUBLIC AUDIT COMMITTEE
DIGITAL ASSURANCE OFFICE (DAO) - MAJOR IT AND DIGITAL PROJECT REPORT DECEMBER 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 – 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 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 Delivery Gate	The DAO and project team are in ongoing engagement and assurance will be planned in as appropriate. The final assurance activity is anticipated to be a Go-Live Gate in February 2022.	
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	£20	June 2020	September 2023	Planning	Digital First Assessment Pre-Procurement Gates	The DAO and programme will continue to engage as the programme progresses to plan in assurance as appropriate.	

		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 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.	£45m (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	The DAO is in ongoing engagement with the project team to plan in future assurance requirements.	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 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 Health check Pre-Procurement Gates Digital First Assessments Full Business Case review Delivery Gate	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 – 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	£17	January 2020	July 2026	Delivery	Combined Business Justification and Pre-Procurement Gate Assurance of Action Plan Digital Scotland Service Standard Assessment	The DAO and project team are in ongoing engagement and assurance will be planned in as appropriate. The next review is currently being scoped.	

		<p>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 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 being rolled out in the 2021/2022 school year and the new English assessments in August 2022 – the varying start dates reflect the different endpoints of the existing contracts. The Cabinet Secretary for Education and Skills wrote to the Education, Children and Young People Committee on 14th December, informing them that the Gaelic assessments would be introduced later in the 2021/22 year than initially anticipated, to ensure their quality and user friendliness could be optimised. User trialling would take place within the Gaelic Medium Education sector once the acute pressures for schools and local authorities of managing the COVID-19 Pandemic through winter had subsided. 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.</p>							
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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 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 being rolled out in the 2021/2022 school year and the new English assessments in August 2022 – the varying start dates reflect the different endpoints of the existing contracts. The Cabinet Secretary for Education and Skills wrote to the Education, Children and Young People Committee on 14th December, informing them that the Gaelic assessments would be introduced later in the 2021/22 year than initially anticipated, to ensure their quality and user friendliness could be optimised. User trialling would take place within the Gaelic Medium Education sector once the acute pressures for schools and local authorities of managing the COVID-19</p>	£17	January 2020	July 2026	Delivery	<p>Combined Business Justification and Pre-Procurement Gate</p> <p>Assurance of Action Plan</p> <p>Digital Scotland Service Standard Assessment</p>	<p>The DAO and project team are in ongoing engagement and assurance will be planned in as appropriate. The next review is currently being scoped.</p>	
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		Pandemic through winter had subsided. 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.							
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 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 Low Income Benefits are now complete. The focus is now on the assurance requirements for Disability Benefits, with recent focus on the launch of the Child Disability Payment and piloting of the Adult Disability Payment in 2022.
Care Inspectorate	Care Inspectorate Digital Transformation Programme - Stage 2	The driver for this project was the retirement of two legacy systems - This was one project however has 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	£8.1	June 2021	June 2023	Early Scoping	Business Justification	The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate.	

		for this is 2023. An Outline Business Case (OBC) was produced with projected costs for this stage of the project and we are currently going through full business case preparation -the funding has still to be secured.							
Disclosure Scotland	Platform Re-engineering	Develop a new technical platform to increase the resilience, scalability and flexibility of Disclosure Scotland systems. Exact timeline and budget undergoing review with clarified understanding expected in January 2022.	£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. Exact timeline and budget undergoing review with clarified understanding expected in January 2022.	£20	April 2021	March 2024	Delivery		The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	
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 Health check Delivery Gate	The DAO and programme will continue to engage as the programme progresses to plan in assurance as appropriate.	
Education Scotland	Safeguarding	Education Scotland is undertaking a Discovery with the Digital Transformation Service and Civtech for a Safeguarding Product and Services for Glow. The whole-life cost and end date is TBC at the end of Discovery around March / April 2022.	£3.1	December 2018	November 2023	Planning	Health check Assurance of Action Plan	The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate.	The project carried out a replan and developed a revised approach in response to the Health check. The recent Assurance of Action Plan review endorsed the new approach.

Forestry and Land Scotland	Financial Systems and Management Information	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 we 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 include timber and venison sales.	£8.3	March 2020	December 2024	Requirements definition		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.	£45	February 2018	April 2027	Planning	Health check Assurance of Action Plan	The DAO and programme will engage as the programme progresses to plan in assurance as appropriate. The next assurance point is envisaged once a decision is taken on future delivery options.	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. HIAL announced on 25 October that a framework for discussion has been agreed with Prospect to establish a new way forward for the implementation of the Programme. Programme activities are largely paused while delivery options are appraised.

		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.							
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.	£138.6	October 2015	December 2025	Delivery	Six Pre-Procurement Gates Digital First Checkpoint and Assessments Rehearsal Go-Live Gate Two Delivery Gates Assurance of Action Plan Initial Go-Live Gate	The DAO, Census Programme Team and other corporate assurance providers are in ongoing engagement. There has been an initial Go-Live Gate to support the approach to launch of the Census. There will be a further review prior to launch in February 2022.	The estimated whole life costs reflect the whole costs for the Programme not just the IT costs.
Police Scotland	Core Operational Solutions	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	£36.8	July 2017	December 2022	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.	

		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	Delivery	Health check Delivery Gate	The DAO and programme team are in ongoing engagement about assurance requirements which will be planned in as appropriate.	The end date has been revised from July 2021 to March 2022, reflecting prioritisation of the Core Operational Solutions project.
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	£7.9	November 2018	September 2022	Delivery	Delivery 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 March to September 2022 as a consequence of the project moving to a different programme within Police Scotland and challenges with Vulnerability and Penetration Testing and resourcing.

		devices, will enhance the cross-site working, improve business continuity (moving staff across ACR sites) and reduce training overheads (single training course).							
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 of technologies to standardise technical and supplier support and maintenance requirements and finances - UCCP aims to carry this out.	£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. A further Delivery Gate will be scheduled in Spring 2022.	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.
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.	£25	January 2016	March 2026	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.	The procurement phase has been completed and the project is moving into the Delivery phase.
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) Draft Bill where details of assignments and corporeal (and some incorporeal) moveable property which had been used as security to raise	£10.6	July 2021	October 2023	Early Scoping		The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate.	The costs and end-date are indicative at this stage as the business case will be developed as part of the Discovery Phase (October-December 2021) and the parliamentary timetable for the Bill is not yet confirmed.

		finance are registered and publicly searchable.							
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.	£6.9 (includes run costs to 25/26)	February 2020	March 2023	Delivery	Pre-Procurement Gate Delivery Gate	The DAO and Project Team are in ongoing engagement to discuss assurance requirements.	Successful procurement at 2 nd attempt in May 2021, leading to rapid progress over the Summer. SCTS on schedule to go live with the first phase implementation in December 2021.
Scottish Environment Protection Agency	Future Flood Incident Messaging Service, Flood Forecasting and Warning (Full Solution)	Flood Warning Services	£8.5	January 2021	January 2024	Initiation	Joint Business Justification and Pre-Procurement Gate	The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate.	
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 Health check	The DAO is in ongoing engagement with the project about the timing for a follow up checkpoint to the earlier Health check in September.	The rationalisation of control rooms element of this has been complete for some time. The main Go-Live Phase will be delivered between January and June 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. The delivery timeline has moved to the right in order to ensure the provider can deliver a "Minimum Viable Product (MVP)", this is consistent with the guidance of both the DAO Health check and the advice of SFRS Subject Matter Advisors.
Scottish Prison Service	Case Management Platform AGILE development programme	Replacement of existing Prisoner Records 2 case management system.	£20	April 2021	March 2026	Planning	Business Justification Gate	The DAO and Project Team are in ongoing engagement to discuss assurance arrangements with the next review due to be an Assurance of Action Plan.	

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	Ministerial approval for Business Case given in November 2021. Planning - transformation plan in preparation; change and transition teams beginning to expand. Delivery – procurement preparations well underway, with target contract award July/Aug 2022.	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	The DAO and SPPA are in ongoing engagement and future assurance activity will be planned in as the project progresses. The next assurance point will be before contract award.	The programme's focus is currently on procurement of a replacement pension platform. Work is also underway to define and deliver the wider transformation and service redesign which will be enabled by the new platform.
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 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. The next review will be a Go-Live Gate in January 2022.	
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 22s Free Bus Travel	The programme has the objective of operationalising the scheme to provide free travel on bus services to all	£13	September 2020	March 2022 (following planned)	Delivery	Delivery Gate	A Digital Scotland Service Standard assessment is currently in progress	The increase in estimated whole life costs from £5.2m to £13m reflects the decision to extend the scheme from

		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 will leverage existing partnering arrangements and existing processes (for example, such as use of NEC/Young Scot Cards, Fareshare system for reimbursement), subject to agreement with relevant parties and stakeholders.			scheme launch on 31 January 2022)			and a Go-Live Gate is scheduled for December.	residents under 19 to under 22. For clarity, this cost includes scheme delivery and administration but not bus operator concessionary fares reimbursement costs.
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"> • 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) 	£6	January 2021	March 2028	Initiation	Business Justification Gate Pre-Procurement Gate Digital Scotland Service Standard Assessment	The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate.	

2. 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 – Agriculture and Rural Economy Directorate	Land Parcel Identification System	To implement a replacement Land Parcel Identification System to support compliance with EC Regulation.	£5.35	January 2016	September 2021	Closed	Go-Live Gate (November 2017) Health check Go-Live Gate (February 2020)		The first phase of the final product was launched in May 2020 with the remaining products completed in January 2021. Following end user consultation which resulted in requested improvements, the project delivered significant

									<p>external user facing functions in July 2021.</p> <p>Following this deployment there was a period of a number of weeks where the LPIS project assisted with post deployment performance improvements and tuning of the production environment to optimise operational efficiency and performance.</p> <p>Following this post-deployment period, a decision was recommended by key stakeholders that the project should begin the process of closing down and handing over to the support teams. As the project had reached a relatively quiet period in the delivery lifecycle, it was agreed that the LPIS project should formally close on Friday 24th September 2021.</p>
Scottish Government – Digital Directorate	Digital Shared Services - Future Technologies Programme	<p>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:</p> <ul style="list-style-type: none"> • Mobile and flexible digital workspaces that support the day-to-day business of government • Digital tools that promote collaboration and partnership across organisations and sectors • Products and services designed around the integrity and security of government and citizen data • Continuous improvement of shared services products and services • Flexible shared services platforms built with shared investment and scalability 	£10, subject to annual budget allocations	March 2020	March 2024	Cancelled			<p>Future Technologies Programme was a branding/title given to a portfolio of projects and pieces of work. The Programme has not secured the level of investment required to support its full aims and this is therefore no longer considered to be a major digital programme.</p> <p>The Future Technologies Strategy and 6 pillars remain in place. Continuing and planned individual projects will be considered on a case by case basis for any assurance requirements.</p>

		<ul style="list-style-type: none"> • A commercially driven approach to technology shared services that provides quality products at value-for-money price 							
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 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:</p> <ol style="list-style-type: none"> 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>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>	£9.89	April 2017	August 2021	Closed	Health check Digital First Assessments Delivery Gate Go-Live Gate		
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	Closed	None	<p>The project has been formally closed through the NRS governance approval process.</p> <p>The lessons learned report and final</p>	<p>NRS 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</p>

								<p>closure report has been shared with the 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>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 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>NRS is also looking to develop a wider strategic Digital Archiving approach across National Records of Scotland (NRS). This will involve a fully integrated approach to selection, sensitivity review, transfer, preservation, identification and access.</p>
Scottish Social Services Council	IT Systems and Infrastructure Procurement	Procurement of maintenance and support contacts for existing core digital system including CRM, CMS and Hosting services.	£2.2	November 2019	May 2021	Closed	Pre-Procurement Gate	There is no further assurance activity anticipated following award of contract.	