Digital Directorate
Geoff Huggins, Chief Digital Officer
E: Geoff.Huggins@gov.scot

Directorate of Internal Audit and Assurance
Pamela Wilkinson, Interim Director
E: Pamela.Wilkinson@gov.scot

Neil Bibby MSP
Convener
Public Audit Committee
Scottish Parliament
Edinburgh

19 November 2026

Dear Mr Bibby,

MAJOR IT PROJECTS – PROGRESS REPORT

This material provides the Public Audit Committee with the latest report on the progress of major IT projects that are subject to the Technology Assurance Framework for the period to October 2026. This progress update includes the following information:

- Annex A contains the Major IT Projects report
- Annex B contains a Digital Assurance Office update.

Three entries in the Major IT Projects Report – National Integrated Command and Control System (NICCS), Digital Identity Service and Livestock Health and Traceability Services - have experienced cost increases exceeding 10%.

NICCS is reporting an increased cost to reflect approved changes for supply chain impacts, defect resolution, scope alignment, and revised supplier delivery timescales. Digital Identity Service has increased costs due to extending the contractor, Scott Logic, by an additional 3 years, due to current recruitment restrictions. Finally, for Livestock Health and Traceability Services, the increase reflects the extension of the delivery contract from four to seven years, with costs increasing in line with the longer delivery period.

New projects listed below are appearing on the report for the first time, indicating their recent transition into the delivery or procurement phases of the work.

- Integrated Digital Platform (Scottish Environmental Protection Agency)

- Customer Engagement Platform (Scottish Enterprise)
- Corporate Technology Platform (Police Scotland)

The report will continue to undergo continuous improvement which will see further amendments to enhance the report. We are happy to discuss the report and future iterations in more detail if the Committee wishes.

Yours sincerely

Geoff Huggins
Chief Digital Officer

Pamela Wilkinson
Interim Director of Internal Audit & Assurance

Annex A:
Major IT Projects Report for the Public Audit Committee

19 November 2026

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1. Report scope

This report has been provided to the Public Audit Committee by the Scottish Government as an update on the major IT projects that have a commitment to spend through planned or active procurement activity, or are in active delivery, and which attract major project assurance activity. For the purpose of consistency, the report will use “projects” to refer to the entries throughout, unless it is specifically stated that a programme is being referenced.

The assurance information within the report has been provided by two key functions of the Directorate of Internal Audit and Assurance, providing the full assurance context to the major projects across different types of assurance. Section 6 provides information on the assurance processes relevant to major IT projects for awareness.

2. Report specification

Data collection and approval

The information contained in this report was collated by the Digital Portfolio Office during the first half of October 2026 from:

- the Accountable Officer of each project who provided project information including narrative.
- Directorate for Internal Audit and Assurance who provided information on project assurance activity.

The Digital Portfolio Office is responsible for collating the required information, creating the report, and submitting the report to the Committee with appropriate approvals.

Estimated whole-life costs

Costs have been shown in millions of pounds rounded to two decimal places.

Estimated whole-life cost variances were calculated as the percentage difference between the two periods being compared. There are two types of whole-life cost variances contained in this report which compare costs across different points in time.

1. Estimated whole-life cost variance since last report shown in the summary table compares the estimated whole-life costs from the current reporting period to the previously reported estimated whole-life costs reported in April 2026.

2. Estimated whole-life cost variance from project baseline shown in the detailed project information section compares the estimated whole-life costs from the current reporting period to the estimated whole-life costs reported in the last approved project business case.

Schedule

Schedule variances were calculated by converting the duration between start and end project dates into months then calculating the percentage change between the total number of months

for the two periods being compared. There are two types of schedule variances contained in this report which compare duration from different periods.

1. Schedule variance since last report shown in the summary table compares the duration from the current reported dates to the previously reported dates in the April 2026 report.

2. Schedule variance from the project baseline shown in the detailed project information section compares the duration from the current reported dates to the dates reported in the project's baselined schedule.

Constraints and limitations

There is currently variation in how projects across different areas and organisations calculate costs, with some excluding live running costs and others including them over differing timeframes — this inconsistency limits comparability. To address this, the Digital Portfolio Office is implementing a Financial Management Framework, including cost estimation guidance with a supplementary toolkit, to support delivery teams. These resources will underpin the portfolio's pipeline management process and, once finalised, will be made available to both portfolio projects and wider public bodies to help strengthen digital delivery across the public sector.

3. Definitions

Term	Description
Baseline	The whole-life cost baseline refers to the whole-life costs detailed in the last approved business case. Schedule baseline refers to the end date of the project as formally recorded in the last approved business case, Accountable Officer template, funding agreement or other formal documentation that is considered the project's baseline.
Estimated whole-life cost (WLCs)	Estimated WLCs are estimations of all costs associated with the implementation through the project lifecycle and live running. This includes all capital, resource, any costs covered by other funding streams, operations and live running costs. The live running period has been set at 10 years as the benchmark provided by the Green Book.
Senior Responsible Owner (SRO)	The SRO is the individual responsible for ensuring that a project meets its objectives and delivers the intended benefits. They own the overall business change being supported or enabled by the project and ensures that it maintains its business and vision focus. The SRO typically chairs the Project Board.
Accountable Officer (AO)	The AO is the individual designated to be personally responsible for propriety, regularity and value for money issues in relation to the public finances of parts of the Scottish Administration or other relevant devolved public bodies.
Technology Assurance Framework (TAF)	Independent assurance for major digital projects is provided through the Technology Assurance Framework (TAF) for in scope organisations and is administered by the Digital Assurance Office (DAO). The TAF is intended to improve delivery and ensure that the lessons learned from previous experience are reflected and embedded in future practice.

4. Summary of changes

The table in this section highlights changes since the last report. This information is focused on changes to the project statuses including identifying new projects, as well as whole-life costs and schedules. The project names provided in the summary table hyperlink to the corresponding detailed project information page.

As this report focuses on projects with committed expenditure through planned or active procurement activity, or those currently in delivery, the summary table below has been organised according to the defined top-level project status. This ordering reflects the typical progression through the project lifecycle. A secondary level of ordering highlights changes since the previous report. Within each category, projects are listed alphabetically by name. The sequence of project statuses is as follows:

- Procurement activity
  - Remains at procurement activity
  - New to report – procurement activity
- In delivery
  - Remains in delivery
  - Moved from procurement to in delivery
  - New to report – in delivery
- Under closure
  - Remains under closure
  - Moved to under closure
- Closed
  - Moved to closed

Cost variances presented in this report are due to the reasons listed below which have been indicated on the summary table using the shorthand as follows:

1. Changed methodology for calculating whole-life costs [C]
2. Business case progression leading to increased accuracy of cost estimates [B]
3. Material cost increases [M]

Section 5 provides more detailed information relating to each project, including previously reported information alongside the updated information, and schedule and variance changes from project baselines. The project names provided in the table hyperlink to the corresponding detailed project information page.

Project name	Organisation	Project status compared to last report	Latest estimated whole-life cost compared to last report	Latest schedule compared to last report	Reason for change
Electronic Vote Counting: Local Government Elections May 2027	Scottish Government	Remains in delivery	No change	No change	No change
Livestock Health and Traceability Services	Scottish Government	Remains in delivery	£50.00M ▲ [M&B] 250.00%	No change	Cost increase reflects extending service delivery from four to seven years, improved cost understanding, and future agricultural reform requirements.
Future eProcurement Systems - Source to Contract Solution	Scottish Government	Remains in delivery	£0.70M ▲ [B] 4.90%	8 months ▲ 21.05%	Cost increase reflects Full Business Case updates. Schedule slightly extended following December 2026 contract award and phased implementation.

Project name	Organisation	Project status compared to last report	Latest estimated whole-life cost compared to last report	Latest schedule compared to last report	Reason for change
Body Worn Video - National Rollout	Police Scotland	Remains in delivery	No change	No change	No change
New Mobilising System	Scottish Fire and Rescue Service	Remains in delivery	£0.70M ▲ [B] 1.71%	12 months ▲ 26.09%	Cost update reflects Full Business Case spend; schedule extended to accommodate Phase 2 commencing December 2026 after system go-live.
Core Systems Replacement	Student Awards Agency Scotland	New to report - in delivery	No change	No change	No change
2031 Census	National Records of Scotland	New to report - in delivery	No change	No change	No change
McCloud Remedy	Scottish Public Pensions Agency	Remains in delivery	No change	No change	No change
Integrated Digital Platform	Scottish Environment Protection Agency	New to report - in planning	No change	No change	N/A
Digital Travel Data Information Services - Stage 2 Technical Travel Services	Transport Scotland	Remains in delivery	£-0.50M ▼ [M] -8.33%	-2 months ▼ -1.72%	Cost savings due to the web/app phase cancellation. Schedule shortened as the maintenance period was revised from September 2030 to July 2030.
Digital Case Management System - Office of the Public Guardian	Scottish Courts and Tribunals Service	Remains in delivery	No change	No change	No change
Forensics Services Core Operating System and Data Migration Project	Scottish Police Authority	Remains in planning	No change	No change	No change
Modernisation of the Finance and HR Estate	Scottish Enterprise	Remains in delivery	No change	No change	No change
Stage 2 Digital Transformation	Care Inspectorate	Remains in delivery	No change	2 months ▲ 4.88%	Technical delays and testing identified further requirements, extending delivery timelines to allow refinements, validation, and implementation readiness.
Digital Evidence Sharing Capability	Scottish Government	Remains in delivery	No change	No change	No change
New Payment and Accounting Service (PAS)	Social Security Scotland	Remains in delivery	No change	No change	No change
National Integrated Command and Control System (NICCS)	Police Scotland	Remains in delivery	£7.37M ▲ [M] 65.77%	No change	Cost increase reflects supply chain impacts, defect resolution, scope alignment, and revised supplier delivery timescales.

Project name	Organisation	Project status compared to last report	Latest estimated whole-life cost compared to last report	Latest schedule compared to last report	Reason for change
Corporate Technology Platform	Police Scotland	New to report - in planning	No change	No change	N/A
Digital Front Door	Scottish Government	Remains in delivery	No change	No change	No change
Digital Identity Programme - Digital Identity Service	Scottish Government	Remains in delivery	£6.30M ▲ [M] 14.00%	-15 months ▼ -11.45%	Estimated overspend due to three-year contractor extension filling engineering roles. Delivery accelerated through direct transition of programme resources post go live.
Digital Mailbox	Scottish Government	Remains in delivery	No change	No change	No change
SG App	Scottish Government	Remains in delivery	No change	No change	No change
Digital Development Consents	Scottish Government	Remains in delivery	No change	No change	Cost is being reported for the first time.
Payments Transformation Project	Scottish Government	Remains in delivery	No change	No change	No change
Legacy Services Programme	Scottish Government	Remains in delivery	No change	No change	No change
National Standardised Assessments - Phase 3	Scottish Government	Remains in delivery	No change	No change	No change
Social Security Programme (IT Elements)	Scottish Government	Moved to closed	No change	No change	No change
Digital Infrastructure	Disclosure Scotland	Moved to closed	£-0.04M ▼ [M] 0.19%	No change	Programme overspend decreased from previous forecast.
Unified Communications and Contact Platform (UCCP)	Police Scotland	Moved to closed	No change	No Change	N/A

5. Detailed project information

Following the summary of changes since the last report in the previous section, this section provides more detailed information on each major IT project. This section provides the previously reported information and provides budget and schedule variance in relation to each project's baseline. Costs have been shown in millions of pounds rounded to two decimal places.

Previously reported cost and schedule variances have been marked as N/A. Projects' baselines may have changed since previous reports due to updated business cases or other formal documentation.

5.1 Procurement projects

This section contains digitally-focussed service and facility contracts which are distinct from the proceeding digital programmes and projects.

Standard digital projects may have procurement involved in them however the majority of their digital delivery is carried out by the project's organisation, such as a digital tool or legacy system upgrade. The projects in this section differ from those as there is no, or limited, digital delivery involved in the project by the project organisation.

Examples of procurement projects specific to this section are where a supplier is contracted to deliver a new digital service, or a framework contract is procured to enable access to future digital services through framework call-off processes.

Electronic Vote Counting: Local Government Elections May 2027, Scottish Government

Accountable Officer: Shona Riach, Director-General Exchequer, Strategy, and Performance

Senior Responsible Owner: Luke McBratney, Deputy Director, Elections and Constitutional Projects

Project description: Project to deliver electronic vote counting services for the local government elections due to be held in May 2027 on behalf of the 32 local authorities in Scotland.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Feb 2024	May 2027	-	-	£12.00M	-
Last report – May 2026	Feb 2024	May 2027	N/A	Delivery	£12.00M	N/A
Current report	Feb 2024	May 2027	0 months ● 0.00%	Delivery	£12.00M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	-

Additional project narrative: The project is progressing well and is on schedule and within budget. A Technology Assurance Framework Delivery Gate took place from 6th – 8th October 2026 and recommended the project should proceed as planned.

Assurance update: A Technology Assurance Framework Delivery Gate was held in October 2026 and the action plan is due for submission by end November.

Livestock Health and Traceability Services, Scottish Government

Accountable Officer: Dr Andy Kerr, Director-General Net Zero

Senior Responsible Owner: Fiona Eddy, Head of Disease Prevention Policy Branch

Project description: This project is essential to ensure lawful delivery of statutory services for livestock identification, registration and movement policy. These statutory services protect public and animal health as well as trade/the rural economy. To date, services have been grant-funded. Following consideration of the 'business as usual' function of ScotEID and subsequent legal advice, it is necessary to ensure we are acting lawfully by providing Livestock Traceability and Health Services through a procured contract.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Aug 2025	Jul 2027	-	-	£20.00M	-
Last report – May 2026	Aug 2025	Jul 2027	N/A	Delivery	£20.00M	N/A
Current report	Aug 2025	Jul 2027	0 months ● 0.00%	Delivery	£70.00M	£50.00M ▲ 250.00%

Project narrative on schedule variance	Project narrative on cost variance
-	The cost increase reflects the extension in the anticipated maximum duration to 7 years, from 4, for this service delivery and a better understanding of the different elements of the cost of the current delivery model. The increase is proportionate to the extended period envisaged and includes an estimate for future change to deliver the Scottish Governments broader agricultural reform programme. The annualised costs remain within the original expected cost envelope.

Additional project narrative: A Non-Competitive Action (NCA) has been granted to the current provider for a period of 14 months. This is a significant milestone in the project and was recommended as part of the assurance review process; to ensure continuity of statutory services that protect both human and animal health as well as the wider agricultural economy from disease incursion until an open procurement exercise could be completed. The next stage of the project is underway and will be completed in 2026 to determine the best value delivery model for the 7 year term envisaged for service delivery and a plan to have the new model in place to ensure continuity of service.

Assurance update: A Technology Assurance Framework Pre-Procurement Gate was held in April 2026. A follow up Assurance of Action Plan review was held in September 2026 and is currently at report finalisation stage.

5.2 Projects in delivery or committed to spend

This section contains projects that are currently in delivery or projects which are preparing for procurement activity.

Future eProcurement Systems - Source to Contract Solution, Scottish Government

Accountable Officer: Miriam Craven, Director-General Corporate

Senior Responsible Owner: Calum Elliot, Deputy Director, National Collaborative Procurement Division

Project description: The Source to Contract (S2C) systems are legislative requirements across the public sector. This includes the registration, advertising and procurement process covering all values of procurement exercises. Costs have been set over a ten year period to model.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Nov 2024	Nov 2027	-	-	£14.30M	-
Last report – May 2026	Nov 2024	Feb 2028	N/A	Delivery	£14.30M	N/A
Current report	Nov 2024	Sep 2028	11 months ▲ 31.43%	Delivery	£15.00M	£0.70M ▲ 4.90%

Project narrative on schedule variance	Project narrative on cost variance
Contract awarded December 2026. Go live is now planned for February 2028; phased roll out completing July 2028, and project complete by September 2028.	Increase in costs as moved from Outline Business Case to costs based on new inputs to Full Business Case. Increases due to dual running of legacy and new systems, increase of planned project implementation costs. Costs will be updated again once contract award is completed end December 2026.

Additional project narrative: Full Business Case (FBC) draft is now ready for sign off. Project funding being sought. FBC sign off, funding approval and contract award planned for December 2026.

Assurance update: The action plan for the Assurance of Action Plan is now discharged. There has been no further independent assurance since the last update as the project concludes procurement activity.

Body Worn Video - National Rollout, Police Scotland

Accountable Officer: Deputy Chief Constable Transformation

Senior Responsible Owner: Chief Digital Information Officer

Project description: Delivery of a Body Worn Video solution is included within scope of the Digitally Enabled Policing Programme. Drivers for change include supporting the objectives of the Serving and 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 communities and build public confidence through transparency and legitimacy.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Mar 2022	Jun 2027	-	-	£35.07M	-
Last report – May 2026	Mar 2022	Jun 2027	N/A	Delivery	£35.07M	N/A
Current report	Mar 2022	Jun 2027	0 months ● 0.00%	Delivery	£35.07M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	-

Additional project narrative:
Project continues to deliver. No changes in the period.

Assurance update: The Digital Assurance Office continues to liaise with Police Scotland over the ongoing actions arising from the Delivery Gate in November 2025. As noted in the last update, no further assurance is expected for this project.

New Mobilising System, Scottish Fire and Rescue Service

Accountable Officer: CO Stuart Stevens, Chief Officer

Senior Responsible Owner: ACO Jon Henderson, Director of Prevention, Protection and Preparedness

Project description: Implementation of a single Command and Control solution across Scottish Fire and Rescue Service (SFRS.)

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Jan 2023	Nov 2026	-	-	£40.99M	-
Last report – May 2026	Jan 2023	Nov 2026	N/A	Delivery	£40.99M	N/A
Current report	Jan 2023	Nov 2027	12 months ▲ 26.09%	Delivery	£41.69M	£0.70M ▲ 1.71%

Project narrative on schedule variance	Project narrative on cost variance
There is no delay in the delivery of Phase 1 (implementation of the New Mobilising System). The new end date reflects the year long Phase 2 that will commence in December 2026, after the New Mobilising System is live, and complete in November 2027. Phase 2 will enable Scottish Fire and Rescue Service to fully standardise processes, to optimise and further enhance the new system to drive maximum benefits in line with a public service reform approach.	This movement reflects updates made as part of the Full Business Case updates to reflect actual financial spend up to and including 25/26 and to improved accuracy of the financial position from 26/27.

Additional project narrative: Delivery of the New Mobilising System - the Integrated Communication Control System (ICCS) part of which was achieved as planned by November 2027 and delivery of the Computer Aided Dispatch (CAD) part of the system by November 2026 which remains on track. Our first control room went fully live (ICCS & CAD), on the new system, on 30 September 2026. The year long Phase 2 will commence in December 2026 following delivery of CAD across all 3 Control Rooms and is the opportunity for SFRS to ensure that the full benefits can be achieved as a result of the new system being not just operational but fully embedded and optimised.

Assurance update: A Technology Assurance Framework Go-Live Gate was held in September 2026 for the Computer Aided Dispatch element of the project. An action plan has been received and is in progress.

Core Systems Replacement, Student Awards Agency Scotland

Accountable Officer: Lisa Bird, Student Awards Agency Scotland CEO

Senior Responsible Owner: Georgette Stewart, Director of Business Change

Project description: A project to replace the majority of core operational systems. This includes Digital Portals, Case Management System and Document Repository. Project end date and costs are estimates.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Apr 2024	Dec 2028	-	-	£15.00M	-
Last report – May 2026	N/A	N/A	N/A	N/A	N/A	N/A
Current report	Apr 2024	Dec 2028	0 months ● 0.00%	Delivery	£15.00M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	-

Additional project narrative: Following appointment of a Delivery Partner, the project is progressing to delivery phase as planned. The delivery partner will review all aspects of the next phase and raise any significant change to project requirements if necessary.

Assurance update: A Technology Assurance Framework Business Justification Gate was held in February 2025. Pre-Procurement Gates were held for the platform and delivery partner in May 2026. Action plans have been shared with some recommendations now closed and others in progress.

2031 Census, National Records of Scotland

Accountable Officer: Linda Sinclair, Director of Corporate Services and National Records of Scotland Accountable Officer

Senior Responsible Owner: Alison Byrne, Chief Executive, National Records of Scotland

Project description: The census is used to allocate billions of pounds of public money both within the UK and also across Scotland. Planning for the next census in 2031 has begun and will build on the success of the census in 2022. It is being designed and managed in Scotland, to best meet the needs of its users and will take advantage of close collaboration with the Office for National Statistics and Northern Ireland Statistics Agency on key collection contracts and services. It will be conducted primarily online, while offering support and alternative routes of completion where required. Scotland's Census 2031 intends to make best use of technology, digital services and other existing data to support the census process.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Apr 2025	Mar 2034	-	-	£160.00M	-
Last report – May 2026	N/A	N/A	N/A	N/A	N/A	N/A
Current report	Apr 2025	Mar 2034	0 months ● 0.00%	Delivery	£160.00M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	-

Additional project narrative: Overall the programme delivery confidence assessment remains Amber/Green. Significant progress has been made to establish strong governance foundations with a full Senior Management Team now in place, Ways of Working / Target Operating Model developed and Multi Disciplinary Teams mobilised. Cross nation collaboration with Office for National Statistics (ONS) continues to progress well and is underpinned by a formal Memorandum of Understanding for Test. A series of discoveries are being progressed to inform strategic design decisions that in turn will underpin both our forward commercial strategy and refresh of our Outline Business Case by March 2027. Preparations for a Census Test in Glasgow covering 12,000 households are progressing well and we are on track to deliver that Test in March 2027. In tandem we are working closely with partners in ONS and Northern Ireland Statistics & Research Agency to develop an outline scope for a large scale census rehearsal in 2029.

Assurance update: A Gate 0 strategic assessment of the Census programme was held in May 2025 followed by an Assurance of Action Plan in December 2025. A health check, the first Technology Assurance Framework review, is scheduled for October 2026. This Health Check will focus on the delivery of the 2027 Census Test and the strategic progress towards the large scale 2029 Census Rehearsal.

McCloud Remedy, Scottish Public Pensions Agency

Accountable Officer: Stephen Pathirana, CEO Scottish Public Pensions Agency

Senior Responsible Owner: Frances Graham, Chief Transformation Officer

Project description: 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. This includes system and process changes required and rectification of any pensions adjustments needed.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Oct 2020	Oct 2023	-	-	£19.00M	-
Last report – May 2026	Oct 2020	Jun 2028	56 months ▲ 155.56%	Delivery	£19.00M	N/A
Current report	Oct 2020	Jun 2028	56 months ▲ 155.56%	Delivery	£19.00M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
Variance narrative provided in Spring 2026 report.	Cost baseline has been updated via official governance channels.

Additional project narrative: Since the last update to the Public Audit Committee, the Remedy Programme has continued to make progress across all four pension schemes. Activity remains focused on implementing the changes required to address the discrimination identified in the 2015 public service pension reforms, while progressing the calculation and processing of eligible member cases.
A further update will be provided to the Finance and Public Administration Committee (FPAC) in forthcoming correspondence. The programme continues to deliver against its revised plan. The June 2028 completion date reflects a reassessment of delivery assumptions and emerging experience across the wider public service pensions sector.

The revised timetable reflects the complexity of Remedy legislation, taxation requirements, pension calculations, data dependencies and system delivery challenges, these challenges are mirrored for programmes in England. These continue to be actively managed through strengthened programme planning and governance, with ongoing engagement across stakeholders, members, governance boards and Ministers.

While challenges remain, mitigations are in place, programme oversight continues to strengthen, and there is currently no change to the overall programme budget or planned completion date of June 2028.

Assurance update: A Technology Assurance Framework Assurance of Action plan review was held in June 2026. An action plan has been received and is in progress. A Technology Assurance Framework health check is scheduled for late October 2026.

Integrated Digital Platform, Scottish Environment Protection Agency

Accountable Officer: Angela Milloy, Chief Finance Officer

Senior Responsible Owner: Simon Haston, Head of Digital and Enterprise Architecture

Project description: Creating a single, joined-up digital platform connecting Scottish Environment Protection Agency's (SEPA) customer, regulatory and data services, replacing the current fragmented and landscape of out-dated stand-alone systems, spreadsheets and manual processes. A modern platform built on re-useable capabilities and shared services will help SEPA to deliver our Public Service Reform objectives:

- providing an improved, consistent service to customers;
- driving efficiency through automation and integration of systems, as well as reducing the cost and complexity of maintaining SEPAs digital estate, and
- preventing harm through strengthen environmental decision-making.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Apr 2026	Mar 2030	-	-	£12.17M	-
Last report – May 2026	N/A	N/A	N/A	N/A	N/A	N/A
Current report	Apr 2026	Mar 2030	0 months ● 0.00%	Planning	£12.17M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	-

Additional project narrative: SEPA have completed initial discovery and design work and are in the process of procuring a delivery partner to support delivery of digital solutions. It is expected that the partner will be appointed in early 2027 and the project will move from planning into delivery thereafter. The funding for this work is being met from SEPAs capital allocation, with delivery of digital solutions and Public Service Reform objectives being prioritised by SEPA.

Assurance update: There has been no independent assurance for this project to date. The Digital Assurance Office became aware of the timing of planned procurement shortly before the commencement of the procurement exercise. The Senior Responsible Owner confirmed that he was content to accept the risk of proceeding to procurement without independent assurance on the basis that there has already been detailed engagement with the Scottish Government including recent Accountable Officer approval, Digital Directorate engagement and also internal assurance provided by the project management office and Transformation Board around the business case.

Digital Travel Data Information Services - Stage 2 Technical Travel Services, Transport Scotland

Accountable Officer: Alison Irvine, Chief Executive Officer, Transport Scotland

Senior Responsible Owner: Bettina Sizeland, Director Transport Integration and Connectivity

Project description: Appointment of a Technical Supplier(s) to oversee delivery of the Programme for Government initiative to implement the following:

- data Management (collation, processing, output and associated services);
- travel data technical system(s), including Fares Aggregator;
- disruption data services; and if required;
- associated services including Digital Information Provision (Website/App).

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Jan 2021	Jul 2030	-	-	£6.00M	-
Last report – May 2026	Jan 2021	Sep 2030	N/A	Delivery	£6.00M	N/A
Current report	Jan 2021	Jul 2030	0 months ● 0.00%	Delivery	£5.50M	£-0.50M ▼ -8.33%

Project narrative on schedule variance	Project narrative on cost variance
Original maintenance contract was due to complete in September 2030, however an earlier date was agreed following a 'private launch' for the product in July 2024 meaning that the 6 years Maintenance and Operations would cease in July 2030.	Final delivery phase (3) for web / app will not be delivered due to slow pace by the supplier. Transport Scotland will curtail the deliverables using Change Control process - this has been agreed with the supplier.

Additional project narrative: Minimum Viable Product has been delivered, however last of the expected phased improvements (phase 3) are being curtailed under contract change request, due to slower than expected delivery by the supplier. This will result in a lesser than expected end of contract cost (finalised amount still to be calculated but by circa £500k.)

Assurance update: As noted in the previous report, no further independent assurance is anticipated for the project.

Digital Case Management System - Office of the Public Guardian, Scottish Courts and Tribunals Service

Accountable Officer: Malcolm Graham, Chief Executive Scottish Courts and Tribunals Services

Senior Responsible Owner: Tim Barraclough, Executive Director for Tribunals and Office of the Public Guardian

Project description: Development of new case management systems for the Office of the Public Guardian (OPG), as funding allows, to support online submission, end-to-end digital case management, and new functions to provide better service to the public. The scoping of the project is progressing. The Tribunals and OPG Lab have recently carried out a proof of concept focused on Power of Attorney workflow.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Feb 2022	Mar 2026	-	-	£6.80M	-
Last report – May 2026	Feb 2022	Mar 2027	N/A	Delivery	£8.81M	N/A
Current report	Feb 2022	Mar 2027	12 months ▲ 24.49%	Delivery	£8.81M	£2.01M ▲ 29.56%

Project narrative on schedule variance	Project narrative on cost variance
Variance narrative provided in Spring 2026 report.	Variance narrative provided in Spring 2026 report.

Additional project narrative: The project recently delivered its enhancement phase for the Power of Attorney process. While it is at an early stage following implemenation, results and adoption are positive. It is anticiapted these enhancement will further strengthen the achievement of project benefits. The project is also undertaking an internal review focused on future strategic vision for Office of the Public Guardian, this work continues.

Assurance update: The action plan for the Technology Assurance Framework Go-Live Gate of 2024 is now discharged. No further independent assurance is currently anticipated for the project.

Forensics Services Core Operating System and Data Migration Project, Scottish Police Authority

Accountable Officer: Chris Brown, Chief Executive

Senior Responsible Owner: Fiona Douglas, Director of Forensic Services

Project description: Forensics Service is reliant on an old and ineffective case management system. This system has lots of shortcoming and is a critical barrier to the achievement of the Forensic Services new operating system as well as the efficient and effective ways of working we need to meet partner demand. The purpose of the Forensics Services (FS) Core Operating System (COS) project is to deliver a fully functioning core operating system which allows FS to implement a more efficient and business-led approach to our service delivery. An initial business case (IBC) was presented to Scottish Police Authority (SPA) Resources Committee in June 2023, where approval was given for progression to full business case (FBC). The FBC is currently in development focusing on a fully integrated model for the core operating system and associated data migration activity. Early financial costings indicate a £10 million spend over a 5-year phased delivery of system implementation from contract award.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Jun 2023	Mar 2030	-	-	£21.90M	-
Last report – May 2026	Jun 2023	Mar 2030	N/A	Planning	£21.90M	N/A
Current report	Jun 2023	Mar 2030	0 months ● 0.00%	Planning	£21.90M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	-

Additional project narrative: The tender is now complete with the preferred supplier identified. Full Business Case nearing completion and on schedule to be presented to the SPA Resources Committee for approval on the 17th of December 2026. If approved, the contract will be awarded and mobilisation will commence.

Assurance update: There has been no further independent assurance since the last report while the project has been undertaking procurement. A Gate 3 (investment decision) is scheduled for November 2026.

Modernisation of the Finance and HR Estate, Scottish Enterprise

Accountable Officer: Adrian Gillespie, Chief Executive

Senior Responsible Owner: Malcolm Cameron, Head of Enterprise Applications and Technology

Project description: Scottish Enterprise is modernising its enabling systems to address a fragmented and ageing technology landscape that presents operational risk and limits efficiency. This Enterprise Resource Planning (ERP) programme operates in two phases: in its first phase, Scottish Enterprise will replace finance systems with a modern, one-platform, integrated finance solution.
We are using the methodology and expertise of an implementation partner to launch Workday for Financials in April 2027. Human Capital Management (HCM) aims for a go live date of September 2029.
The programme follows an 'adopt, not adapt' approach in order to improve operational efficiency and decrease technical debt.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Nov 2024	Oct 2029	-	-	£10.70M	-
Last report – May 2026	Nov 2024	Oct 2029	N/A	Delivery	£10.70M	N/A
Current report	Nov 2024	Oct 2029	0 months ● 0.00%	Delivery	£10.70M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	-

Additional project narrative: Please note - the costs don't include Human Capital Management Estate implemenation costs at the moment, as this is part of a phase 2 to this project that needs to be approved in Scottish Enterprise. Delivery is progressing as planned with the Finance implementation still on schedule to go live in April 2027 (phase 1.)

Assurance update: A Technology Assurance Framework Delivery Gate was held in June 2026. An action plan has been received and is in progress.

Stage 2 Digital Transformation, Care Inspectorate

Accountable Officer: Jackie Irvine, Chief Executive

Senior Responsible Owner: Gordon Mackie, Executive Director Digital and Data

Project description: 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.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Jun 2023	Sep 2026	-	-	£8.63M	-
Last report – May 2026	Jun 2023	Nov 2026	2 Months ▲ 5.13%	Delivery	£9.35M	£0.72M ▲ 8.34%
Current report	Jun 2023	Jan 2027	4 months ▲ 10.26%	Delivery	£9.35M	£0.72M ▲ 8.34%

Project narrative on schedule variance	Project narrative on cost variance
Technical build delays have caused extended delivery window. Additional requirements and technical refinements were identified through testing and assurance activities. Additional time has been required to incorporate these changes and complete the necessary validation prior to implementation.	Variance narrative provided in Spring 2026 report.

Additional project narrative: The Stage 2 project continues to make steady progress towards implementation. Further testing has helped to identify additional requirements and refinements to support service readiness. Progress has also continued across data migration, technical readiness and organisational change activity. The programme remains focused on delivering a modern digital platform that will support more efficient and consistent regulatory services.

Assurance update: All recommendations from the earlier Delivery Gate are now closed. A Technology Assurance Framework Go-Live Gate was held at the beginning of September 2026 to assess readiness for go-live. The Gate was scheduled early to afford good time for the project to take any action identified by the review team. Some project activities were therefore still ongoing at the time of the review and will be subject to a further review activity prior to go-live.

Digital Evidence Sharing Capability, Scottish Government

Accountable Officer: Neil Rennick, Director-General Education and Justice

Senior Responsible Owner: Andrew Henry, Chief Digital & Information Officer, Police Scotland and Anna Donald, Deputy Director Scottish Government

Project description: 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.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Jan 2016	Mar 2031	-	-	£38.00M	-
Last report – May 2026	Jan 2016	Mar 2031	N/A	Delivery	£38.00M	N/A
Current report	Jan 2016	Mar 2031	0 months ● 0.00%	Delivery	£38.00M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	-

Additional project narrative: The first phase of the Digital Evidence Sharing Capability (DESC) programme has been successfully rolled out nationally with DESC available to all police divisions. Following DESC utilisation in summary cases, Justice partners are developing a rollout plan for the next phase of DESC which will see it utilised in Sheriff and Jury and High Court.

Assurance update: There have been no further independent assurance reviews since the last report. The action plan for the Technology Assurance Framework Delivery Gate of October 2025 is ongoing. The majority of actions are linked to the transition into the next delivery phase.

New Payment and Accounting Service, Social Security Scotland

Accountable Officer: David Wallace, Chief Executive

Senior Responsible Owner: Andy McClintock, Chief Digital and Information Officer

Project description: Social Security Scotland currently use the Department Working Pensions (DWP) Central Payment System (CPS) solution to issue benefit payments to clients. Department for Working Pensions (DWP) are replacing this service and we need to re-platform to a new Payment and Accounting Service by no later than October 2027.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Apr 2025	Oct 2027	-	-	£33.20M	-
Last report – May 2026	Apr 2025	Oct 2027	N/A	Delivery	£33.20M	N/A
Current report	Apr 2025	Oct 2027	0 months ● 0.00%	Delivery	£33.20M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	-

Additional project narrative: The Payment and Accounting Service (PAS) Programme is currently progressing through the technical build phase, which commenced in May 2026, with IBM engaged as the delivery partner. This build programme is moving towards live service launch in January 2027 as a key milestone and starting phased migration of benefit payments from DWP to Social Security Scotland, beginning in February 2027.

In September 2026, the programme completed the Technical Assurance Framework (TAF) Delivery Gate Review. The review concluded that delivery planning, risk, governance and overall programme progress are well structured and on track. However, it identified significant cross-directorate activity required to strengthen operational readiness and post-go-live support arrangements.

As a result, further evidence will be required in November 2026 before progressing to the Go Live Gate in January 2027. The findings led to a reduced confidence rating and several critical recommendations for both Social Security Scotland and Scottish Government Corporate Operations to improve operational readiness, service management and support arrangements ahead of launch.

Assurance update: A Technology Assurance Framework Delivery Gate was held in September 2026. The action plan has been received and is in progress. A follow up Assurance of Action Plan is scheduled for November 2026.

National Integrated Command and Control System, Police Scotland

Accountable Officer: Deputy Chief Constable Transformation

Senior Responsible Owner: Assistant Chief Constable Local Policing North and C3

Project description: The National Integrated Command and Control System (NICCS) 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 Terrestrial Trunked Radio (TETRA) communications. A single integrated command and control system platform for Police Scotland, compatible with ESN framework and devices, will enhance the cross-site working, improve business continuity (moving staff across Access Control and Routing sites) and reduce training overheads (single training course).

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Nov 2018	Aug 2026	-	-	£18.57M	-
Last report – May 2026	Nov 2018	Sep 2026	1 months ▲ 1.08%	Delivery	£11.20M	N/A
Current report	Nov 2018	Sep 2026	1 months ▲ 1.08%	Delivery	£18.57M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
Variance narrative provided in Spring 2026 report.	The cost increase reflects a combination of governance approved changes to address supply chain impacts, maintain alignment between project scope and the required operational capability, support the resolution of identified defects, and accommodate revised supplier delivery timescales. The revised figure represents the consolidated approved cost position and provides a more accurate baseline for future reporting.

Additional project narrative: A change request was approved on March 2025 whch amended the Estimated Whole Life Cost to £18.57m. Therefore the baseline has been updated to reflect this more accurate position. Whilst there is curently no change to the project end date, there is a governance process in progress which will request a date change, hence, the current reported end date has passed.

Assurance update: There are two open recommendations from the Technology Assurance Framework of December 2023. No further independent assurance is planned for the project.

Corporate Technology Platform, Police Scotland

Accountable Officer: Deputy Chief Constable Transformation

Senior Responsible Owner: Chief Digital Information Officer (CDIO)

Project description: Digital Ecosystem solution – to replace and enhance the current Finance, payroll, HR, Procurement and Estates data systems.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Jul 2026	Mar 2030	-	-	-	-
Last report – May 2026	N/A	N/A	N/A	N/A	N/A	N/A
Current report	Jul 2026	Mar 2030	0 months ● 0.00%	Planning	£55.00M	£55.00M 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	-

Additional project narrative: Initial Business Case approved at Police Scotland Transformation Board on 2nd June 2026, then Scottish Police Authority Resources Committee on 16th June 2026. Costs of £55M is an Estimated Whole Life Cost, which will be confirmed at Full Business Case approval.

Assurance update: A Technology Assurance Framework Pre-Procurement Gate was held in August 2026. Police Scotland has asked for an extension for submission of the action plan.

Digital Front Door, Scottish Government

Accountable Officer: Christine McLaughlin, Director-General Health and Social Care

Senior Responsible Owner: Jonathan Cameron, Deputy Director, Digital Health and Social Care

Project description: The Digital Front Door initiative is designed to create a streamlined digital platform that allows individuals in Scotland to interact more effectively with health and social care services. This app will serve as a single access point for users to manage their health and care information, book appointments, and receive notifications about their care.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	May 2021	Mar 2036	-	-	£389.50M	-
Last report – May 2026	May 2021	Mar 2036	N/A	Delivery	£389.50M	N/A
Current report	May 2021	Mar 2036	0 months ● 0.00%	Delivery	£389.50M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	-

Additional project narrative: Update to MyCare in September to include new vaccinations. Discussions are underway to consider a further health check on the programme for the end of 2026. Audit Scotland have confirmed review of Digital Front Door Programme underway and will report in 2027.

Assurance update: The Action Plan for the Whole Population Availability review in March has been received and actions to address the recommendations are in progress. A further Go-Live Gate review was held in June 2026, which considered readiness of the Mobile App prior to its launch. Planning is underway for the next review which is targeted to take place early in 2027.

Digital Identity Programme - Digital Identity Service, Scottish Government

Accountable Officer: Miriam Craven, Director-General Corporate

Senior Responsible Owner: Isaac Smith, Deputy Director, Components and Infrastructure

Project description: The Scottish Government's (SG) 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. Once verified the individual will have the opportunity to store their verification for re-use. 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.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Jan 2018	Dec 2028	-	-	£45.00M	-
Last report – May 2026	Jan 2018	Dec 2028	N/A	Delivery	£45.00M	N/A
Current report	Jan 2018	Sep 2027	-15 months ▼ -11.45%	Delivery	£51.30M	£6.30M ▲ 14.00%

Project narrative on schedule variance	Project narrative on cost variance
ScotAccount has been able to pull forward it's go-live date by removing the need for large scale skills transfers. Many of the engineering and Delivery roles will transfer to the Live service as the Programme winds down. There remains work on the Target Operating Model (TOM) and benefits realisation, both of which are expected to complete in Summer 2027, then allowing the Programme to complete its formal close down activities.	Latest estimate is an overspend of c£6.00M. This is attributed to extending the contractor, Scott Logic, by an additional 3 years due to recruitment restrictions introduced in 2023, slowing the approval of Engineer roles. This was compounded by an inability to fill all roles in first and second recruitment rounds.

Additional project narrative: ScotAccount continues to provide Indentity Verification (IDV) to a number of diverse SG services (Disclosure Scotland, Scottish Courts and Tribunal Service, NHS Scotland etc.) The programme has expanded data verification datasets to include more diverse groups, such as the use of HM Passport Office, increasing our IDV success rate with 16-24 year olds by upwards of 60%.

Assurance update: A Technology Assurance Framework Go-Live Gate was held in September 2026. The action plan is due to be shared with the Digital Assurance Office by the end of October. This is the final Technology Assurance Framework review for the project.

Digital Mailbox, Scottish Government

Accountable Officer: Miriam Craven, Director-General Corporate

Senior Responsible Owner: Isaac Smith, Deputy Director, Components and Infrastructure

Project description: Digital Mailbox aims to transform the way we communicate with citizens. The team will be aligned to the public sector reform objective of getting 80 million letters sent via the mailbox by 2030, saving costs across Scotland. This is estimated to be a £100.00M saving per year.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Oct 2024	Mar 2030	-	-	£12.50M	-
Last report – May 2026	Oct 2024	Mar 2030	N/A	Delivery	£12.50M	N/A
Current report	Oct 2024	Mar 2030	0 months ● 0.00%	Delivery	£12.50M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	-

Additional project narrative: Mailbox is live with the release of MyCare. The mailbox will also be a core component of the SG App, which is a commitment in the Public Service Reform (PSR) strategy. Other use cases planned are Rent Services Scotland and Food Standards Scotland.

Assurance update: There has been no further independent assurance since the last update while the project progresses delivery. An action plan has been received for the Technology Assurance Framework Delivery Gate recommendations of February 2026 and is in progress.

SG App, Scottish Government

Accountable Officer: Miriam Craven, Director-General Corporate

Senior Responsible Owner: Isaac Smith, Deputy Director, Components and Infrastructure

Project description: A mobile app and associated services to allow the people of Scotland to access public services, via their mobile phones. The app will provide users with a convenient, accessible way to perform tasks, access personalised information and interact with services directly from their smartphones, making best use of inherent mobile phone capabilities such as push notifications.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Aug 2025	Mar 2028	-	-	£12.00M	-
Last report – May 2026	Aug 2025	Mar 2028	N/A	Delivery	£12.00M	N/A
Current report	Aug 2025	Mar 2028	0 months ● 0.00%	Delivery	£12.00M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	-

Additional project narrative: The SG app release has been delayed and is now planned to release in Autumn 2026 with a link to Digital Licensing to allow users to join the Register of Tobacco and Nicotine Vapour Product Retailers and/or the Funeral Sector Register. More use cases are being identified, the team are currently building out additional features, and planning for future releases and service onboarding.

Assurance update: A Technology Assurance Framework health check was held in June 2026. An action plan has been received and is in progress.

Digital Development Consents, Scottish Government

Accountable Officer: Miriam Craven, Director-General Corporate

Senior Responsible Owner: Isaac Smith, Deputy Director, Components and Infrastructure

Project description: Digital Development Consents is a multi-year Scottish Government led transformation programme, working in partnership with all local authorities in Scotland to deliver digital services in the planning and building sector. The programme comprises:

- a current live service for submitting 25 types of planning and building consents digitally across all Scottish local authorities, that has been in operation since 2016 with 2.5m submissions made. Including delivery of a Fee Calculator;
- an Apply project which will replace the existing live service;
- a Pay project with 2 partners delivering improved ways of paying for consents.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Sep 2024	Mar 2028	-	-	-	-
Last report – May 2026	Sep 2024	Mar 2028	N/A	Delivery	-	N/A
Current report	Sep 2024	Mar 2028	0 months ● 0.00%	Delivery	£29.34M	£29.34M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	Baseline cost cannot be confirmed until approval of Full Business Case.

Additional project narrative: The programme will deliver the exit from Saughton House Data Centre and move the eDevelopment Live Service to robust cloud environments by the end of 2026. Go Live of the Apply project is scheduled for Q2 2027/28, with three local authorities and a roll out plan under development for all remaining authorities. The current eDevelopment service will be decommissioned following rollout of Apply across all local and planning authorities.

At the moment, there is no approved business case for the overall programme. There is an approved Outline Business Case for Apply, with the Full Business Case going to the Programme Board for approval over the coming months, the team are continuing to refine financials over the coming months.

Assurance update: The Apply project is the only major digital project within the programme. There has been no further independent assurance review for the Apply project since the last update however a Technology Assurance Framework Delivery Gate is scheduled for November 2026.

Payments Transformation Project, Scottish Government

Accountable Officer: Miriam Craven, Director-General Corporate

Senior Responsible Owner: Isaac Smith, Deputy Director, Components and Infrastructure

Project description: 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.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Sep 2018	Mar 2026	-	-	£23.03M	-
Last report – May 2026	Sep 2018	Mar 2027	12 months ▲ 13.33%	Delivery	£23.03M	N/A
Current report	Sep 2018	Mar 2027	12 months ▲ 13.33%	Delivery	£23.03M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
Variance narrative provided in Spring 2026 report.	-

Additional project narrative: The May 2026 Technology Assurance Framework Go-Live Gateway Review provided strong assurance over ScotPayments' technical solution and user outcomes. The Review Team did identify a significant risk relating to future adoption and the need for clear and collective leadership driving the adoption of common capabilities. To address this risk, a detailed assessment of the wider Scottish public-sector payments landscape has been undertaken, with Ministerial agreement secured to extend the adoption pipeline to Local Government and Health.

This, along with the previously reported resource issues, will form key components of the 2026/27 Business Case refresh, and it is probable future reports will show an increase in estimated whole life costs as a result.

Assurance update: A Technology Assurance Framework Go-Live Gate was held in April 2026. An action plan has been received and is in progress.

Legacy Services Programme, Scottish Government

Accountable Officer: Dr Andy Kerr, Director General, Net Zero

Senior Responsible Owner: Nick Downes, Douglas Petrie, Agriculture & Rural Economy Deputy Directors

Project description: Important business systems that are essential to the smooth operation of services delivered by Agriculture and Rural Economy directorate (ARE) rely on various legacy technologies. The primary objectives for the Phase 1 of the programme are to mitigate the associated risks to business continuity and cyber security. Phase 2 of the programme will address the external requirement to fully exit all service delivery from the Scottish Government's (SG) on-premises Saughton House Data Centre (SHDC) and migrate to the shared service SG Amazon Web Service Cloud. SHDC will close at the end of December 2026 and all servers will be fully decommissioned.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Apr 2024	Mar 2027	-	-	£14.60M	-
Last report – May 2026	Apr 2024	Mar 2027	N/A	Delivery	£14.60M	N/A
Current report	Apr 2024	Mar 2027	0 months ● 0.00%	Delivery	£14.60M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	-

Additional project narrative: The programme is currently rated Green/Amber to deliver the decommission of the legacy environment, exit from SHDC and to move services to robust cloud environments by the end of 2026. The period from December 2026 - March 2027 will be used for post migration fixes. The availability of resource to be deployed onto this programme linked to the fixed closure date for SHDC has been the major source of delivery risk. However, resource levels are currently sufficient to support delivery, and as the programme enters its final stages there is increased certainty around the alignment of resources to remaining priorities and delivery milestones. The programme remains sensitive to competing business, ministerial and operational demands.

Assurance update: A Technology Assurance Framework Go-Live Gate was held in late September 2026 and is currently at report finalisation stage.

National Standardised Assessments - Phase 3, Scottish Government

Accountable Officer: Neil Rennick, Director-General Education and Justice

Senior Responsible Owner: Orlando Mason, Deputy Director Workforce Quality and Wellbeing

Project description: National Standardised Assessments (NSA) - online literacy and numeracy assessments - have been made available to children in receipt of publicly funded education in Scotland since August 2017 in English, and December 2018 in Gaelic medium. Following phases 1 and 2, planning is now well underway for phase 3, building on learning and seeking to develop an improved NSA system and enhanced user experience.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Jan 2025	Aug 2027	-	-	£24.00M	-
Last report – May 2026	Jan 2025	Aug 2027	N/A	Delivery	£24.00M	N/A
Current report	Jan 2025	Aug 2027	0 months ● 0.00%	Delivery	£24.00M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	-

Additional project narrative: Since the last report we have concluded the procurement process and have appointed the phase 3 supplier with whom we are working to ensure a smooth transition to phase 3 in August 2027.

Assurance update: There has been no further independent assurance since the last update due to the procurement phase and supplier mobilisation. The next assurance point will be informed by the planning work currently underway with the supplier.

5.3 Projects closed or cancelled

This section contains projects that are now closed or cancelled and provides schedule and cost variances since the last reported information.

Social Security Programe (IT Elements), Scottish Government

Accountable Officer: Kenneth Hogg, Director-General Communities

Senior Responsible Owner: Stephen Kerr, Director, Social Security

Project description: To enable Scottish Government control and administration of devolved welfare benefits.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Jan 2017	Dec 2025	-	-	£277.40M	-
Last report – May 2026	Jan 2017	Mar 2026	3 months ▲ 2.80%	Planning	£277.40M	N/A
Current report	Jan 2017	Mar 2026	3 months ▲ 2.80%	Delivery	£277.40M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
Variance narrative provided in Spring 2026 report.	-

Narrative on project closure
The Social Security Programme fully delivered its scope outlined in the Programme Business Case (PBC). This finalised position is reflective of our effectiveness of targeted cost management and efficiency measures which ensured the Programme was delivered (and ultimately closed successfully) to cost and quality.

Assurance update: All recommendations arising from Technology Assurance Framework reviews during the life of the Programme are either considered closed or, a small number, have been transferred to Social Security Scotland for completion.

Digital Infrastructure, Disclosure Scotland

Accountable Officer: Gerard Hart, Chief Executive Disclosure Scotland

Senior Responsible Owner: Lynne McMinn, Executive Director of Policy and Digital Innovation

Project description: 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.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Jun 2021	Mar 2026	-	-	£20.22M	-
Last report – May 2026	Jun 2021	Apr 2026	1 months ▲ 1.75%	Under Closure	£21.32M	£1.10M ▲ 5.44%
Current report	Jun 2021	Apr 2026	1 months ▲ 1.75%	Closed	£21.28M	£1.06M ▲ 5.24%

Project narrative on schedule variance	Project narrative on cost variance
The one-month extension to the programme schedule reflected execution risk during the final migration phase. The key risks were identified early and actively mitigated through enhanced planning, additional testing, and close coordination across delivery teams and external partners. The final migration was completed successfully on 25th April 2026, enabling programme closure with no material impact on scope, business outcomes, or the achievement of the programme's strategic objectives.	The programme's whole-life cost variance reduced from the forecast position of 5.44% to an actual outturn variance of 5.24% following successful completion of the final project, remaining within approved financial tolerances. The variance against the original whole-life forecast relates primarily to overspends incurred on earlier projects within the programme that have now been completed and closed. As these costs had already been realised, they continued to contribute to the overall programme variance despite the strong cost performance of projects completed later in the delivery lifecycle.

Narrative on project closure
The Digital Infrastructure Programme successfully concluded in April 2026 and has now formally closed. The programme modernised Disclosure Scotland's core digital infrastructure, replacing legacy technology with a secure cloud-native platform and case management capability that provides a more resilient, scalable and efficient foundation for service delivery. The new infrastructure has improved performance, strengthened security controls and enabled a more efficient software delivery lifecycle. Financial benefits are already being realised through the removal of legacy platform costs and reduced infrastructure expenditure. The programme has exceeded its target of reducing Amazon Web Services running costs by 20%, with ongoing optimisation activity continuing through business-as-usual arrangements. The programme has strengthened Disclosure Scotland's digital infrastructure, reducing technical complexity and long-term operational risk while improving organisational resilience. This investment provides a stable and sustainable foundation for future service improvements, digital transformation and the delivery of future business and legislative change.

Assurance update: The action plan for the Platform Re-engineering Go-Live Gate is discharged. Two Digital Scotland Service Standard assessment recommendations related to the development of Disaster Recovery and Business Continuity plans remain in progress and are expected to conclude in alignment to the end of the project. No further independent assurance reviews are expected for the project.

Unified Communications and Contact Platform (UCCP), Police Scotland

Accountable Officer: Deputy Chief Constable Transformation

Senior Responsible Owner: Chief Digital Information Officer (CDIO)

Project description: 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.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Dec 2019	Feb 2026	-	-	£10.40M	-
Last report – May 2026	Dec 2019	Feb 2026	N/A	Under Closure	£10.40M	N/A
Current report	Dec 2019	Feb 2026	0 months ● 0.00%	Closed	£10.40M	£0.00M ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
-	-

Narrative on project closure
Project Closed. End Project Report approved at Police Scotland Transformation Board on 2nd June 2026.

Assurance update: The action plan for the Technology Assurance Framework Go-Live Gate of 2025 is now considered to be closed. The critical and essential recommendations were fully actioned and four lower priority recommendations were noted as in progress at the point of closure of the Action Plan. There will be no further independent assurance for the project.

6. Digital major project assurance overview

Independent assurance for portfolios, programmes, projects and new or transformed digital services is provided by the Directorate for Internal Audit and Assurance through the Technology Assurance Framework (TAF) and Gateway Review.

TAF is managed by the Digital Assurance Office (DAO) and is mandatory for central government bodies, excluding health bodies. It applies to new major investments in technology.

The Portfolio, Programme and Project Assurance Hub (PPPA) arrange and manage Gateway Reviews for major investments (which are typically delivered by projects and are defined by the Scottish Public Finance Manual (SPFM) and are assessed by Senior Responsible Owners as high risk. In scope organisations are all Scottish public bodies covered by the SPFM.

The DAO and PPPA work closely together and with Senior Responsible Owners to plan and co-ordinate the assurance approach for each project.

For major digital projects such as those included in this report, independent assurance is provided primarily through the TAF however Senior Responsible Owners may also ask for independent project assurance through Gateway Reviews at specific stages such as investment decision or benefits realisation. Programme assurance is provided through a Gate 0 strategic assessment. An overview of the range of services provided through TAF and Gateway review are set out below.

6.1 Technology Assurance Framework

The standard review points for major digital projects are:

- Business Justification – considers whether the project has a sound basis at the outset and a robust Strategic Outline Case.
- Pre-Procurement – considers readiness for commencement of the procurement exercise and whether the commercial risks are understood.
- Delivery – considers whether the delivery strategy remains appropriate and there is a valid Full Business Case. It also examines whether delivery is on track and standards are met.
- Go-Live – considers whether the solution is ready to be launched and the organisation is ready to accept the business change.

In addition to the above standard review points, projects may also have:

- Health checks – these take place out with the mandatory review points e.g. at the request of the Senior Responsible Owner or to support major delivery milestones in multi-year projects.

- Assurance of Action Plan – considers the appropriateness of action taken in response to the critical recommendations of a previous review, usually for a project with a delivery confidence assessment of Amber/Red or Red.

6.2 Gateway Review

PPPA arrange and manage the following types of assurance reviews:

Portfolio assurance

The purpose of a portfolio assurance review is to provide senior leadership and key stakeholders with confidence that work is controlled on track and is aligned with policy or strategy. A positive review can provide confidence that an organisation's portfolio of investments in change is being managed and controlled in the right way.

Programme assurance

A Gate 0 – Strategic Assessment investigates the direction and planned outcomes of a programme, together with the progress of its constituent projects. It is expected that a programme will have at least 3 Gate 0 reviews. At the beginning, the mid stage and at the end. An early Gate 0 review is particularly valuable as it helps to confirm that the way forward is achievable, before plans have been finalised.

Project assurance

- Gate 1 Business Justification - investigates the Strategic Outline Case and the proposed way forward to confirm that the project scope is clear and achievable, and the project is likely to deliver what is required.

- Gate 2 Delivery Strategy - investigates the assumptions in the Outline Business Case and proposed approach for delivering the project. If there is a procurement, the delivery strategy will include details of the sourcing options, proposed procurement route and supporting information. This review will also check that plans for implementation are in place.

- Gate 3 Investment Decision - investigates the Full Business Case and the governance arrangements for the investment decision to confirm that the project is still required, affordable and achievable within the proposed time. This review will also check whether the implementation plans are robust.

- Gate 4 Readiness for Service - investigates the organisation's readiness to make the transition from the specification/solution to implement and go to 'go live'. Where appropriate it will assess the capability of delivery partners and service providers.

- Gate 5 Operations Review and Benefits Realisation - confirms that the benefits set out in the business case are being achieved and that the operational service (or facility) is running smoothly, and the agreed strategic outcomes are being met.

Each of the above reviews has a supporting workbook that contains suggested areas of investigation and examples of evidence. The areas of focus during the review will be agreed between the review team, PPPA, SRO, and project team.

Project Validation Review

Explores the critical aspects required for setting up a project effectively, capability needed and if emerging options will deliver the outcomes before making commitments.

Project Assessment Review

These take place out with the fixed review points e.g. at the request of the Accountable Officer, Senior Responsible Owner, or to support major delivery milestones in multi-year projects. This review has a bespoke terms of reference.

Critical Friend Review

A short critical friend review for the Senior Responsible Officer (SRO) on specific issue(s) e.g. the business case.

Assurance of Action Plan (AAP)

The AAP is for projects with an Amber/Red or Red Stage Gate Assessment (SGA) and gives the SRO and stakeholders assurance the project is addressing the recommendations from a review and provides a reassessment of the SGA.

Annex B - DIGITAL ASSURANCE OFFICE UPDATE – AUTUMN 2026

The Technology Assurance Framework, administered by the Digital Assurance Office (DAO), has been in operation since 2017. It aims to reduce the likelihood of projects failing for common reasons, improve delivery and ensure that the lessons learned from previous experience are reflected and embedded in future practice.

The spring 2026 update provided an overview of assurance outcomes. This update focuses on insights from assurance undertaken in 2025-26.

Continuous improvement overview

The DAO analyses recommendations from assurance reviews to draw out insights on common challenges for projects. The most frequently identified issues from major digital project reviews have been published annually since 2022-23 and are available on the digital blog[1]. Deep dives have also been prepared on planning, governance, procurement and contract management, resourcing and communications and engagement. These insights are shared across the Scottish Government and wider public sector to help organisations identify and mitigate common delivery challenges.

The DAO is also working with organisations that have engaged with assurance to share delivery experience that may benefit others. The DAO recently published a series of case studies with the Care Inspectorate, highlighting good practice identified through assurance reviews of its digital transformation project. The case studies explore proactive use of independent assurance, supplier relationships, governance in agile delivery, communications and engagement and reflections from the Senior Responsible Owner for the project on independent assurance.

Insights from 2025-26

In 2025-26 45 major digital project reviews generated 345 recommendations. The DAO published insights from these reviews on the digital blog. Six themes stood out as dominant areas for improvement. Four of these themes – resource requirements and/or capability, invitation to tender and evaluation criteria, organisation and planning and governance and control – stand out as dominant themes across all reviews undertaken and frequently appear among the top themes for individual years.

Resource requirements and/or capability

[1] The digital blog is available on the Scottish Government website and you can subscribe here for updates.

Recommendations focused on strengthened strategic and longer-term resource planning, proactive resource planning to reduce delivery risk, effective transition to business as usual and specialist expertise to meet delivery demands.

Invitation to tender (ITT) and evaluation criteria
Recommendations focused on developing ITTs that align with project requirements, defining the approvals process for issuing the ITT, quality assurance of tender documentation and providing greater clarity to suppliers.

Organisation and planning
Recommendations focused on developing end-to-end plans to define sequencing, dependencies and milestones and regularly reviewing and updating plans and assumptions across the project.

Contract management and supplier relations
Recommendations focused on clearly defining contract requirements, building a collaborative partnership with suppliers, performance management and having sufficient capability, governance and resources in place to manage the contract.

Governance and control
Recommendations focused on operating governance processes that support delivery, putting in place governance structures aligned to delivery needs and reviewing and adapting governance arrangements as the project moves through its lifecycle.

Communications/engagement
Recommendations focused on engaging a broad range of stakeholders to share delivery plans and priorities, developing and maintaining communications and engagement plans, providing timely and targeted communications and monitoring and reviewing and updating communications plans throughout the project lifecycle.