

Digital Directorate

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Neil Bibby MSP
Convener
Public Audit Committee
Scottish Parliament
Edinburgh

29 June 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 April 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 – Aspen, Digital Case Management System – Office of the Public Guardian and McCloud Remedy – have experienced cost increases exceeding 10%, due to an expansion of scope or unforeseen complexities within the work. The reasons for these increases are listed below:

- Increases to the now-closed Aspen reflect a refinement of the methodology used for business case estimates.
- The increased cost recorded for Digital Case Management System – Office of the Public Guardian is to incorporate additional development required to realise planned benefits, to deliver greater efficiency in the processing of Power of Attorney applications.
- The McCloud Remedy Programme schedule remains unchanged from the last report, and the cost increase reflects the complexity of the programme and numerous operational challenges. These challenges were discussed in March 2026 when the

Public Audit Committee took evidence from Scottish Public Pensions Agency officials.

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

- Digital Development Consents (Scottish Government)
- Future eProcurement Systems: Source to Contract Solution (Scottish Government)
- Livestock Health and Traceability (Scottish Government)
- Modernisation of the Finance and HR Estate (Scottish Enterprise)
- National Standardised Assessments: Phase 3 (Scottish Government)
- Payment and Accounting Service (Social Security Scotland)
- SG App (Scottish Government)

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

Jennifer Inglis-Jones
Director for Internal Audit and Assurance

Annex A:

Major IT Projects Report

for the Public Audit

Committee

29 June 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.

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 April 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 November 2025.
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 November 2025 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 programme/project meets its objectives and delivers the intended benefits. They own the overall business change being supported or enabled by the programme/project and ensures that it maintains its business and vision focus. The SRO typically chairs the Programme/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	Moved to delivery	No change	No change	No change
Livestock Health and Traceability Services	Scottish Government	New to report – in delivery	No change	No change	No change
Body Worn Video - National Rollout	Police Scotland	Remains in delivery	No change	No change	No change

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
Digital Case Management System - Office of the Public Guardian	Scottish Courts and Tribunals Service	Remains in delivery	£2.01M ▲ 29.56% [M]	12 months ▲ 24.49%	Project delivery timeline has extended to accommodate additional development required to realise business case benefits
Digital Evidence Sharing Capability	Scottish Government	Remains in delivery	No change	No change	No change
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	No change	No change	No change
Digital Mailbox	Scottish Government	Remains in delivery	No change	No change	No change
Digital Travel Data Information Services - Stage 2 Technical Travel Services	Transport Scotland	Remains in delivery	No change	No change	No change
Forensics Services Core Operating System and Data Migration Project	Scottish Police Authority	Remains in delivery	No change	No change	No change
Full Business Case Digital Transformation - Stage 2	Care Inspectorate	Remains in delivery	No change	No change	No change
Legacy Services Programme	Scottish Government	Remains in delivery	No change	No change	No change
McCloud Remedy	Scottish Public Pensions Agency	Remains in delivery	£2.00M ▲ 11.76% [M]	No change	Increases reflect unanticipated complexity and technical issues
National Integrated Command and Control System (NICCS)	Police Scotland	Remains in delivery	No change	1 month ▲ 1.08%	Some now resolved technical faults impacted the schedule
New Mobilising System	Scottish Fire and Rescue Service	Remains in delivery	No change	No change	No change
Payments Transformation Project	Scottish Government	Remains in delivery	No change	12 months ▲ 13.33%	The extension is due to external factors and will provide time to support the onboarding of more public bodies

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
Digital Development Consents	Scottish Government	New to report – in delivery	No change	No change	No change
Modernisation of the Finance and HR Estate	Scottish Enterprise	New to report – in delivery	No change	No change	No change
Future eProcurement Systems – Source to Contract Solution	Scottish Government	New to report – in delivery	No change	No change	No change
New Payment and Accounting Service (PAS)	Social Security Scotland	New to report – in delivery	No change	No change	No change
National Standardised Assessments – Phase 3	Scottish Government	New to report – in delivery	No change	No change	No change
SG App	Scottish Government	New to report – in delivery	No change	No change	No change
Digital Infrastructure Programme	Disclosure Scotland	Moved to under closure	£1.10M ▲ 5.44% [M]	1 month ▲ 1.75%	The forecast overspend is due to delays to the final live project
Social Security Programme (IT Elements)	Scottish Government	Moved to under closure	No change	3 months ▲ 2.80%	Change in schedule due to external legislative delays and other dependencies
Unified Communications and Contact Platform (UCCP)	Police Scotland	Moved to under closure	No change	4 months ▲ 5.71%	Timeline extension is to allow the full testing of the finalised product suite and the development and delivery of the training package
Aspen (Management Information Platform)	Forestry and Land Scotland	Moved to closed	£2.05M ▲ 20.77% [C]	No change	As outlined in last report, cost has been updated to reflect actual running costs of supporting Aspen until the end of the Oracle contract

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 previous 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-24	May-27	-	-	£12.00M	-
Last report – November 2025	Feb-24	May-27	N/A	Planning	£12.00M	N/A
Current report	Feb-24	May-27	0 Months – ● 0.00%	Delivery	£12.00M	£0.00M – ● 0.00%

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

Additional project narrative: This project is primarily for the electronic counting of votes cast in the local government elections in May 2027 and the whole-life cost to SG is for that element. The contract includes an option for extension until January 2032 to enable local authorities to purchase services for the electronic counting of votes cast at local government by-elections. This is an optional service and local authorities meet the costs of electronically counted by-elections directly. The potential value of that element is excluded from the whole-life cost.

Assurance update: There have been no further reviews since the last update as the project has been in the procurement and mobilisation phase. The next review is expected to be a Delivery Gate later this year.

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, Animal Health and Welfare Division

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-25	Jul-27	-	-	£20.00M	-
Last report – November 2025	-	-	N/A	-	-	N/A
Current report	Aug-25	Jul-27	0 Months – ● 0.00%	Delivery	£20.00M	£0.00M – ● 0.00%

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

Additional project narrative: A Non-Competitive Award (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. Planning and delivery of the full and open procurement exercise is underway with the invitation to tender (ITT) expected to be published in summer 2026. The ITT will be subject to a TAF review as part of the assurance process.

Assurance update: A Gate 0 was held in September 2025 followed by an Assurance of Action Plan in December 2025. The next review will be a Pre-Procurement Gate which is scheduled for late April 2026.

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.

Body Worn Video - National Rollout, Police Scotland

Accountable Officer: Deputy Chief Constable Transformation, Police Scotland

Senior Responsible Owner: Chief Digital Information Officer

Project description: Delivery of a Body Worn Video solution is included within the 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-22	Jun-27	-	-	£35.07M	-
Last report – November 2025	Mar-22	Jun-27	N/A	Delivery	£35.07M	N/A
Current report	Mar-22	Jun-27	0 Months – ● 0.00%	Delivery	£35.07M	£0.00M – ● 0.00%

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

Additional project narrative: Deployment continues, with most recently, Body Worn Video successfully implemented in Greater Glasgow Division with no issues recorded.

Assurance update: At the request of the SRO, a Delivery Gate was held in November 2025 to support the transition from phase 1 into business as usual. An action plan has been received and is in progress. No further reviews are expected for this 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 Service

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-22	Mar-26	-	-	£6.80M	-
Last report – November 2025	Feb-22	Mar-26	N/A	Delivery	£6.80M	N/A
Current report	Feb-22	Mar-27	12 Months – ▲ 24.49%	Delivery	£8.81M	£2.01M – ▲ 29.56%

Project narrative on schedule variance	Project narrative on cost variance
Additional development to realise business case benefits has been prioritised which extends the project end date, as described in ‘Project narrative on cost variance’.	Project delivery timeline has extended to accommodate additional development required to realise business case benefits as originally outlined. This development activity will deliver greater efficiency in the processing of Power of Attorney applications and enable the decrease of the current backlog more quickly.

Additional project narrative: An internal review of the OPG programme was carried out in March 2026 setting out future strategic options following the delivery of this first project phase. These options are currently under assessment.

Assurance update: There have been no further reviews since the last update following the Go-Live Gate last year. The action plan arising from the Go-Live Gate is now complete. Following the recent notification of an extension to the project end date, the Digital Assurance Office will engage with Scottish Courts and Tribunals Service to understand whether there is any further assurance requirement.

Digital Evidence Sharing Capability, Scottish Government

Accountable Officer: Neil Rennick, Director General Education and Justice

Senior Responsible Owners: Chief Digital Officer, Police Scotland (PS) and Denise Swanson, Deputy Director Civil Law and Legal System (CLLS)

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-16	Mar-31	-	-	£38.00M	-
Last report – November 2025	Jan-16	Mar-31	N/A	Delivery	£38.00M	N/A
Current report	Jan-16	Mar-31	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.

Assurance update: A Delivery Gate was held in November 2025. An action plan has been received and is in progress.

Digital Front Door, Scottish Government

Accountable Officer: Caroline Lamb, DG Health and Social Care
Senior Responsible Owner: Jonathan Cameron, Deputy Director, Digital Health and 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-21	Mar-36	-	-	£389.50M	-
Last report – November 2025	May-21	Mar-36	N/A	-	£389.50M	N/A
Current report	May-21	Mar-36	0 Months – ● 0.00%	Delivery	£389.50M	£0.00M – ● 0.00%

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

Additional project narrative: Whole population availability is on track for mid-April 2026 following a successful go-live in Lanarkshire in December 2025.

Assurance update: A Go Live Gate took place in November 2025 and considered the first release of the MyCare app (tranche 1, dermatology secondary care service in NHS Lanarkshire). A Go Live Gate to consider the second release of the MyCare app (whole population availability) took place in early April and an action plan is due at the end of April.

Digital Identity Programme, 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 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-18	Dec-28	-	-	£45.00M	-
Last report – November 2025	Jan-18	Dec-28	N/A	Delivery	£45.00M	N/A
Current report	Jan-18	Dec-28	0 Months – ● 0.00%	Delivery	£45.00M	£0.00M – ● 0.00%

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

Additional project narrative: The programme is in Public Beta with 10 Service Customers and has created c.709,000 accounts since launch in 2023. ScotAccount (Digital Identity as was) is now critical infrastructure for Disclosure Scotland's online service, Digital Mailbox and MyCare.scot. More than 400,000 users have stored their identity for re-use since the launch of the ‘save your details’ functionality in February 2024. The whole-life cost of £45m is based on current estimates to the end of 2028 and is indicative. The full cost model will be developed over time. ScotAccount is intrinsically linked to Digital Mailbox with ScotAccount users now automatically having a mailbox created. As services onboard to Digital Mailbox, verified users will be able to access their communications using their ScotAccount sign in details.

Assurance update: There has been no further review since the last update as the project has been in the Public Beta phase. The DAO and Digital Directorate are working together to optimise the sequencing of reviews for the common components being delivered by Digital Directorate.

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 £100m 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-24	Mar-30	-	-	£12.50M	-
Last report – November 2025	Oct-24	Mar-30	N/A	-	£12.50M	N/A
Current report	Oct-24	Mar-30	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 goes live with its first use case on the 15th April 2026 with the release of MyCare. This will initially be on the web app. 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 for year end 2027.

Assurance update: A Delivery Gate was held in February 2026. An action plan has been received and is in progress. The DAO and Digital Directorate are working together to optimise the sequencing of reviews for the common components being delivered by Digital Directorate.

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-21	Jul-30	-	-	£6.00M	-
Last report – November 2025	Jan-21	Sep-30	N/A	Delivery	£6.00M	N/A
Current report	Jan-21	Sep-30	2 Months – ▲ 1.75%	Delivery	£6.00M	£0.00M – ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
The project development work is expected to complete in 2026/27 period, with up-to six year (4 +1 +1) maintenance and operations to run aligned with the agreed business-as-usual commencement date of the web and app services, which was set at July 2024.	-

Additional project narrative: In November 2025, Version 2.1 was launched with improvements to bus location data and accessibility bug fixes. Version 2.2 was launched in March with user experience improvements and stop alighting notifications. The next version is expected in Summer 2026.

Assurance update: The Digital Travel Data Information Services - Stage 2 Technical Travel Services project was the last project within the programme to receive assurance. The action plan for the May 2025 health check is discharged and no further reviews are anticipated for the project.

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

Accountable Officer: Chris Brown, Chief Executive, Scottish Police Authority

Senior Responsible Owner: Fiona Douglas, Director of Forensic Services

Project description: 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 service delivery.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Jun-23	Mar-30	-	-	£21.90M	-
Last report – November 2025	Jun-23	Mar-30	N/A	Planning	£21.90M	N/A
Current report	Jun-23	Mar-30	0 Months – ● 0.00%	Planning	£21.90M	£0.00M – ● 0.00%

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

Additional project narrative: -

Assurance update: Following completion of the combined Business Justification and Pre-Procurement Gate which was being finalised at the time of the last update, an action plan has been received and is in progress. There have been no further reviews since the last update as the project has been in the procurement phase.

Full Business Case Digital Transformation - Stage 2, Care Inspectorate

Accountable Officer: Jackie Irvine, Chief Executive, Care Inspectorate

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-23	Sep-26	-	-	£8.63M	-
Last report – November 2025	Jun-23	Nov-26	N/A	Delivery	£9.35M	N/A
Current report	Jun-23	Nov-26	2 Months – ▲ 5.13%	Delivery	£9.35M	£0.72M – ▲ 8.34%

Project narrative on schedule variance	Project narrative on cost variance
Reflective of revised project scope as detailed in the Autumn 2025 PAC report update.	The increase in cost is specifically allocated to the increase in scope to include Registrations and Complaints and rebuild within the Customer Relationship Management (CRM) tool as detailed in the Autumn 2025 PAC report update.

Additional project narrative: -

Assurance update: A Delivery Gate was held in November 2025. An action plan has been received with all but one recommendation (in progress) discharged.

Legacy Services Programme, Scottish Government

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

Senior Responsible Owner: Nick Downes and Douglas Petrie, ARE 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 SG's on-premises Saughton House Data Centre (SHDC) and migrate to the shared service SG AWS 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	April-24	Mar-27	-	-	£14.60M	-
Last report – November 2025	April-24	Mar-27	N/A	Delivery	£14.60M	N/A
Current report	April-24	Mar-27	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 will deliver the exit from SHDC and move services to robust cloud environments by end 2026. The period from Dec 26 - March 27 will be used for post migration monitoring and any necessary fixes. The availability of resource to be deployed onto this programme linked to the fixed closure date for SHDC is the major source of delivery risk.

Costs are based on supplier costs only and do not include Scottish Government (SG) staff time. This covers implementation only. The whole-life costs of live running have not been included. Live running will be taken forward under BAU budgets integrating delivery and IT resource and this has not been estimated separately for the programme. It is impossible to estimate until we have more clarity on future service and operating requirements and other external constraints on costs that are not yet known. We must also understand implications for staffing capacity and care & maintenance for the new environment, requirements for cyber defence activity, application life management and replacement strategies.

Assurance update: A further Assurance of Action Plan for the Infrastructure project was held in November 2025. An action plan has been received and is in progress. A programme wide health check is scheduled for late April 2026.

McCloud Remedy, Scottish Public Pensions Agency (SPPA)
Accountable Officer: Stephen Pathirana, Chief Executive Officer, SPPA
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-20	Oct-23	-	-	£15.00M	-
Last report – November 2025	Oct-20	Jun-28	N/A	Delivery	£17.00M	N/A
Current report	Oct-20	Jun-28	56 Months – ▲ 155.56%	Delivery	£19.00M	£4.00M – ▲ 26.67%

Project narrative on schedule variance	Project narrative on cost variance
The overall delivery timeline for the Remedy Programme remains unchanged from that reported at the last Public Audit Committee update, and as discussed when the Committee took evidence from SPPA officials on the Remedy programme on 17th March 2026.	The increase in costs over the lifetime of the Remedy programme reflect: the initial underestimation by the SPPA – as well as the UK Government and all other Remedy impacted public sector pension administrators - of the scale of the undertaking; the inability of the available pension administration software to produce appropriate Remedy solutions once that complexity was clear; and the delays in having full guidance and tax rules on implications from HMT and HMRC to inform the complex calculations required. This has impacted the scope, timeline, and expertise required to deliver the programme. The revised estimated whole-life cost is based on an estimate calculated by our Finance team. Our business case is undergoing review and update with a revised draft to be reviewed by the Remedy Programme Board at the end of April. This will inform future baselines. Meanwhile we have reported variance against last approved business case for consistency with our previous submission.

Additional project narrative: A full update on Remedy delivery, including the remaining challenges to delivery, was provided by the SPPA CEO to the Finance and Public Administration Committee and copied to the Public Audit Committee in letters dated 17 February and 11 March 2026. Both Committees also took evidence from the SPPA’s CEO, the SPPA’s Chief Transformation Officer (who is also the SRO for the Remedy programme), and the SPPA’s Chief Operations Officer on 17th March 2026. As reported to both Committees, the Remedy Programme continues to make measurable progress. While challenges to delivery remain, mitigations are in place, governance is being strengthened, and the programme remains on track to complete within the previously communicated adjusted timeframes.

Assurance update: A health check was held in February 2026. An action plan has been submitted and is in progress. The next review will be an Assurance of Action Plan in June 2026.

National Integrated Command and Control System (NICCS), Police Scotland

Accountable Officer: Deputy Chief Constable Transformation, Police Scotland
Senior Responsible Owner: Assistant Chief Constable Local Policing North and C3

Project description: The National ICCS system will facilitate the control of Police Scotland’s operational communications via Airwave radio terminals and C3 telephony systems, utilising voice and data protocols. In addition, it shall enable the mandatory introduction of the Emergency Services Network (ESN) being implemented by the Home Office as a full replacement for Airwave TETRA radio communications. A single ICCS platform for Police Scotland, compatible with ESN framework and devices, will enhance the cross-site working, improve business continuity (moving staff across ACR sites) and reduce training overheads (single training course).

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Nov-18	Aug-26	-	-	£11.20M	-
Last report – November 2025	Nov-18	Aug-26	N/A	Delivery	£11.20M	N/A
Current report	Nov-18	Sep-26	1 Month – ▲ 1.08%	Delivery	£11.20M	£0.00M – ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
Whilst rollout continues, some now resolved technical faults have impacted the schedule. It is expected that a Change Request will be raised to amend project end date.	-

Additional project narrative: -

Assurance update: No further independent assurance reviews have been completed for this project since the last report pending an update from the project on current status.

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: This project, the renamed New Mobilising System project, will implement a single Command and Control solution across the Scottish Fire and Rescue Service (SFRS). Control Room rationalisation was completed under Phase 1 of the Command and Control Futures Programme.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Jan-23	Nov-26	-	-	£40.99M	-
Last report – November 2025	Jan-23	Nov-26	N/A	Delivery	£40.99M	N/A
Current report	Jan-23	Nov-26	0 Months – ● 0.00%	Delivery	£40.99M	£0.00M – ● 0.00%

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

Additional project narrative: The project successfully delivered the Integrated Communications Control System (ICCS) part of the New Mobilising System into all three Operation Controls (OCs) in December 2025. ICCS is now fully operational and embedded within business-as-usual activity. The Computer Aided Dispatch part of the New Mobilising System is on track to deliver to the three OCs by the end of November 2026.

Assurance update: There have been no further reviews since the last update while the project has been developing the next phase of the project (Computer Aided Dispatch System). A Delivery Gate for this phase is anticipated later this year.

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-18	Mar-26	-	-	£23.03M	-
Last report – November 2025	Sep-18	Mar-26	N/A	Delivery	£23.03M	N/A
Current report	Sep-18	Mar-27	12 Months – ▲ 13.13%	Delivery	£23.03M	£0.00M – ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
The programme closure date has been extended by 12 months to 31 March 2027. This extension reflects a number of external factors and provides additional time to support the onboarding of further public bodies as the programme transitions into the Public Beta phase.	-

Additional project narrative: The programme is in Public Beta phase with £3.78 billion of payments processed since Beta launch. Transition of service to Scotpayments 2.0 is planned for Summer 2026 and roadmap to programme closure has been agreed. Programme closure is now expected by 31 March 2027.

The extended timeline will be guided by a 12-month delivery roadmap. The increased schedule due to programme close-down and transition to live will likely have an impact on estimated whole-life cost – this impact will be assessed and documented as part of the live running business case currently in development, and will be reflected in the next report.

Assurance update: There have been no further reviews since the last update as the project is in the Public Beta phase. A Go-Live Gate is scheduled for late April. The DAO and Digital Directorate are working together to optimise the sequencing of reviews for the common components being delivered by Digital Directorate.

Digital Development Consents, Scottish Government

Accountable Officer: Miriam Craven, Director General, Corporate

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

Project description: The Scottish Government, in partnership with all Scottish local and planning authorities, provide an online application service called eDevelopment.scot. The platform allows for the submission of planning applications, building standards applications and some planning appeals. The service acts as the single front door for online submissions and appeals before transferring applications to the relevant local and planning authority for their consideration.

The programme is primarily responsible for:

- Overseeing the delivery of a new fee calculator by December 2024 (planning) and March 2025 (building standards)
- Delivering a new Private Beta ‘Pay’ service in early 2025 with three partners
- Rolling the ‘Pay’ service out to all local authorities and planning bodies during the Public Beta phase, later in 2025, and into 2026
- Development of an ‘Apply’ service following the securing of multi-year funding via the AO process, with the intention to launch the MVP in 2026 and further iterations thereafter.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Sep-24	-	-	-	-	-
Last report – November 2025	-	-	N/A	-	-	N/A
Current report	Sep-24	Mar-28	-	Delivery	-	-

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

Additional project narrative: A Digital Planning Programme was established in 2018 within Planning, Architecture and Regeneration Division (PARD) and ran until early 2024, when it was closed. The programme aimed to deliver ambitious plans set out in the Digital Planning Transformation Strategy for Scotland (Nov 2020). This included a ‘smart application’ service underpinned by a new national shared data platform.

Significant Discovery, user research and Alpha work was undertaken in the previous programme. In March 2024 the programme was transitioned to Digital Directorate with a reduced scope. The elements of the programme include the Pay service (Private Beta evaluation stage), and the design of an ‘Apply’ service including the development of a Minimum Viable Product (MVP). The application service (‘Apply’) provides citizens with a digital service to apply and pay for Local and Planning Authority Development Consents. Apply has an estimated whole-life cost of £4.00M and an expected end date of March 2028. The project team are working with the Digital Portfolio Office on the estimation of whole-life costs and end date for the overarching programme (including not-yet specified components) and have agreed an approach. This data will be available for the next report.

Assurance update: The Apply project is the only major digital project within the programme. A health check for the Apply project was held in August 2025 for which an action plan has been received and is in progress. The next review is expected to be a Delivery Gate activity later this year.

Modernisation of the Finance & HR Estate, Scottish Enterprise

Accountable Officer: Adrian Gillespie, Chief Executive, Scottish Enterprise
Senior Responsible Owner: Malcolm Cameron, Head of Digital and Technical Operations

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 a '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-24	Oct-29	-	-	£10.70M	-
Last report – November 2025	-	-	N/A	-	-	N/A
Current report	Nov-24	Oct-29	0 Months – ● 0.00%	Delivery	£10.70M	£0.00M – ● 0.00%

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

Additional project narrative: The baseline costs include Phase 1 (Finance) and Phase 2 (Human Capital Management) costs, covering implementation and live running costs for the duration of the contract. For phase 1 (Finance): The programme has recently stood up its foundation tenant and at the time of reporting remains on time, budget and within scope. Business Justification and Pre-Procurement Gates were completed in 2025, and open recommendations are tracked to closure through programme governance.

Assurance update: There have been no further reviews since the last update while the project has been in the procurement and mobilisation phase. The next review will be a Delivery Gate in late May/early June 2026.

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-24	Nov-27	-	-	£14.30M	-
Last report – November 2025	-	-	N/A	-	-	N/A
Current report	Nov-24	Feb-28	3 Months – ● 8.33%	Delivery	£14.30M	£0.00M – ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
The go live date is stated in the OBC, which was signed off in January 2026. However, this isn't the project end date, which needs to factor in go-live support and the transition to business as usual (BAU).	-

Additional project narrative: In January 2026, the Pre-Procurement Gate action plan was completed, the Outline Business Case was approved, and the Invitation to Tender (ITT) for the core Source to Contract solution was also issued to the market. The bids have now been received and the evaluation process is underway. It is anticipated the Full Business Case will be complete by Q2 FY 26/27, and the contract award will be complete by Q3.

Assurance update: A Pre-Procurement Gate was held in September 2025 followed by an Assurance of Action Plan in January 2026. An action plan has been received and is in progress.

New Payment and Accounting Service (PAS), Social Security Scotland

Accountable Officer: David Wallace, Chief Executive, Social Security Scotland
Senior Responsible Owner: Andy McClintock, Chief Digital and Information Officer

Project description: Social Security Scotland currently use the DWP Central Payment System (CPS) payment solution to issue benefit payments to clients. 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-25	Oct-27	-	-	£33.20M	-
Last report – November 2025	-	-	N/A	-	-	N/A
Current report	Apr-25	Oct-27	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 Payments and Accounting Service (PAS) Project was established to replace the Department for Work and Pensions (DWP) Central Payments System (CPS), a managed service that provides payment processing, accounting and reconciliation services to Social Security Scotland. A replacement service is required to ensure the continued delivery of statutory benefit payments following the planned withdrawal of CPS in October 2027.

The PAS project completed an initial discovery phase between January and April 2025, followed by a formal design phase between June and August 2025. These activities confirmed the feasibility of the preferred solution (built on the Scottish Government's Oracle Cloud estate) and validated delivery options. Outputs from discovery, including feasibility assessments, solution design, cost estimates, risks, mitigations and delivery plans, were embedded within the PAS Business Case and Procurement Strategy and Plan.

In February 2026, the project successfully passed the Digital Assurance Office: Business Justification Gate, receiving an Amber rating. Approval was granted to proceed to supplier-led delivery and an action plan was established to address the review recommendations. The Approved Business Case for PAS sets out a ten-year cost profile covering design, build, testing, transition and operational costs.

The core delivery and transition period is from April 2026 to October 2027- aligned with CPS exit timelines. Following delivery, the platform will transition to Scottish Government Corporate Operations and be operated as a managed service on behalf of Social Security Scotland.

Assurance update: A Business Justification Gate took place in February. An action plan has been received and is in progress.

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 (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-25	Aug-27	-	-	£24.00M	-
Last report – November 2025	-	-	N/A	-	-	N/A
Current report	Jan-25	Aug-27	0 Months – ● 0.00%	Delivery	£24.00M	£0.00M – ● 0.00%

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

Additional project narrative: The project end date is recorded as August 2027 as that is when the appointment and on-boarding of the new supplier and the phase 3 development/implementation period will conclude. NSA Phase 3 will therefore move from project to business as usual at that point, notwithstanding that the phase 3 contract is being awarded on a 4+1+1+1 basis so it is anticipated that phase 3 will run until July 2033.

Assurance update: A Pre-Procurement Gate was held in November 2025. An action plan has been received 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-25	Mar-28	-	-	£12.00M	-
Last report – November 2025	-	-	N/A	-	-	N/A
Current report	Aug-25	Mar-28	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 is on track to release in the summer 2026 with a link to ePass 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: Discussions are underway to plan the first assurance review for the project. The DAO and Digital Directorate are working together to optimise the sequencing of reviews for the common components being delivered by Digital Directorate.

Digital Infrastructure Programme, 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-21	Mar-26	-	-	£20.22M	-
Last report – November 2025	Jun-21	Mar-26	N/A	Delivery	£20.22M	N/A
Current report	Jun-21	Apr-26	1 Month – ▲ 1.75%	Under Closure	£21.32M	£1.10M – ▲ 5.44%

Project narrative on schedule variance	Project narrative on cost variance
The one-month schedule extension reflects well understood risks in the final phase of migration, which are being actively managed. These risks are primarily linked to external dependencies, including delays in Home Office approval that impacted the planned migration of the conviction service, final stage complexities around police data exchange, and the challenge of coordinating the sequencing across multiple interdependent activities. The final migration window in mid-April carries a degree of execution risk due to solution complexity and the volume of data being migrated from the legacy platform. This risk is well understood and is being actively mitigated within the revised timeline.	This variance is primarily due to overspends on older projects within the programme, all of which are now complete. Recent projects have been delivered within budget. However, scheduled delays to the final live project mean we are now forecasting an overspend of approximately 5.5% against the budget for the Platform Re-engineering Phase 2.

Additional project narrative: This programme has already delivered material cost savings for Disclosure Scotland by significantly reducing the long-term overheads required to support and maintain the platform. While the legacy and new platforms are currently operating in parallel, full savings will be realised once the legacy platform is decommissioned in Q1 2026/27. Overall, the programme has driven a substantial reduction in ongoing running costs through a more efficient and sustainable platform.

Beyond financial benefits, the programme has delivered a modern, secure, cloud-native platform that is improving delivery speed, resilience and operational efficiency across Disclosure Scotland’s digital services. The platform enables more predictable and lower-risk releases through automation and stable environments, while strengthening security through modern cloud controls, enhanced monitoring and improved data protection.

Engineering productivity has increased, enabling teams to deliver new services more rapidly and confidently adapt to legislative change which the legacy platform could not have supported. The consolidation of two platforms into one has simplified the digital estate, reducing cost, complexity and long-term operational risk, while providing a scalable foundation for future services.

Assurance update: The Platform Re-engineering project is the only open major digital project within the programme. A Go-Live Gate was held for the project in March 2026 and an action plan has been received.

Social Security Programme (IT Elements), Scottish Government

Accountable Officer: Kenneth Hogg, Director General, Communities and External Affairs

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-17	Dec-25	-	-	£277.40M	-
Last report – November 2025	Jan-17	Dec-25	N/A	Delivery	£277.40M	N/A
Current report	Jan-17	Mar-26	3 Months – ▲ 2.80%	Under Closure	£277.40M	£0.00M – ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
The movement of the Programme Business Case timeline from December 2025 to March 2026 was as a result of: • The challenges with UK Government meeting the legislative timetable for SCS and CAPP and, as a result, the subsequent change of delivery timelines approved by Social Security Scotland • Delay to ScotAccount which is an enabler for further enhancements to be made outside of the Programme completion date. • A decision taken by Scottish Ministers to proceed with the payment in Winter 2025 of Pension Age Winter Heating Payment as a Universal Service.	

Additional project narrative: The Social Security Programme has concluded all its deliverables in line with our end of March 2026 timetable. The final Delivery Board reported Green across Finance, People Resources, and scheduling. This was ratified by our Programme Board on 23rd March where they approved our closure report, enabling us to initiate closedown proceedings.

Assurance update: A Gate 0 was held in October 2025. As noted in the last update, the Programme has been afforded increased earned autonomy under the Technology Assurance Framework (TAF) and no further reviews have been carried out. The Programme has discharged almost all of the recommendations from previous TAF reviews with a small number of open recommendations being monitored through to completion.

Unified Communications and Contact Platform (UCCP), Police Scotland
Accountable Officer: Deputy Chief Constable Transformation, Police Scotland
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-19	Oct-25	-	-	£10.40M	-
Last report – November 2025	Dec-19	Oct-25	N/A	Delivery	£10.40M	N/A
Current report	Dec-19	Feb-26	4 Months – ▲5.71%	Under Closure	£10.40M	£0.00M – ● 0.00%

Project narrative on schedule variance	Project narrative on cost variance
It was approved in December 2025 to extend the timeline to February 2026. The timeline extension was to allow the full testing of the finalised product suite, and the development and delivery of the training package.	

Additional project narrative: The project remains in closure with approval of the End of Project Report (EPR) to be sought at the Transformation Board in June 2026.

Assurance update: The action plan arising from the Go Live Gate in October 2025 is in progress and expected to be completed before the project closes.

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.

Aspen (Management Information Platform), Forestry and Land Scotland

Accountable Officer: Kevin Quinlan, Chief Executive Officer, Forestry and Land Scotland

Senior Responsible Owner: Michael Hymers, Head of Corporate Office

Project description: The Aspen project, formerly known as the Management Information Platform, has been established to replace legacy systems, which are approaching their end-of-life. It will replace our finance, procurement and business planning systems with Oracle Cloud Applications and could be extended in future to include HR and payroll.

Report	Start date	End date	Schedule variance from Baseline	Project phase	Estimated whole-life cost	Estimated whole-life cost variance from baseline
Baseline	Mar-20	Dec-25	-	-	£8.06M	-
Last report – November 2025	Mar-20	Mar-26	N/A	Delivery	£9.87M	N/A
Current report	Mar-20	Mar-26	3 Months – ▲ 4.35%	Closed	£11.92M	£3.86M - ▲ 47.89%

Project narrative on schedule variance	Project narrative on cost variance
No change to schedule since last report.	The previous report stated that the estimated whole-life cost (EWLC) would be updated in March 2026 to reflect the actual running costs of supporting Aspen until the end of the 10-year Oracle contract. Now that these costs are known the EWLC has been updated accordingly.

Narrative on project closure
Aspen went live on 5th Nov 2025 as planned. The system has now stabilised and the project was closed on 31st March 2026.

Assurance update: There have been no further reviews since the last update as the project completed assurance activities with the Go-Live Gate in September 2025. The action plan is completed.

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 Technology Assurance Framework (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 is 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 outwith 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 outwith the fixed review points e.g. at the request of the Accountable Office, 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 – SPRING 2026

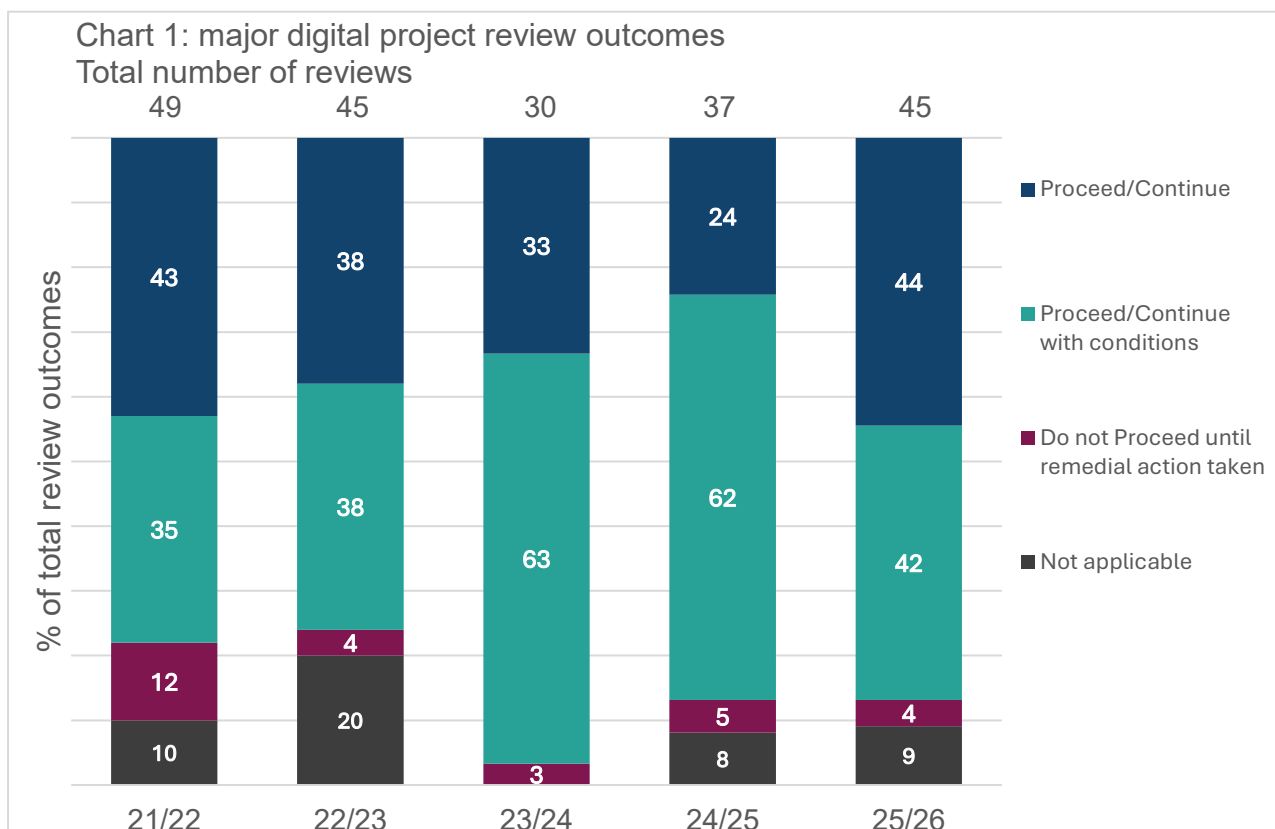
1. Introduction

The [Technology Assurance Framework](#), administered by the Digital Assurance Office, 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. This update provides an overview of assurance outcomes and our continuous improvement work.

2. Assurance review outcomes

Technology Assurance Framework (TAF) reviews result in an overarching recommendation to the Senior Responsible Owner (SRO) on whether the project can proceed (with or without conditions), should pause to take remedial action or stop where the project is irrecoverable. Health checks are an exception where a recommendation on whether the project can proceed is not always required. Detailed recommendations will also be provided for areas requiring specific attention or opportunities to strengthen delivery practice and SROs are required to submit an action plan to the Digital Assurance Office (DAO) and report on their progress against recommendations.

Chart 1 shows the total number of reviews and recommendations made over the last 5 years. Data from 2017 remains available in previous reports to the committee, and on request.



As illustrated in chart 1, less than half of the major project digital reviews conducted since 2021-22 resulted in an outcome where the project may proceed without any conditions. Previous reports to the committee show that this pattern has been evident each year since 2019-20.

There were 45 major digital project reviews in 2025-26. 44% resulted in a recommendation to proceed or continue in their current stage with no conditions. 42% resulted in a recommendation to proceed or continue in their current stage with conditions. This means that projects have conditions to satisfy before they proceed to the next phase and/or conditions to satisfy during the next phase. 2 reviews (4%) resulted in a recommendation to take remedial action before proceeding. No reviews resulted in a recommendation to stop the project.

3. Continuous Improvement

The DAO catalogues and codes the recommendations from assurance reviews to draw out insights and common challenges for project and service teams. Our last update described our approach to developing case studies and insights and sharing these with the project delivery community and capability providers in the Scottish Government.

The common challenges surfaced through major digital project reviews have been published on the [gov.scot digital blog](#) for the last four financial years. Insights from the [2025-26 financial year](#) were published in June 2026. Five deep dives into common challenges have also been prepared, the most recent insight was on [communications and engagement](#).

Improvements are made to the TAF on an ongoing basis to reflect emerging practice and respond to feedback. In November 2025, in collaboration with project teams and reviewers, the report template for reports was refreshed. The main changes have included an executive summary that provides an enhanced at a glance view of the project outcome, summarises project delivery against key factors and identifies any blockers – factors outwith the control of the project – that the project is facing. Review Teams have been asked to more explicitly identify exemplar practice that can be shared more widely for the benefit of other projects.

¹ Due to rounding, the chart may not sum to 100%