

**CORRESPONDENCE FROM THE SCOTTISH GOVERNMENT TO THE PUBLIC AUDIT
COMMITTEE, DATED 29 OCTOBER 2015**

**AUDIT GENERAL FOR SCOTLAND (AGS) SECTION 23 REPORT; “MANAGING ICT
CONTRACTS IN CENTRAL GOVERNMENT: AN UPDATE”**

Thank you for your letter of 25 September inviting me to provide more detailed answers to a number of questions posed during the discussion with the Committee on 23 September. This letter also picks up another issue on which we have reflected further following the evidence session.

You asked specifically for:

- A comprehensive list of bodies subject to oversight by the Information Systems Investment Board (ISIB) and the oversight arrangements in place for other public sector bodies
- Details on the percentage of staff on short-term and/or agency contracts within the Government’s Digital Transformation Service
- Information on how the Scottish Government is promoting vacancies related to its ICT work.

Sectoral governance and oversight arrangements

The newly created Central Government Transformation and Assurance Board (CGTAB) has responsibility for the overall assurance framework, covering core Scottish government and all bodies in the central government sector, alongside oversight of the performance and overall direction of the Central Government Digital Transformation Service. This Board also has responsibility for ensuring an effective response to the recommendations of the 2015 Audit Scotland report and any further recommendations which may be made by the Public Audit Committee.

Within this broader framework, the Information Systems Investment Board (ISIB) now provides oversight only for the core Scottish Government; this includes prioritising and approving investments and responsibility for the conduct of core Scottish government ICT programmes and projects.

These revised governance arrangements took effect in June 2015. They are intended to address the concerns about ISIB which were identified in the Auditor General’s report, by delivering more focused and effective oversight for the Central Government sector, covering both assurance and support (as provided by the Digital Transformation Service).

The Health, Local Government and Higher and Further Education sectors all have their own oversight and governance mechanisms in place; the overall governance structure for digital public services is illustrated at Annex A. A full list of all public sector bodies subject to oversight by CGTAB is attached as Annex B.

Use of short term and agency contracts

The Central Government Digital Transformation Service is continuing to recruit to fill remaining vacancies. The service now has 19 members of staff in post with 6 vacancies; 2 currently being advertised and 1 at the interview stage. Of those already in post 42% are

permanent members of staff and the remaining 58% are on fixed term contracts of up to 23 months. Within the 58% on short term contracts, 40% have been directly recruited by the Scottish Government and 60% contracted through agencies.

Promotion and advertising of opportunities

All ICT/digital roles within Scottish Government are advertised through the standard Scottish Government and Civil Service recruitment channels; internally through the Scottish Government's intranet; across other government departments through the civil service website, and externally on the 'Working for Scotland' website. These channels are supplemented by the use of online recruitment portals, which are commonly used by people looking for posts in the technology industries.

The recent exercises to recruit staff for the Central Government Digital Transformation Services used focused recruitment campaigns designed to target specific skills and appropriate candidates. Extensive use was made of social media, including twitter and LinkedIn, and online recruitment portals such as S1jobs.com, scotjobsnet and indeed.co.uk, including a video to raise awareness of the vacancies and the interesting and challenging work on offer.

The approach to future recruitment of digital and ICT resources will be informed by the lessons learned from the current exercise, and we will also consider whether we can find other channels to reach potential recruits such as older workers, as suggested by the Committee. The continuing development of digital skills and talent across the Scottish Government is also progressing and the use of modern apprenticeships and graduate training programmes forms part of this.

Aggregate IT spend

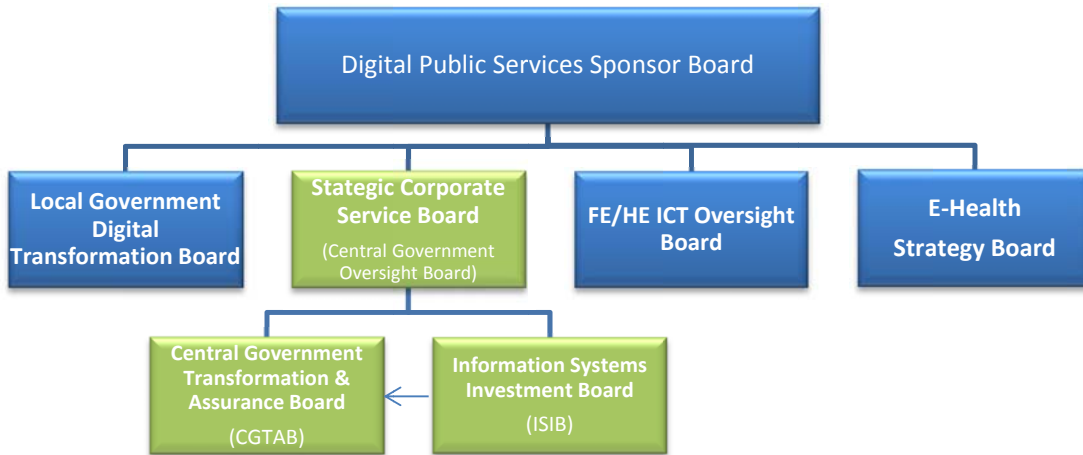
The Committee also asked some questions about the availability of aggregate information on annual IT spend in relation to budgets. We have given further consideration to this issue, and in particular how to secure relevant and useful evidence for the overall trend in spend against budget and delivery against programme.

The current assurance framework gives us an estimate of the overall lifetime value of projects in the pipeline and we collect historic data on IT spend in the public sector, but neither of these provide the comparison discussed. We are therefore now looking at how we can use the end of project reports and post implementation reviews for projects above a certain threshold, to build a picture of performance. We will discuss this with Audit Scotland and report back once we have established an approach.

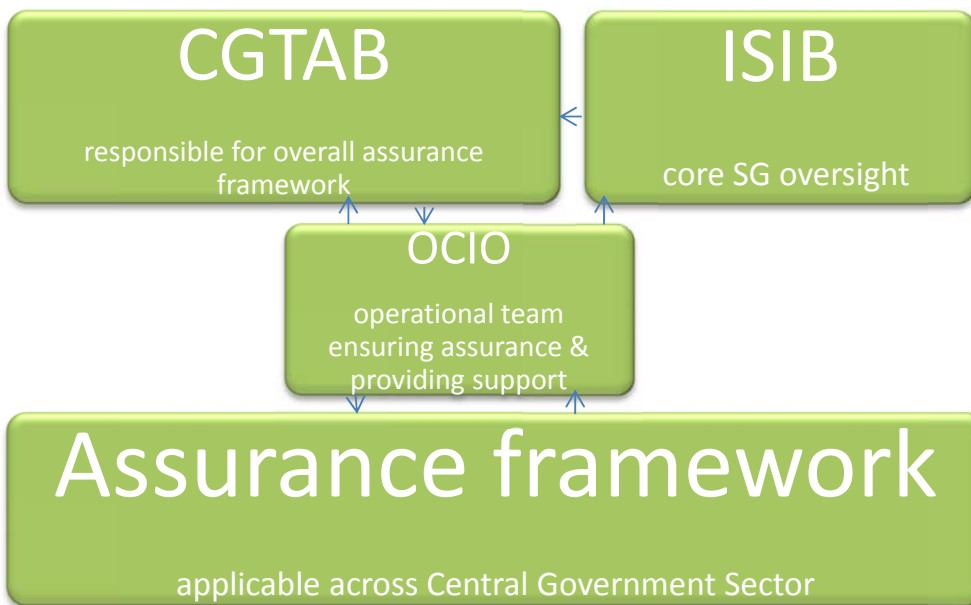
Yours sincerely

Sarah Davidson
Director-General Communities
The Scottish Government

National Governance Map – Including Central Government Oversight Arrangements



Central Government Assurance and Oversight Arrangements



Central Government Sector	
Executive Agencies (8)	Non Ministerial Departments (NMDs) (7)
Accountant in Bankruptcy	Food Standards Scotland
Disclosure Scotland	National Records of Scotland
Education Scotland	Office of the Scottish Charity Regulator
Historic Scotland	Registers of Scotland
Scottish Prison Service	Revenue Scotland
Scottish Public Pensions Agency	Scottish Court Service
Student Awards Agency for Scotland	Scottish Housing Regulator
Transport Scotland	
	Advisory NDPBs (6)
Public Corporations (6)	Judicial Appointments Board for Scotland
Caledonian Maritime Assets Ltd	Local Government Boundary Commission for Scotland
David MacBrayne Ltd	Mobility and Access Committee for Scotland
Glasgow Prestwick Airport	Scottish Advisory Committee on Distinction Awards
Highlands and Islands Airports Ltd	Scottish Law Commission
Scottish Canals	Scottish Local Authorities Remuneration Committee
Scottish Water	
	Tribunals (5)
Executive NDPBs (33)	Additional Support Needs Tribunals for Scotland
Accounts Commission for Scotland	Lands Tribunal for Scotland
Architecture and Design Scotland	Parole Board for Scotland
Bòrd na Gàidhlig	Private Rented Housing Panel/Homeowners Housing Panel
Cairngorms National Park Authority	Scottish Charity Appeals Panel
Care Inspectorate	First-tier Tax Tribunal for Scotland
Children's Hearings Scotland	Upper Tax Tribunal for Scotland
Creative Scotland	
Crofting Commission	
	Parliamentary Commissioners and Ombudsmen (6)
Highlands and Islands Enterprise	Commission for Ethical Standards in Public Life in Scotland
Loch Lomond and the Trossachs National Park Authority	Scotland's Commissioner for Children and Young People
National Galleries of Scotland	Scottish Human Rights Commission
National Library of Scotland	Scottish Information Commissioner
National Museums of Scotland	Scottish Public Services Ombudsman
Police Investigations and Review Commissioner	Standards Commission for Scotland
Quality Meat Scotland	
Risk Management Authority	Other Significant Bodies (22)
Royal Botanic Garden, Edinburgh	Audit Scotland
Royal Commission on the Ancient and Historical Monuments of Scotland	Court of Lord Lyon
Scottish Agricultural Wages Board	Crown Office and Procurator Fiscal Service
Scottish Children's Reporter Administration	Drinking Water Quality Regulator
Scottish Criminal Cases Review Commission	HM Chief Inspector of Constabulary in Scotland
Scottish Enterprise	HM Chief Inspector of Prisons in Scotland
Scottish Environment Protection Agency	HM Chief Inspector of Prosecution in Scotland
Scottish Fundign Council	James Hutton Institute
Scottish Futures Trust	Justices of the Peace Advisory Committee (6 bodies)
Scottish Legal Aid Board	Moredun Research Institute
Scottish Legal Complaints Commission	Office of the Queens Printer for Scotland
Scottish Natural Heritage	Scottish Fire and Rescue Service
Scottish Qualifications Authority	Scottish Government
Scottish Social Services Council	Scottish Police Authority (provides assurance for Police Scotland)
Skills Development Scotland	Scottish Roadworks Commissioner
Sportscotland	Office of the Convener of the Schools Closure Review Panel
VisitScotland	
Water Industry Commission for Scotland	