



The Scottish Parliament  
Pàrlamaid na h-Alba

## PUBLIC AUDIT AND POST-LEGISLATIVE SCRUTINY COMMITTEE

### AGENDA

28th Meeting, 2020 (Session 5)

Thursday 3 December 2020

The Committee will meet at 9.30 am in the Mary Fairfax Somerville Room (CR2).

1. **Declaration of interests:** Gordon MacDonald will be invited to declare any relevant interests.
2. **Decision on taking business in private:** The Committee will decide whether to take agenda items 4 and 5 in private.
3. **Key audit themes - Managing ICT projects:** The Committee will take evidence from—

Sharon Fairweather, Director of Internal Audit and Assurance, Colin Cook, Director Digital, and Nick Ford, Director of Scottish Procurement and Property, Scottish Government.

4. **Key audit themes - Managing ICT projects:** The Committee will consider the evidence heard at agenda item 3 and take further evidence from —

Stephen Boyle, Auditor General for Scotland;

Mark Roberts, Audit Director, Performance Audit and Best Value, Audit Scotland.

5. **Work programme:** The Committee will consider its work programme.

Lucy Scharbert  
Clerk to the Public Audit and Post-legislative Scrutiny Committee  
Room T3.40 The Scottish Parliament Edinburgh  
Tel: 0131 348 5390  
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The papers for this meeting are as follows—

**Agenda Item 3**

Note By The Clerk

PAPLS/S5/20/28/1

PRIVATE PAPER

PAPLS/S5/20/28/2  
(P)

**Agenda Item 5**

PRIVATE PAPER

PAPLS/S5/20/28/3  
(P)

## Public Audit and Post-legislative Scrutiny Committee

28th Meeting 2020, Thursday 3 December 2020

### Key audit themes: Managing ICT projects

#### Introduction

1. At its meeting today, the Public Audit and Post-legislative Scrutiny Committee will take evidence from Scottish Government officials on the management of public sector ICT projects.

#### Background

2. In September 2019, the Committee published a report, [Key audit themes](#), which drew on the audit reports and the evidence it had received since the beginning of the parliamentary session and highlighted the key themes which continued to reoccur in its audit scrutiny—
  - Leadership and workforce challenges
  - Governance and accountability
  - Data collection and planning for outcomes
  - Managing major ICT projects and structural change
3. The session today forms part of the Committee's scrutiny of the fourth key theme.

#### *Managing ICT projects*

4. Since the beginning of the parliamentary session, the Committee has considered a series of reports from the Auditor General concerning failings in public sector IT projects which have significantly impacted on public funds. The reasons for these failings have been multiple, including an underestimate by the public body about the level of skills and experience required to manage a project, miscommunication between the public body and the contractor about what is required and a lack of oversight by the Scottish Government. The reports have also highlighted poor planning and an inability to recruit and train appropriately skilled IT staff as other contributing factors.<sup>1</sup>
5. Examples of reports by the Auditor General which raised concerns about the management of IT projects include the [Police i6 programme](#), the [Scottish Public Pensions Agency's](#) PS Pensions project, the digital transformation programme at the [Scottish Social Services Council](#) and, more recently, [Disclosure Scotland's](#) transformation programme for the administration of disclosure applications.

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<sup>1</sup> <https://sp-bpr-en-prod-cdnep.azureedge.net/published/PAPLS/2019/9/1/Key-audit-themes/PAPLSS052019R5.pdf>

*Major IT project updates*

6. Following its scrutiny of Audit Scotland's report, [Principles for a Digital Future: Lessons learned from public sector IT projects](#) in November 2017, the Committee agreed to request 6 monthly updates from the Scottish Government on the progress of Major IT projects. Links to the Committee's scrutiny of the report can be found [here](#). The most recent update from the Scottish Government is attached in the **Annexe**.

*Focus group session with IT contractors.*

7. The Committee's report on Key audit themes called on the Scottish Government to lead a debate across the public sector to address the key challenges that the Committee had identified. As part of its contribution to this debate, the Committee agreed to hear from key stakeholders on each of the key themes identified in its report.
8. On 12 November, the Committee held a Focus group session with IT contractors. A note of the key issues raised during the session can be found [here](#).

**Clerks to the Committee  
30 November 2020**

Directorate of Internal Audit and Assurance  
Sharon Fairweather, Director



E: [directorofinternalauditandassurance@gov.scot](mailto:directorofinternalauditandassurance@gov.scot)

Anas Sarwar MSP  
Convenor  
Public Audit and Post-Legislative Scrutiny  
Committee  
Scottish Parliament  
Edinburgh  
EH99 1SP

26 November 2020

Dear Mr Sarwar

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

I am writing to provide the latest six month update on the progress of major IT projects.

When I provided my last update on 3 June, I noted that the majority of major IT projects were continuing to progress delivery but, in some cases, to a rescheduled plan to reflect the impact of Covid-19. The position has further stabilised since then and projects are actively engaged with the Digital Assurance Office on their assurance requirements.

Assurance reviews have been conducted remotely since April, usually by videoconference, which is proving effective. The availability of Cabinet Office approved major project reviewers remains good.

Digital First assessor availability is still significantly reduced as the majority of assessors are Scottish Government staff who have been diverted to support the Covid-19 response. An alternative approach has been developed for low risk services whereby service teams provide a self-assessment submission to the Digital Assurance Office for consideration. For higher risk services, this is supplemented by a healthcheck or major project review. Independent assessment teams have been procured for Social Security Programme assessments under the Digital First Service Standard.

There are currently 429 active projects recorded with the Digital Assurance Office, of which 31 are classed as major projects and a further 20 are potential new major projects. These account for 69% of the total costs recorded and are the areas we continue to prioritise for mandatory assurance. A full breakdown of the projects by estimated whole life costs is shown at **Annex A**.

I also attach a report at **Annex B** which provides an overview of the technical assurance activity conducted on each of the major projects. While the detailed outcome of each assurance activity has not been included for the reasons previously outlined to the Committee, I can advise that projects have only progressed to the next stage on successful completion of the mandatory review requirements.

As noted in previous updates, technical assurance may be only one of the independent assurance activities carried out on a particular project or programme.

In addition to the mandatory assurance reviews carried out on major projects, new digital public services require to be assessed for compliance with the Digital First Service Standard. Since the last report, 7 non-major services have been assessed for compliance with the Standard.

I hope this is helpful but I would be very happy to discuss in more detail.

Yours sincerely

A handwritten signature in cursive script, reading "Sharon Fairweather", enclosed in a thin black rectangular border.

**Sharon Fairweather**  
Director for Internal Audit and Assurance

**BREAKDOWN OF PROJECTS – @24 NOVEMBER 2020**Table 1 – Total Number of Projects Recorded in Project Register

<b>Total Number of Active Projects</b>	<b>Total Number of Active Projects with Estimated Whole Life Costs</b>	<b>Total Estimated Whole Life Costs</b>
429*	339*	<b>£1,480,149,552</b>

\* This figure includes potential projects and projects at early scoping stage. The DAO does not monitor the financial expenditure of projects and captures estimated whole life costs as a means of identifying high level projects and gauging the level of assurance which may be warranted. Whole life costs reflect the total cost of creating and maintaining an asset through to its disposal. The nature of the project register means that some estimates will include projected costs that are not related directly to the IT delivery element of the project. It should also be noted that the project register is updated regularly through a process of engagement between the DAO and organisations and therefore the nature of the information held will change over time.

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

<b>Project</b>	<b>Number of Projects</b>	<b>Total Estimated Whole Life Costs £m (rounded)</b>	<b>Percentage of Active Projects with Estimated Whole Life Costs</b>
Major Projects	31	872	59%
Potential Major Projects	20*	149	10%
>=£5m (excluding major and potential major projects)**	16**	304	21%
£1m - <£5m	55	113.6	7.7%
£500k - <£1m	23	16	1%
£100k - <£500k	90	21	1%
<£100k	109	4.6	0.3%

\* There are five Potential Major Projects for which estimated costs are not currently recorded.

\*\*These are projects which are not currently subject to mandatory assurance e.g. because they are on hold or because the solution is delivered and the ongoing costs are for licensing or support.

**PUBLIC AUDIT AND POST LEGISLATIVE SCRUTINY COMMITTEE  
DIGITAL ASSURANCE OFFICE (DAO) - MAJOR IT AND DIGITAL PROJECT REPORT NOVEMBER 2020**

**1. CURRENT MAJOR PROJECTS**

Organisation	Project Name	Project Description	Estimated Whole-life Cost £m	Project Start Date	Project End Date	Current Stage	Technology Assurance Activity To Date	Technology Assurance Activity Planned	Notes
Scottish Government – Agriculture and Rural Economy Directorate	Land Parcel Identification System	To implement a replacement Land Parcel Identification System to support compliance with EC Regulation.	£4	January 2016	December 2020	Delivery	Go-Live Gate (November 2017)  Healthcheck  Go-Live Gate (February 2020)		The first phase of the final product was successfully launched in May. Following a delay in the completion of security tests for the final element (a penetration test was delayed as the contractor was initially unable to complete all requirements remotely due to Covid restrictions) completion of the project is anticipated in December.
Scottish Government – Agriculture and Rural Economy (ARE) Directorate	Provision of a Support and Maintenance services for Rural Payments and Services Systems	To ensure that ARE continues to pay grants and subsidies for land use, food production and environment management while transitioning from EU Common Agricultural Policy to new forms of support.  This aims to place contract(s) to work alongside in-house teams to maintain and develop the existing Rural Payments and Services systems during a Transition Period. While the intention is to reuse or repurpose what is currently in place, it does not include provision for the completely new developments as the nature of those is unknown. Contractual arrangements for that will be determined as new policies emerge.	Potentially £100 million over a 7 year period	November 2018	September 2021	Requirements Definition	Healthcheck	The DAO and project team are in ongoing engagement to plan out assurance requirements. The next review will be a Pre-Procurement Gate.	

Scottish Government – Agriculture and Rural Economy Directorate	Provision of Digital Strategic Partner services	A call-off type arrangement to complement and supplement in-house skills for Digital innovation; to assist in exploiting Digital practices and technologies; and to enable ARE and partners be in the best position possible to deliver current and future services effectively.	Up to £4m over a 4 year period	October 2019	November 2020	Contract Awarded	Pre-Procurement Gate	No further assurance is anticipated for this. The Digital Strategic Partner is now in place. Assurance for any new projects involving the partner will be managed as part of standard business/corporate governance.	
Scottish Government – Constitution and Cabinet Directorate	eCounting 2022	The primary aim of the project is to procure an effective and efficient system for electronically counting votes cast under the STV voting system at the next Local Government elections in Scotland, scheduled for May 2022. The solution that is procured for those national elections will also be suitable for use in by-elections from the point at which the eCounting system is approved, expected to be in Autumn 2021, until the end of the contract.	£8.4	May 2019	May 2022	Delivery	Business Justification Gate Pre-Procurement Gate	The DAO and project team are in ongoing engagement and assurance will be planned in as appropriate.	
Scottish Government – Digital Directorate	Digital Identity Scotland	The Scottish Government's Digital Strategy contains the commitment to work with stakeholders, privacy interests and members of the public to develop a robust, secure and trustworthy mechanism by which an individual member of the public can demonstrate their identity online (to access public sector digital services). 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.	£60	January 2018	December 2028	Delivery	Business Justification Gate Pre Procurement Gate Digital First Assessments Outline Business Case Healthcheck	The DAO is in ongoing engagement with the project team to plan in future assurance requirements. A Pre-Procurement Gate is planned late 2020.	The estimated Whole Life Cost includes anticipated revenue spend by those service providers which will use the service. The full cost model will be developed over time as part of the full business case.

Scottish Government – Digital Directorate	Payments Transformation Project	Development of a standardised way for Scottish Government to make and take payments to and from citizens and businesses.	£11.1* * this does not include Optimism Bias. Inclusive of the Optimism Bias figure for Beta the total would be £13.6	September 2018	September 2022	Delivery – Beta	Business Justification Gate Healthcheck Pre-Procurement Gates Digital First Assessments Full Business Case review	The DAO is in ongoing engagement with the Project Team to build in appropriate assurance as the project evolves. .	The full-life cycle costs are estimated to be £25.6m over a 10 year period based on outline business case findings. There is presently no further funding in place beyond the current financial year.
Scottish Government – Digital Directorate	Digital Shared Services - Future Technologies Programme	Part of the corporate Shared Services transformation piece. Redesigning the SCOTS infrastructure and platform to introduce a range of new technologies and products that deliver 6 pillars: <ul style="list-style-type: none"> <li>• Mobile and flexible digital workspaces that support the day-to-day business of government</li> <li>• Digital tools that promote collaboration and partnership across organisations and sectors</li> <li>• Products and services designed around the integrity and security of government and citizen data</li> <li>• Continuous improvement of shared services products and services</li> <li>• Flexible shared services platforms built with shared investment and scalability</li> <li>• A commercially driven approach to technology shared services that provides quality products at value-for-money price</li> </ul>	£10	March 2020	March 2023	Phase 1 – March to December 2020. This phase has been completely reworked to support and enhance the work of SG during the COVID-19 pandemic and will deliver: <ul style="list-style-type: none"> <li>• Enhanced remote working capability &amp; strengthening for 16000 users</li> <li>• Direct internet video streaming &amp; conferencing.</li> <li>• Sharing of NHS collaboration platform</li> <li>• Microsoft Teams implementation and rollout to 16,000 users.</li> </ul>		The DAO and programme team are in ongoing engagement and will plan in assurance activity as appropriate.	
Scottish Government – Justice Directorate	Digital Evidence Sharing Capability	To develop a capability which will drive better information sharing across the criminal justice system.	£25	January 2016	March 2026	Planning	Digital First assessment Pre-Procurement Gate and follow up Healthcheck	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	The project recommenced in June and has been undergoing a replan with a procurement exercise recently reinitiated.

Scottish Government – Learning Directorate	National Standardised Assessments Reprocurement	The Scottish Government requires to procure a replacement provider for the delivery of Scottish National Standardised Assessment (online literacy and numeracy assessments made available to children in receipt of publicly funded education in Scotland since August 2017), to provide phase two of the assessment service upon cessation of the current contract. The reprocurement also covers the provision of an equivalent assessment system (via a single platform) for the Gaelic Medium Education sector. Gaelic national standardised assessments have been available since December 2018. There is an expectation that transition to a new provider would take up to 12 months.	£17	January 2020	July 2026	Procurement	Combined Business Justification and Pre-Procurement Gate  Assurance of Action Plan	The DAO and project team are in ongoing engagement and assurance will be planned in as appropriate.	
Scottish Government – Education, Local Government and Communities Directorate	Digital Planning Transformation Programme	Following on from the 'empowering planning' independent review, a ministerial led task force has been established to guide the digital transformation of planning. The digital strategy for planning was published in November 2020, setting out the framework of 5 year goals and priority actions for delivery, with programme set up taking place Quarter 4 2020/21.	£35	March 2021	March 2025	Initiation	None	The DAO is in ongoing engagement with the Programme to scope out future assurance requirements.	
Scottish Government – Social Security Directorate	Social Security Programme (IT elements)	To enable Scottish Government control and administration of devolved welfare benefits.	£212	January 2017	tbc	Delivery	Pre-Procurement Gates for major investments  Digital First assessments of services  Delivery and Go-Live Gates for major releases  Healthcheck	The DAO and the Social Security Programme are in ongoing engagement and assurance will continue to be planned throughout the lifetime of the Social Security Programme. The next Delivery Gate is scheduled for January 2021.	

Scottish Government	Shared Services Programme	Begin a journey towards a full shared service approach to delivery of corporate services. First phase is in design phase with an outline business case due late 2020. It will include addressing corporate system risks through investment in HR and Finance systems which are out of support in 2021. It will be linked in with work to refresh the Scottish Government's vision and target operating model.		June 2020		Initiation			
Children's Hearings Scotland/ Scottish Children's Reporter Agency	Joint Digital Delivery Programme (Phase One Replacement of Core Operational Systems and creation of a modern and agile core platform to support future business needs)	<p>The purpose of the digital transformation programme is to improve the life chances of Scotland's most vulnerable children and young people. It is intended to address three key business needs:</p> <ol style="list-style-type: none"> <li>1. A reduction in the time taken to process cases in the system,</li> <li>2. An improvement in access to information and the quality of that information to improve decision making</li> <li>3. To create opportunities to research and longer term increase the effectiveness of participation of children and young people in the system.</li> </ol> <p>The programme will focus on technology based, user centric service design and delivery. It will develop and expand on the work outlined in the Children's Hearings System digital strategy and GIRFEC which was underpinned by user research.</p> <p>The initial programme investment is designed to replace existing aging and inflexible core systems, creating a more agile core system environment that will support achieving the longer term digital strategy for the two organisations.</p>	£9.89	April 2017	March 2021	Transition to business as usual.	Healthcheck Digital First Assessments Delivery Gate Go-Live Gate		The change in end date reflects continuous improvement work to enhance the delivered Minimum Viable Product.

Education Scotland	Digital Transformation Programme - Corporate Systems and Web Estate	A programme of work looking to create a more efficient set of corporate systems and processes in line with Education Scotland's enhanced remit, corporate plan and digital strategy.	£5.6	February 2020	April 2022	Planning	Business Justification Gate Pre-Procurement Gate Digital First Self-Assessments	The DAO and programme will continue to engage as the programme progresses to plan in assurance as appropriate. The next assurance activity will be a Pre-Procurement Gate in December.	
Highlands and Islands Airports Ltd (HIAL)	Air Traffic Management Strategy 2030 Programme	The Air Traffic Management Strategy 2030 Programme seeks to provide a sustainable air traffic service for the HIAL group. This includes Centralised Surveillance, Airspace Change and a Remote Tower Solution. The Programme envisages a full turnkey solution from the market for the Remote Tower solution that involves the design, development, testing, transition and maintenance of all necessary ATS Technical infrastructure. The building modernisation of the central surveillance centre to be located in Inverness will be delivered under a separate contract, as will the delivery of centralised surveillance. The end result will be the provision of approach surveillance service (sensors, processing and a centralised suite of approach positions) and Remote or "digital" aerodrome service at 5 Airports.	£45	February 2018	April 2027	Planning	None	The DAO and programme will engage as the programme progresses to plan in assurance as appropriate. A Healthcheck is currently under planning.	The estimated whole life costs reflect the full Programme costs. The broad estimation is that the IT element of the programme will be in the region of £10 million.

National Records of Scotland	Census 2022	The programme of work, including IT to support Scotland's Census 2022, which will be primarily online.	£117  (Reflects position at 2020/21 budget setting)	October 2015	December 2024	Delivery	Six Pre-Procurement Gates  Digital First Checkpoint and Assessments  Rehearsal Go-Live Gate	The DAO, Census Programme Team and other corporate assurance providers are in ongoing engagement and future assurance activity is under planning. A Delivery Gate is scheduled for late November/early December.	<p>The estimated whole life costs reflect the whole costs for the Programme not just the IT costs.</p> <p>Due to the impact of Covid-19, Scottish Ministers decided to move Scotland's Census to 2022 to enable the highest possible response rate from people across Scotland; enabling government, local authorities and key services to plan for every element of public life, from building homes to NHS support.</p> <p>A period of programme replanning has been underway as a consequence of this decision. This includes a revised baselined plan, supplier repricing and financial impact assessment which will be completed by early December 2020, with the business case revised and aligned into January 2021.</p> <p>The Census Programme Board will consider approval of a costed re-baselined plan for Census 2022 at their meeting in December, after which the delivery confidence status can be assessed against the revised plan and milestones. Programme continues with current delivery plans as far as possible, whilst re-planning. Revised Programme Budget and profile will require Ministerial agreement following Census Programme Board approval of rebaselined plan in December.</p>
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National Records of Scotland	Digital Preservation Programme (DPP)	The programme was set up to produce stepwise improvements to NRS Digital Archiving capability.	£1.1	March 2016	December 2019	Under Closure	None	<p>Following discussion with the DAO, formal DPP closure documentation including confirmation of the final costs spent and the Programme end date will be provided to DAO, following formal closure report approval in NRS governance.</p> <p>DAO and NRS will engage over assurance requirements as part of the planning process for any new programme which is initiated.</p>	<p>A combination of the initial phase of DPP and wider improvements in NRS' IT infrastructure have delivered a digital repository which can accept and preserve digital material and which will be scaleable over time.</p> <p>DPP has also delivered a web archiving service, including a web continuity capability for participating organisations.</p> <p>Webcrawling has been extended, and crawling of specific Twitter accounts introduced, to ensure that information provided to the public by Scottish Public Authorities at the forefront of Scotland's response to Covid-19 are preserved.</p> <p>Workshops are underway to review and further develop a wider strategic Digital Archiving approach across National Records of Scotland (NRS). NRS is looking to develop a fully integrated approach to selection, sensitivity review, transfer, preservation, identification and access. This requires a different approach to the original DPP stepwise improvement model. Following discussion with DAO, the DPP will therefore be formally closed to reflect the last activity on the programme in December 2019, and a total final spend of £1.1m.</p>
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Police Scotland	Core Operational Solutions	<p>Increase public safety by replacing aging legacy 'silo' information management systems, with a single national platform capable of meeting present day operational requirements and public expectations of a national police service.</p> <p>Required to address strategic risks regarding access to key operational data, data quality and organisational capacity. Critically required for legislative compliance with GDPR.</p> <p>Deliver significant operational, time and costs savings benefits through streamlining, removal of waste, reduction in failure demand, automation of processes and by providing officers with access to the right information at the right time.</p> <p>COS is fundamental to realisation of the 2026 Strategy. Delivery of COS is a key component of the Digital, Data and ICT Strategy.</p>	£36.8	July 2017	December 2021	Delivery	Delivery Gate	The DAO and programme team are in ongoing engagement about assurance requirements which will be planned in as appropriate as and when the project restarts.	
Police Scotland	Mobile Working	<p>The Digitally Enabled Policing Programme and its component projects, including the Mobile Working Project, have been established to support improvements in operational service delivery by enhancing officer productivity, maximise visibility and the time officers spend in their communities. Supporting the Policing 2026 Strategy objective of 'investing in our use of information and technology', it will enable a cultural shift, predicated on the creation of a technically enabled workforce. It is the foundation for improvements to operational service delivery and is an enabler of future change, including those envisaged within the Digital</p>	£39.2	January 2018	January 2021	Delivery	Healthcheck		

		Data and ICT (DDICT) Strategy.							
Police Scotland	National Network	Under phase one of the National Network project, Police Scotland invested in 11 high capacity data circuits in 2016/17 (known as the 'C3 high speed backbone'). The data circuits were installed into key locations to provide maximum bandwidth, speed and resiliency to Contact Command and Control (C3). The high speed backbone will sit within the national network once delivered. Phase two of the National Network project seeks to deliver a consolidated, appropriately scaled, Home Office approved national wide area network (WAN) provisioned by a single telecommunications supplier. The current IT infrastructure is outdated, complex and presents daily challenges and obstacles for ICT and the operation - it is not fit to support key objectives of the 2026 strategy or the ICT roadmap.	£4.4	June 2013	November 2020	Delivery	Delivery Gate		
Police Scotland	National Integrated Command and Control System	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	£7.9	November 2018	March 2022	Delivery	Delivery Gate	The DAO and programme team are in ongoing engagement about assurance requirements which will be planned in as appropriate.	

		business continuity (moving staff across ACR sites) and reduce training overheads (single training course).							
Police Scotland	Unified Communications and Contact Platform (UCCP)	In support of the 2026 vision and Digital Strategy, the business needs across Police Scotland have developed to require additional functionality from our contact platforms, including integrated digital communication channels, presence and availability information. There is a need to replace the contact platforms throughout Police Scotland with modern, unified communications and contact solutions that better meet the changing needs of the business whilst rationalising the range of technologies to standardise technical and supplier support and maintenance requirements and finances - UCCP aims to carry this out.	£10.2	December 2019	January 2026	Delivery	Pre-Procurement Gate	The DAO and programme team are in ongoing engagement about assurance requirements which will be planned in as appropriate. – a follow up to the Pre – procurement Gate is planned for January 2021	
Scottish Courts and Tribunals Service	Digital Case System – Social Security Appeals	Benefit appeals to the First Tier Tribunal will increase tenfold when the replacement for Personal Independence Payment is introduced. This project will develop a user-focused, digital appeal system to manage the increased business, which will interact effectively with Social Security Scotland's own case management.	£5.5	February 2020	March 2023	Delivery	Pre-Procurement Gate	The DAO and Project Team are in ongoing engagement to discuss assurance requirements.	
Scottish Fire and Rescue Service	Replacement Command and Control System	Rationalisation of control rooms and implementation of single system.	£12.4	June 2014	September 2021	Delivery	Delivery Gate	The DAO is in ongoing engagement with the project to plan in future assurance requirements.	The rationalisation of control rooms element of this has been complete for some time.
Scottish Prison Service	Case Management Platform AGILE development programme	Replacement of existing Prisoner Records 2 case management system.	£20	April 2021	March 2026	Initiation		The DAO and Project Team are in ongoing engagement to discuss assurance arrangements with a Business Justification Gate under planning.	

Scottish Public Pensions Agency	Altair Programme (called Service Extension Project on May 2018 report)	Preparation of variation(s) to existing contract(s) to protect service continuity and progress improvements to services.	£10.5	June 2018	March 2024	Under Closure	Business Justification Gate Digital First assessments Healthcheck and assurance of action plan		The improvement work is largely complete with remaining expenditure is mainly for support and maintenance.
Scottish Public Pensions Agency	Pension Administration System (Replacement)	Business Case Development, Procurement and implementation of a replacement pension administration system.	£10	January 2020	March 2026	Planning	An early healthcheck was conducted alongside the Altair healthcheck above. Healthcheck November 2020	The DAO and SPPA are in ongoing engagement and future assurance activity will be planned in as the project progresses.	
Scottish Qualifications Authority	Enabling Functions Programme	The Enabling Functions Programme aims to address the inherent risk and constraints in the organisation's legacy systems by delivering modern enabling technology and application platforms. This will enable the organisation to continue to deliver its core remit now and in the future and lay the foundation for any future change.	£10.7	April 2018	October 2020	Under Closure	Business Justification Gate Delivery Gate		
Scottish Social Services Council	IT Systems and Infrastructure Procurement	Procurement of maintenance and support contracts for existing core digital system including CRM, CMS and Hosting services.	£2.2	November 2019	May 2021	Delivery	Pre-Procurement Gate	The DAO and Project Team are in ongoing engagement over assurance requirements.	
Transport Scotland	Ar Turas (Previously called Booking and Reservations Ticketing Solution BaRTS)	A booking system for CalMac Ferries Ltd to replace and enhance their current system to improve efficiency around the management of bookings and adding an ITSO capacity for passenger bookings.	£18	August 2016	October 2021	Planning	Digital First Discovery Assessment Pre-Procurement Gate 2018 Healthchecks Pre-Procurement Gate 2019 Pre-Procurement Desk Based Review 2020	The DAO and Programme Team are in ongoing engagement and future assurance activity will be scheduled as appropriate.	

Transport Scotland	Fareshare TABO 2 (Transport Back Office Application)	Replacement and enhancement of the current Transport Application Back Office system that calculates payments to transport operators for the National Concessionary Schemes. Enhancements include improvement to operator data and the integration of the Bus Services Operators Grant.	£3 over 4 year life of contract.  £4.6 over 8 years with extensions.	February 2016	March 2021  (tbc for full system sign off – i.e. end of Phase 2)	Delivery	Delivery Gate  Go-Live Gate	The DAO and project team are engaging to plan out the assurance requirements for Phase 2.	Phase 1 was delivered February 2019. Phase 2 will have the BSOG payment facility. User research during the Discovery phase found that there was no customer requirement for an external facing Bus Operator Portal. Phase 3 is still to be agreed as this is over and above what was contractually required. There is a potential that this phase will incorporate Fareshare being able to record bus operator fleet information with regard to Low Emissions Zone reporting. There are no plans for this at the moment as there is work ongoing with Fareshare TABO2 to support the Covid support grants that are going out to operators.
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## 2. UPDATE TO MAY 2020 REPORT

Scottish Courts and Tribunals Service	Integrated Case Management System (ICMS)	To facilitate a modern digitally enabled civil justice system, with the case management system providing a reusable civil courts application on a scalable platform for future expansion to Office of the Public Guardian in Scotland and Tribunals.	£14.2	March 2015	September 2019	Closed	Phase 1 and Phase 2 Go-Live Gates		The Major IT Project update of May 2020 notified that this project was closed. The final costs of the project have since been confirmed as £14.2m compared with £12.8m notified in the May report.
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