Directorate of Internal Audit and Assurance
Sharon Fairweather, Director

$\alpha\beta\chi\delta$

E: directorofinternalauditandassurance@gov.scot

Richard Leonard MSP
Convener
Public Audit Committee
Scottish Parliament
Edinburgh
EH99 1SP

19 July 2022

Dear Mr Leonard

MAJOR IT PROJECTS – PROGRESS REPORT

I am writing to provide my latest update on major IT projects.

There are currently 527 active projects recorded, of which 34 are classed as major projects and a further 18 are potential new major projects. These account for 74% of the total costs recorded and you can find a full breakdown of all projects by estimated whole life costs at Annex A.

The volume of projects registered with the Digital Assurance Office has steadily increased since we introduced the Technology Assurance Framework in 2017 with the number of major projects increasing by almost 50% over the last 3 years. We continue to prioritise mandatory assurance for the major projects alongside those new digital services which do not meet the definition of a major project but still require to be assessed for compliance with the Digital Scotland Service Standard.

I have included an overview of 2021-22 assurance review outcomes at Annex B. The volume of reviews has also increased with 2021-22 reflecting an increase of 20% from 2020-21.

Annex C provides an overview of the technical assurance activity conducted on each of the major projects. 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.

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

Yours sincerely

Sharon Fairweather
Director for Internal Audit and Assurance

BREAKDOWN OF PROJECTS – @ 14 JULY 2022

Table 1 – Total Number of Projects Recorded in Project Register

Total Number of Active Projects	Total Number of Active Projects with Estimated Whole Life Costs	Total Estimated Whole Life Costs
527*	447*	£1,540,243,146**

* 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.
**This figure excludes the estimated whole life costs for the Education Scotland Enhancements to Glow project for commercially sensitive reasons.

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

Project	Number of Projects	Total Estimated Whole Life Costs £m (rounded)	Percentage of Active Projects with Estimated Whole Life Costs
Major Projects	34	932*	60.53%
Potential Major Projects	18	212**	13.75%
>=£5m (excluding major and potential major projects)***	12	203	13.21%
£1m - <£5m	63	135	8.76%
£500k - <£1m	34	22	1.42%
£100k - <£500k	133	30	1.96%
<£100k	154	5.7	0.37%

* This figures excludes the estimated whole life costs for Education Scotland's Enhancements to Glow project for commercially sensitive reasons.

** 4 of the potential major projects do not have estimated whole life costs 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.

ASSURANCE REVIEW OUTCOMES 2021-22

Major Project Reviews - Outcome	49
Proceed to next stage.	22
Proceed to next stage with conditions.	16
Do not Proceed until remedial action taken.	6
Close the project.	0
Continue in current stage.	0
Continue in current stage with conditions.	0
Not applicable.*	5

Digital Standard Assessments - Outcome	34
Proceed to next stage.	17
Proceed to next stage with conditions.	13
Do not Proceed until remedial action taken.	1
Close the project.	0
Continue in current stage.	0
Continue in current stage with conditions.	0
Not applicable.*	3

* These are health checks or mid-phase Digital Standard Checkpoints for which a stop/go decision was not relevant.

PUBLIC AUDIT COMMITTEE
DIGITAL ASSURANCE OFFICE (DAO) - MAJOR IT AND DIGITAL PROJECT REPORT JULY 2022

1.   **CURRENT MAJOR PROJECTS**

Organisation	Project Name	Project Description	Estimated Whole-life Cost £m	Project Start Date	Project End Date	Current Stage	Technology Assurance Activity To Date	Technology Assurance Activity Planned	Notes
Scottish Government – Children and Families Directorate	Case Management System for Statutory Redress Scheme	Procurement of a delivery partner to configure the Case Management System software to allow applications to Redress Scotland to be stored, processed and managed.	£4.5	December 2020	June 2023	Delivery	Digital First Self-Assessments

Pre-Procurement Gate

Delivery Gate

Go-Live Gate for Release 1 | The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate. | The system was launched in December 2021 with future releases expected to be incremental improvements. |
| Scottish Government – Constitution and Cabinet Directorate | eCounting 2022 | The primary aim of the project was to procure an effective and efficient system for electronically counting votes cast under the STV voting system at the Local Government elections in Scotland, that took place on 5 May 2022. The solution will also be suitable for use in by-elections until the end of the contract. | £8.4 | May 2019 | September 2022 | Solution has now been used for its primary purpose (i.e. the national Local Government elections held in May 2022) but still Live for by-election purposes. | Business Justification Gate

Pre-Procurement Gate

Delivery Gate

Go-Live Gate | No further assurance is anticipated. | The solution successfully supported electronic counting of the votes cast under the STV voting system at the Local Government elections in May 2022. |
| Scottish Government – Corporate Transformation Directorate | Shared Services Programme | To initially implement a new shared service capability for the delivery and management of corporate systems and services to the Scottish Government and existing shared service customers covering HR and Finance. This phase will provide the organisational and technology foundation to allow for the expansion of services and enablement for additional public sector bodies to take shared | £20 | June 2020 | September 2023 | Design | Digital First Assessment

Pre-Procurement Gates | The DAO and programme are in ongoing engagement and will plan in assurance activity as appropriate. | |

		services in future phases. It will be linked in with work to refresh the Scottish Government's post SG 2020 vision and target operating model.							
Scottish Government – Digital Directorate	Cloud First Programme	The purpose of the programme is to ensure that public sector organisations realise the benefits of cloud hosting. To do this the programme is developing a range of prototype service offerings to support organisations to plan, move and manage their workloads in the cloud. The focus of the programme is to accelerate the adoption of modern cloud technology by providing a cloud platform for the Scottish public sector so that public services are secure, sustainable and cost-effective.	£12.9	January 2020	March 2024	Delivery	Health check	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	
Scottish Government – Digital Directorate	Digital Identity Service (previously called Digital Identity Scotland)	The Scottish Government's Digital Strategy contains the commitment to work with stakeholders, privacy interest groups and members of the public to develop a robust, secure and trustworthy mechanism by which an individual member of the public can prove their identity and/or entitlement to a public sector service or a benefit online. The aim of this programme is to deliver the commitment to develop a common public sector approach to online identity assurance, as part of digital public services.	£45 (Based on current estimates to end 2028).	January 2018	December 2028	Delivery	Business Justification Gate Pre-Procurement Gate Digital First Assessments Outline Business Case Health check Pre-Procurement Gate Health check	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	The estimated Whole Life Cost is currently indicative. Further work is required to assess whether or not contributions will be expected by those service customers which will use the service and if so, how much that anticipated revenue will be. The full cost model will be developed over time as part of the full business case.

Scottish Government – Digital Directorate	Payments Transformation Project	Development of a standardised way for Scottish Government to make and take payments to and from citizens and businesses.	£11.1* * this does not include Optimism Bias. Inclusive of the Optimism Bias figure for Beta the total would be £13.6	September 2018	October 2022	Delivery	Business Justification Gate Health check Pre-Procurement Gates Digital First Assessments Full Business Case review Delivery Gate Digital Standard Assessment for launch of service to first partner.	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	The full-life cycle costs are estimated to be £25.6m over a 10 year period based on full business case findings. Budget is in place for the current financial year.
Scottish Government – Justice Directorate/ Police Scotland	Digital Evidence Sharing Capability	This Project will aim to deliver a service to collect and share digital evidence at every stage of a criminal case and prosecution across the justice sector. It is a collaborative project, being developed by and for Criminal Justice Sector (CJS) partners, supported by the Scottish Government.	£25	January 2016	March 2026	Delivery	Digital First assessment Pre-Procurement Gate and follow up Health check	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	The procurement phase has been completed and the project is moving into the Delivery phase. Senior Responsible Owner responsibilities are currently shared between the Scottish Government and Police Scotland.
Scottish Government – Learning Directorate	National Standardised Assessments for Scotland	A replacement provider has been procured for the delivery of National Standardised Assessment (online literacy and numeracy assessments made available to children in receipt of publicly funded education in Scotland since August 2017 in English and December 2018 in Gaelic medium), to provide phase two of the assessment service upon cessation of the current contracts. Rather than separate contracts for the English and Gaelic	£17	January 2020	July 2026	Delivery	Combined Business Justification and Pre-Procurement Gate Assurance of Action Plan Digital Scotland Service Standard Assessment Delivery Gate Go-Live Gate for Gaelic Medium Health check	The DAO and project team are in ongoing engagement and assurance will be planned in as appropriate.	The contract to the new provider has been let on the basis of a 3.25 year core duration with the option to extend by two separate years. Whole life costs are estimated inclusive of maximum extension potential. The Gaelic medium was launched on 23 May and work continues towards launch of the English medium for the 2022-23 school year.

		assessments, a single replacement service provider has been appointed to run both assessment systems through a single assessment platform.							
Scottish Government – Local Government and Communities Directorate	Digital Planning Transformation Programme	Following on from the 'empowering planning' independent review, a ministerial led task force has been established to guide the digital transformation of planning. The digital strategy for planning was published in November 2020, setting out the framework of 5 year goals. The programme launched on 24 March 2021.	£35	March 2021	March 2026	Delivery	None	The DAO is in ongoing engagement with the Programme to scope out future assurance requirements with a Digital Scotland Service Standard assessment planned for the payments capability in August.	
Scottish Government – Social Security Directorate	Social Security Programme (IT elements)	To enable Scottish Government control and administration of devolved welfare benefits.	£251	January 2017	tbc	Delivery	Pre-Procurement Gates for major investments

Digital First assessments of services

Delivery and Go-Live Gates for major releases

Health checks | The DAO and the Social Security Programme are in ongoing engagement and assurance will continue to be planned throughout the lifetime of the Social Security Programme. | Assurance activities for Low Income Benefits and the first Disability Benefit (Child Disability Payment) are now complete. The focus is now on the assurance requirements for the national launch of the Adult Disability Payment.

The previous estimate of Programme IT Implementation investment of £212 million was taken from the Programme Business Case (PBC) published in February 2020. The updated estimate of £251 million reflects interim updates as a result of the re-planning of the programme during the pandemic. Further updates are in train and the most up-to-date figures will be visible in the refreshed PBC that is due to be published later in the year. |

Care Inspectorate	Care Inspectorate Digital Transformation Programme - Stage 2	The driver for this project was the retirement of two legacy systems - This was one project however has now been agreed as two stages. Stage 2 is the Digital transformation and delivery of: Risk and intelligence Inspection Application Enforcement application Programme will be considered completed when all applications are "live". Expected completion for this is 2023.	£10.5	June 2021	March 2025	Early Scoping	Business Justification	The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate.	The Full Business Case has been developed and submitted to the Scottish Government. Funding approval is still to be secured.
Disclosure Scotland	Digital (Previously Platform Re-engineering)	Changes to digital infrastructure, case management system and customer facing interfaces. (Includes Platform Re-engineering, Search and Update, Interested Parties, Vetting and Ongoing Monitoring and some other smaller projects)	£12.2	June 2021	March 2024	Planning & Delivery		The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	The scope of this project has been revised with a consequential replan of activities.
Disclosure Scotland	Disclosure Act Enablers (Previously Delivery of the Technology to Support the Disclosure Act)	Digital Work directly related to the delivery of the act. (Referrals', Time Limited Membership, Review Applications, Product Names and Accredited Bodies)	£2.5	October 2022	March 2024	Planning & Delivery			The scope of this project has been revised with a consequential replan of activities. The DAO will be engaging with Disclosure Scotland to determine whether this should continue to be considered as a major project.
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	August 2022	Delivery	Business Justification Gate Pre-Procurement Gates Digital First Self-Assessments Health check	The DAO and programme will continue to engage to plan and implement assurance activities as appropriate. These are primarily in the form of Digital Standard	

								Delivery Gate Go-Live Gate Assurance of Action Plan	assessments on an individual workstream basis rather than for the programme as a whole.	
Education Scotland	Enhancements to Glow	To deliver improvements to Glow, to meet the needs for users to support their use of Glow in learning and teaching in alignment with the Programme for Government commitment around devices and infrastructure.	TBC	September 2022	September 2025	Early Scoping			The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	The estimated whole life costs have been notified to the DAO but have not been included here for reasons of commercial sensitivity.
Forestry and Land Scotland	Financial Systems and Management Information	The purpose of the project is to help FLS become financially sustainable and more business minded by putting in place new systems and updated processes that will modernise the way we manage finance, procurement and business planning. It will replace legacy finance systems with a modern, fit-for-purpose Enterprise Resource Planning system. It will adopt best-practice processes and it will also revise and redesign the Chart of Accounts. Further phases may expand the scope to include timber and venison sales.	£8.3	March 2020	December 2024	Requirements definition	Business Justification Gate Digital Standard Assessment Health check Pre-Procurement Gate		The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	
Highlands and Islands Airports Ltd (HIAL)	Air Traffic Management Strategy Programme	The Air Traffic Management Strategy Programme seeks to provide a sustainable air traffic service for the HIAL group. This includes Centralised Surveillance, Airspace Reclassification and a	£45	February 2018	April 2027	On Hold	Health check Assurance of Action Plan		The DAO and programme will engage as the programme progresses to plan in assurance as appropriate. The next assurance point is envisaged once a decision is	The estimated whole life costs reflect the full Programme costs. The broad estimation is that the IT element of the programme will be in excess of £10 million. HIAL announced on 25 October 2021 that a framework for discussion

		Remote Tower Solution. The Programme envisages a full turnkey solution from the market for the Remote Tower solution that involves the design, development, testing, transition and maintenance of all necessary ATS Technical infrastructure. An existing building in Inverness has been procured and will be modernised and re-purposed to serve as the Combined Surveillance Centre (CSC). The design and build will be delivered under separate contracts, as will the provision of centralised surveillance. 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.						taken on future delivery options.	has been agreed with Prospect to establish a new way forward for the implementation of the Programme. Programme activities are largely paused while delivery options are appraised.
National Records of Scotland	Scotland's Census 2022	The programme of work, including IT to support Scotland's Census 2022, which will be primarily online.	£144.6	October 2015	December 2025	Delivery	Six Pre-Procurement Gates Digital First Checkpoint and Assessments Rehearsal Go-Live Gate Two Delivery Gates Assurance of Action Plan Initial Go-Live Gate	The DAO, Census Programme Team and other corporate assurance providers are in ongoing engagement.	The estimated whole life costs reflect the whole costs for the Programme not just the IT costs. These have been adjusted to reflect the additional costs of extending the census collection in May 2022 to address lower response rates.

							Final Go-Live Gate		
Police Scotland	Core Operational Solutions (COS)	Increase public safety by replacing aging legacy 'silo' information management systems, with a single national platform capable of meeting present day operational requirements and public expectations of a national police service. Required to address strategic risks regarding access to key operational data, data quality and organisational capacity. Critically required for legislative compliance with GDPR. Deliver significant operational, time and costs savings benefits through streamlining, removal of waste, reduction in failure demand, automation of processes and by providing officers with access to the right information at the right time. COS is fundamental to realisation of the 2026 Strategy. Delivery of COS is a key component of the Digital, Data and ICT Strategy.	£36.8	July 2017	December 2022	Delivery	Delivery Gate

Go-Live Gate (Phase 2) | The DAO and programme team are in ongoing engagement about assurance requirements which will be planned in as appropriate. | The roll out of COS modules is continuing. |
| Police Scotland | Mobile Working | The Digitally Enabled Policing Programme and its component projects, including the Mobile Working Project, have been established to support improvements in operational service delivery by enhancing officer productivity, maximise visibility and the time officers spend | £39.2 | January 2018 | March 2022 | Under Closure | Phase 1 Health check

Phase 2 Delivery Gate | Due to the stage of the Project, the DAO and programme team have agreed that external assurance is now complete. | Mobile Working Phase 1 End Project Report in draft format, progressing to formal closure.

Mobile Working Phase 2 Rollout is complete however closure timeline has been extended to allow successful transition to lifetime management capability. |

		in their communities. Supporting the Policing 2026 Strategy objective of 'investing in our use of information and technology', it will enable a cultural shift, predicated on the creation of a technically enabled workforce. It is the foundation for improvements to operational service delivery and is an enabler of future change, including those envisaged within the Digital Data and ICT (DDICT) Strategy.							
Police Scotland	National Integrated Command and Control System (NICCS)	The National ICCS system will facilitate the control of Police Scotland's operational communications via Airwave radio terminals and C3 telephony systems, utilising voice and data protocols. In addition, it shall enable the mandatory introduction of the Emergency Services Network (ESN) being implemented by the Home Office as a full replacement for Airwave TETRA radio communications. A single ICCS platform for Police Scotland, compatible with ESN framework and devices, will enhance the cross-site working, improve business continuity (moving staff across ACR sites) and reduce training overheads (single training course).	£7.9	November 2018	September 2022	Delivery	Delivery Gate Go-Live Gate	The DAO and programme team are in ongoing engagement about assurance requirements which will be planned in as appropriate.	Police Scotland advise that, due to ongoing User Acceptance Testing activity, a revised implementation plan has been created and is under review. This will be shared with the DAO once agreed.

Police Scotland	Unified Communications and Contact Platform (UCCP)	In support of the 2026 vision and Digital Strategy, the business needs across Police Scotland have developed to require additional functionality from our contact platforms, including integrated digital communication channels, presence and availability information. There is a need to replace the contact platforms throughout Police Scotland with modern, unified communications and contact solutions that better meet the changing needs of the business whilst rationalising the range of technologies to standardise technical and supplier support and maintenance requirements and finances - UCCP aims to carry this out.	£10.2	December 2019	September 2023	Planning	Pre-Procurement Gates Delivery Gate	The DAO and programme team are in ongoing engagement about assurance requirements which will be planned in as appropriate.	This Project is a dependent of other Police Scotland Project deliverables. The project plan is for delivery to be in a phased manner with the contact platform first followed by a national rollout of the Unified Communications Technology to take place area by area.
Registers of Scotland	Moveable Transactions	The key project deliverable is the development of two new public Registers required in support of the Moveable Transactions (Scotland) Bill where details of assignations and corporeal (and some incorporeal) moveable property which had been used as security to raise finance are registered and publicly searchable.	£8.4	July 2021	June 2024	Planning	Business Justification Gate Digital Standard Discovery Assessment	The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate.	Costs revised following Discovery phase. Funding approved based on revised costings. Bill introduced on 25 May 2022. End date is indicative at this stage as the parliamentary timetable for the Bill and associated secondary legislation is not yet confirmed.
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	£6.7 (includes run costs to 25/26)	February 2020	March 2023	Delivery	Pre-Procurement Gate Delivery Gate Digital Standard Assessment	The DAO and Project Team are in ongoing engagement and will plan in assurance as appropriate. A Go-	The first phase was implemented in December 2021 and SCTS advise that it is working well. The second phase is

		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.						Live Gate is scheduled for August.	scheduled to go live in August.
Scottish Environment Protection Agency	Future Flood Incident Messaging Service, Flood Forecasting and Warning (Full Solution)	Flood Warning Services	£4.1	January 2021	January 2024	Planning	Joint Business Justification and Pre-Procurement Gate		Following completion of the procurement exercise, the project costs have been refined downwards and the risk profile has been revised. The DAO and project are considering whether this should continue to be classified as a major project.
Scottish Fire and Rescue Service	People, Payroll and Finance Requirements / Approach	Review of current People, Payroll and Finance provision	£15	April 2021	October 2026	Initiation	Business Justification Gate	The DAO and project team are in ongoing engagement and will plan in assurance activity as appropriate.	
Scottish Fire and Rescue Service	Replacement Command and Control System	Rationalisation of control rooms and implementation of single system.	£12.4	June 2014	March 2023	Delivery	Delivery Gate Health checks Assurance of Action Plan	The DAO is in ongoing engagement with the project and future assurance reviews will be scheduled as appropriate.	The rationalisation of control rooms element is complete. Implementation of the single Command and Control Mobilising system has faced some delivery challenges however a robust remedial process is in place.
Scottish Prison Service	Case Management Platform AGILE development programme	Replacement of existing Prisoner Records 2 case management system.	£20	April 2021	March 2026	On Hold	Business Justification Gate	The DAO and Project Team are in ongoing engagement to discuss assurance arrangements with the next review due to be an Assurance of Action Plan.	Scottish Prison Service (SPS) is currently reviewing its Data Strategy to assess its current data management environment with a view to providing better access to existing datasets, including consideration of creating a data warehouse. This work is essential before SPS proceeds with any new case management development.

Scottish Public Pensions Agency	Pension Administration System (Replacement)	Business case development, procurement and implementation of a replacement pension administration system, together with organisational transformation.	£29.1	January 2020	March 2026	Ministerial approval for Business Case given in November 2021. Target contract award rescheduled to October 2022 (from August 2022) to allow for Agency stabilisation and efficiency plans to be further developed.	An early health check was conducted alongside the Altair health check. Health check Hybrid Gateway 0 Review and Business Justification Gate Digital Scotland Service Standard review Business Case and Assurance of Action Plan Review Pre-Procurement Gate	The DAO and SPPA are in ongoing engagement and future assurance activity will be planned in as the project progresses. The next assurance point will be a Gateway 3 (Investment Decision) supplemented with some additional Technology Assurance Framework elements.	The programme's focus is currently on procurement of a replacement pension platform. Work is also underway to define and deliver the wider transformation and service redesign which will be enabled by the new platform. The estimated whole life costs have been revised from £20m following tender submissions. This falls within the tolerance of supplier guide costs.
Scottish Public Pensions Agency	McCloud Remedy	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. Includes system and process changes required and rectification of any pensions adjustments needed.	£8.1	October 2020	October 2023 – ongoing work to be mainstreamed in SPPA operations.	Planning	Health check	The DAO and project are in ongoing engagement and future assurance activities will be planned in as appropriate.	The project will provide active and deferred members with dual benefit statements annually until retirement, for the remedy period 01/04/2015-31/03/2022. On retirement, those members will then be allowed to choose which scheme to be in for the remedy period for the calculation of their benefits. There will also need to be a choice exercise for in-scope retired members. They will receive a statement outlining the difference in their award for the two schemes for the remedy period and will have a

									choice of which scheme to be in for that period. If this requires a change to the award that was originally calculated, then a revision to that pension calculation will be required. This rectification process is the largest cost to the project. Analysis is currently underway to determine a bulk process for this work. The revisions process will have to be carried out case by case.
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	November 2022	Delivery	Digital First Discovery Assessment Pre-Procurement Gate 2018 Health checks Pre-Procurement Gate 2019 Pre-Procurement Desk Based Review 2020 Delivery Gate Pre-Procurement Gate	The DAO and Programme Team are in ongoing engagement and future assurance activity will be scheduled as appropriate. A further health check is scheduled for July.	The project end date has been revised as a result of some delivery challenges and reflects Phase 1 implementation.
Transport Scotland	Traffic Scotland Systems Contract - 2nd Generation (TSSC2)	Replacement contract for maintenance of the Traffic Scotland system. This supports the delivery of the Traffic Scotland service which monitors the operation of Scotland's trunk road network.	£46.1	September 2020	October 2022	Delivery		The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate.	
Transport Scotland	Under 22s Free Bus Travel	The programme has the objective of operationalising the scheme to provide free travel on bus services to all residents in Scotland aged under 22. There are approximately 930,000 people resident in Scotland who would	£13	September 2020	August 2022 (subject to review & governance)	Deployed / Operational (focus now on uptake and marketing)	Delivery Gate Go-Live Gate Health check	A Health Check is scheduled for August to consider live operations and readiness for project closure.	The estimated whole life costs include scheme delivery and administration but not bus operator concessionary fares reimbursement costs. The Digital Scotland Service Standard

		be eligible. Everyone can travel for free on eligible bus services until their 22nd birthday. The programme is leveraging existing partnering arrangements and existing processes (for example, such as use of National Entitlement Card/Young Scot Cards, Fareshare system for reimbursement).							assessment which was under progress at the time of the previous update was not completed due to a decision to defer roll out of the Mobile App. Subsequently the Health check was held prior to launch of the Mobile App (launched in late February 2022),

The Project End Date was revised due to a decision pending on the timing of the marketing of the scheme. |
| Transport Scotland | Digital Travel Data Information Services - Stage 2 Technical Travel Services | Appointment of a Technical Supplier(s) to oversee delivery of the Programme for Government initiative to implement the following:-

• Data Management (collation, processing, output & associated services);
• Travel data technical system(s), including Fares Aggregator
• Disruption data services; and if required
• Associated services including Digital Information Provision (Website/App) | £6 | January 2021 | Autumn 2027 | Initiation | Business Justification Gate

Pre-Procurement Gate

Digital Scotland Service Standard Assessment | The DAO and project will continue to engage as the programme progresses to plan in assurance as appropriate. | Planned 9 month implementation period and contract running for 4 +1 +1 (therefore contract could end up to 2 years after project end date). |

2.   **MAJOR PROJECTS WHICH HAVE CLOSED SINCE PREVIOUS REPORT**

Organisation	Project Name	Project Description	Estimated Whole-life Cost £m	Project Start Date	Project End Date	Current Stage	Technology Assurance Activity To Date	Technology Assurance Activity Planned	Notes
Education Scotland	Safeguarding	Education Scotland is undertaking a Discovery with the Digital Transformation Service and CivTech for a Safeguarding Product and Services for Glow.	£0.26	December 2018	February 2022	Closed	Health check Assurance of Action Plan		This project revised its approach after the Health Check, which was endorsed by the Assurance of Action plan. Since that time, prior to any procurement, the context has changed and the project is now closed with improvements to safeguarding provision being considered through a range of other means.