

# Principles for a digital future

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 **AUDIT SCOTLAND**


# Public Audit in Scotland



77  Central government bodies and Scottish Parliament  
(including police, fire, Scottish Water)

23  NHS bodies

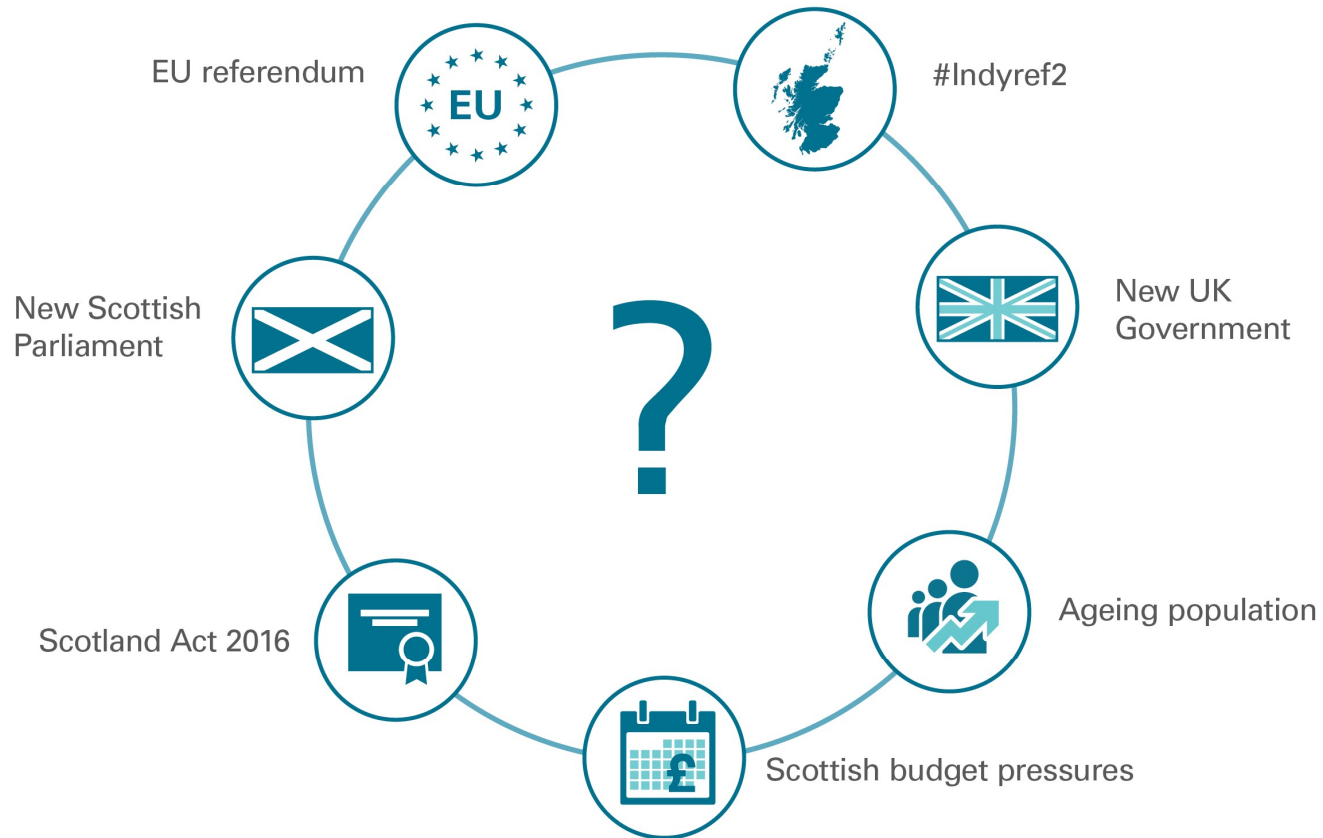
32  Councils

73  Joint boards and committees  
(including 30 health integration boards)

21  Further education colleges

226 Public bodies audited

# Key issues for Audit Scotland



Provide independent assurance to the people of Scotland that public money is spent properly and provides value for money

**Helping to improve by holding to account**



**Auditing**



**Reporting**



**Recommending  
action**



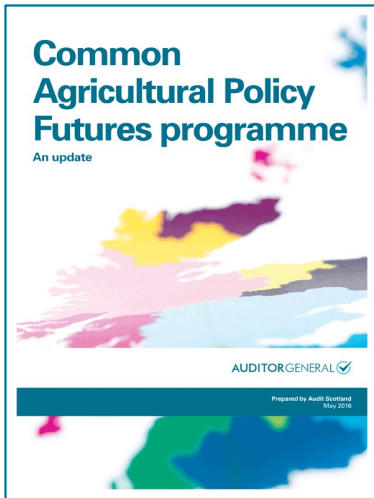
# Principles for a digital future:

Lessons learned from public sector ICT projects

AUDIT SCOTLAND

Prepared by Audit Scotland  
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The central graphic is a large tablet with a purple case. On the screen, a circular flow diagram connects four icons: a gear (top), a recycling symbol (right), a group of people (bottom), and a person with a hand cursor (left). The background of the tablet is dark with a grid pattern.



# Principles for a digital future

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“insanity is doing the same thing over and over but expecting different results”

"Success does not consist in never making mistakes but in never making the same one a second time"

# Principles for a digital future



# Principles for a digital future



- ▶ Clearly define the need and benefits
  - ▶ Understand and appreciate the likely complexity
  - ▶ Identify people with the right skills and experience
  - ▶ Break the project down into manageable stages
  - ▶ Be aware of optimism bias
  - ▶ Consider the procurement options early
- 
- ▶ Ensure governance is active and dynamic
  - ▶ Integrate risk management
  - ▶ Use an appropriate project management methodology
  - ▶ Be an intelligent client
  - ▶ Develop appropriate independent assurance arrangements
  - ▶ Ensure honest and accurate project monitoring
  - ▶ Build in appropriate quality assurance processes
- 
- ▶ Identify all users and understand their needs
  - ▶ Sustain engagement with users
  - ▶ Help people make change happen
  - ▶ Prioritise knowledge transfer
- 
- ▶ Ensure senior leadership show drive and commitment
  - ▶ Clarify and define lines of accountability
  - ▶ Maintain stability and develop succession planning
  - ▶ Recognise the role of culture and tone at the top
- 
- ▶ Work within a central assurance framework
  - ▶ Recognise that strategic oversight adds value



# Principles for a digital future

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“Digitizing effectively is not simply about the technology, it is *mostly about the people*”



“A key factor underpinning each principle is having the right skills and experience on the project at the right time.”



Skills check

# Principles for a digital future

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“Recent research suggests that ***senior level engagement*** may actually be the ***most important factor*** in ICT-enabled projects”



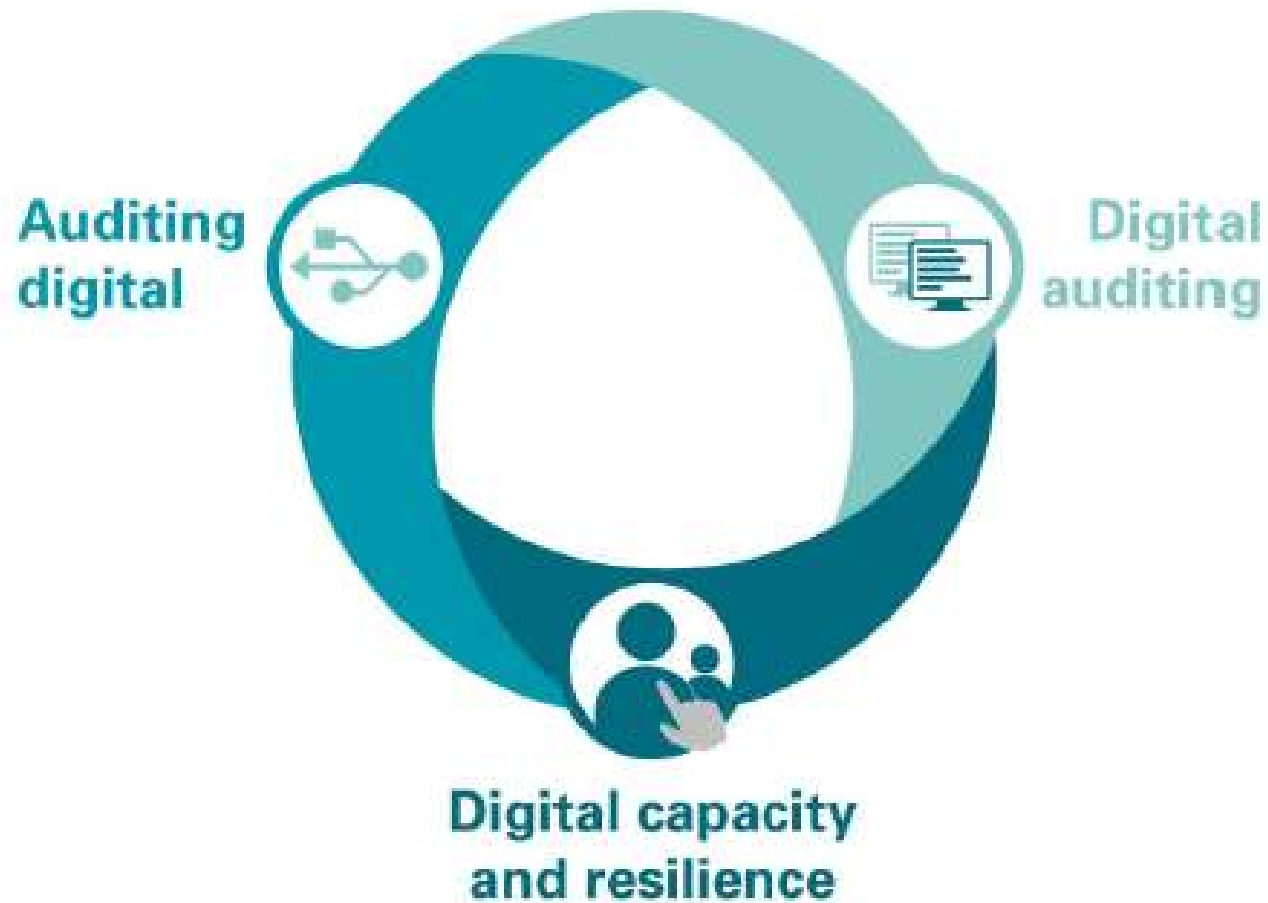
# Principles for a digital future

'Assurance provides information to those who finance, sponsor, govern and manage a project. It informs decisions that can reduce project failure, promote conditions for success and increase the chance of delivering the required outcome cost-effectively. Assurance helps ensure the disciplines around delivering projects are followed and highlights where they have not been.'

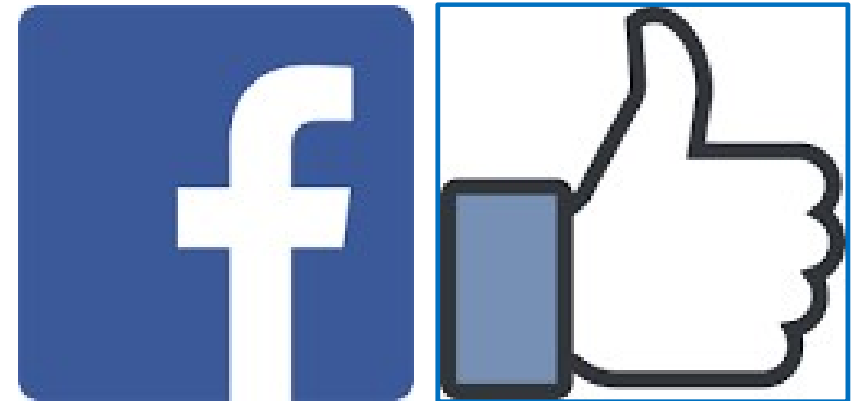
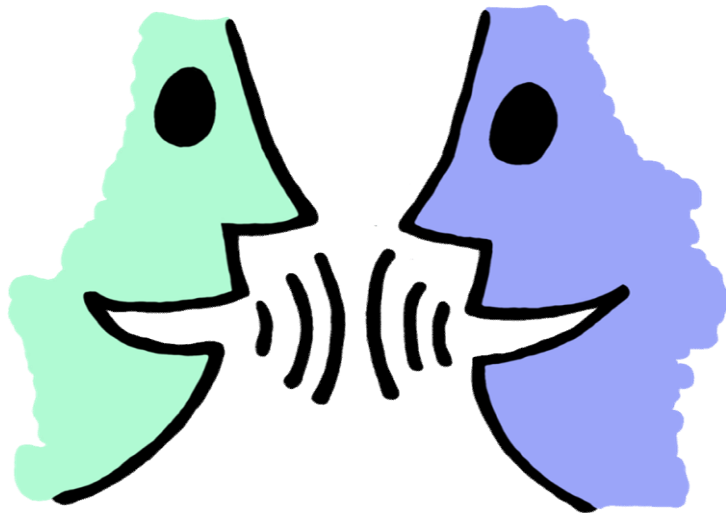
[Assurance for major projects](#) , National Audit Office, UK, 2012.



# Principles for a digital future



# Discussion and further information



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