

States of Jersey
States Assembly



États de Jersey
Assemblée des États

Public Accounts Committee



Review of eGov

Presented to the States on 28th June 2017

P.A.C. 1/2017

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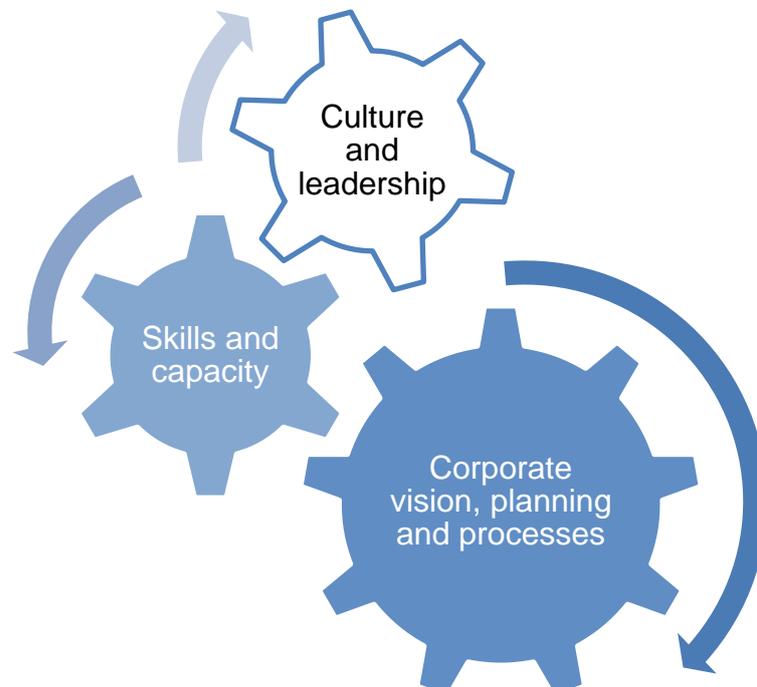
1 Public Accounts Committee Membership & Remit

- 1.1 The Public Accounts Committee's (PAC) remit is different to that of Scrutiny Panels in that it holds States Officers, rather than States Members, to account for their implementation of policy and procedures. Its remit includes following up on reports by the Comptroller and Auditor General (C&AG) and reporting its findings to the States Assembly. It takes a retrospective look at whether public funds have been applied for the purpose intended by the States, and whether sound financial practices have been applied throughout administration of all States departments.
- 1.2 The PAC incorporates both States Members and non-States Members. The PAC membership is as below:

Deputy Andrew Lewis, Chairman
Connétable Simon Crowcroft of St Helier, Vice-Chairman
Deputy Judith Martin of St Helier
Connétable Christopher Taylor of St John
Mr Robert Parker
Mr Michael Robinson (Lead on the eGov Review)
Mr Gary Drinkwater

2 eGov - Terms of Reference

- 2.1 Because the implementation of an eGovernment (eGov) programme changes the way the States relate to its customers (the public) and the way its officers work, it is important to recognise the 'cogs' or the drivers which support those changes, as illustrated in the diagram, Drivers for change¹, below:



- 2.2 In May 2016, the C&AG presented to the States a report entitled 'eGovernment'². The report contained 21 recommendations which included the need to learn from the original

¹ Source: Comptroller and Auditor General, eGovernment Report: 19 May 2016

² C&AG Report on eGovernment, 19 May 2016 - www.jerseyauditoffice.je

procurement exercise, together with the need to clarify the vision and strategy for the programme.

Executive Response

- 2.3 The Executive Response to the C&AG's report is attached in full as Appendix 1 of this report, however extracts are summarised throughout the report. Although the Executive accepted most of the 21 recommendations in full and the remainder in principle, the PAC was surprised to find that most, if not all, of the recommendations had been assigned to the eGov programme director (Mr Jonathan Williams) to implement. The PAC was concerned that this could indicate there was a lack of corporate responsibility or "buy-in" by the CMB.
- 2.4 As many of the recommendations required corporate leadership and commitment, the PAC agreed a review was necessary in order to evaluate the adequacy of the States' arrangements for the eGov programme and its response to the C&AG's report focussing on:
1. The leadership of the eGov programme, including:
 - the role of the Corporate Management Board; and
 - links to the wider Public Sector Reform programme;
 2. The robustness of budgeting and medium-term financial planning for the eGov programme, including in respect of cybersecurity³; and
 3. Securing the right people, skills and training for the delivery of the eGov programme, including:
 - training for Corporate Management Board members and other senior managers;
 - roll-out of skills across the States departments;
 - mapping of existing skills to identify existing and future needs;
 - procurement of relevant skills; and
 - transfer of skills from, for example, the Design Authority, and other external deliverers of eGov programmes, to States employees.

Cyber Security – Separate Review

- 2.5 During the course of the evidence-gathering, it became apparent that, despite the need to anticipate and respond to the new threats presented by data being managed in a digital environment, no specific budget was identified for cyber security. Much of States-held information is commercially confidential, legally privileged or sensitive. Departments have legal obligations to withhold or disclose certain data and therefore robust data security must be maintained throughout the changes. The C&AG's Summary Report on Information Security⁴ identified some weaknesses in departmental approaches to information security, and the PAC accepted this area as subject to a separate review.

³ During the course of the review, the C&AG advised that arrangements for cybersecurity were to form part of a separate review and are therefore not included in this report.

⁴ Information Security: Summary Report 18 June 2015 - [C&AG Info Security](#)

3 Process and Evidence

- 3.1 The review process undertaken by Scrutiny Panels and the Public Accounts Committee is guided by the Code of Practice. Having decided on the terms of reference, the scoping documents were approved by the Chairmen's Committee. The PAC informed the C&AG it would follow up on the implementation of her recommendations.

Lead Reviewer

- 3.2 A non-States members of the Public Accounts Committee, Mr Michael Robinson, took the lead on this review and had a series of meetings with various members of the eGov team, including Mr Sam Goulding (eGov Programme Manager), Mr Jonathan Williams (as above), Mr Andrew Scate (as above) and Ms Christine Donnelly (Executive Support to the Chief Ministers' Department). These meetings were formulated in order to ascertain which of the 21 recommendations made by the C&AG were accepted, which were rejected (and why), and what, if any progress had been made on implementing them. Mr Tony Moretta (Chief Executive Officer, Digital Jersey), was also consulted, for background information purposes.

Public Hearing with Chief Executive and eGov Team

- 3.3 Questions at the Public Hearing on Monday 27th March 2017 related to the identified themes of eGov leadership and the role of the Corporate Management Board (CMB). Mr John Richardson (Chief Executive), Mr Andrew Scate (Director of Public Sector Reform) and Mr Jonathan Williams (eGov Programme Director and Director of Business Change) were asked a series of questions about the eGov programme's link to public sector reform, adequate budgeting for skills and resources, and the procurement of skills and their transfer from external 'deliverers' to States departments. The C&AG or her Deputy were also present at the public hearings to give advice and/or clarification where necessary.

Departmental and eGov Team Responses

- 3.4 Members of the Corporate Management Board (CMB), the eGov team and individual departments were contacted before and after the public hearings, and asked for their views on the C&AG's recommendations or for clarification or evidence of points already made. The recommendations, documented responses and summaries of oral evidence given in response to the recommendations form the main body of this report.
- 3.5 All information (unless noted as confidential, in which case it has been paraphrased) utilised by the PAC to compile this report is available on the Scrutiny Website: Scrutiny.gov.je.

4 Chairman's Foreword

The PAC received the Executive Response to the C&AG's review in late July 2016, and was concerned to note that most of the recommendations had been assigned to the eGov programme director to implement.

The PAC questioned whether the necessary "corporate buy-in" was adequate, for such a wide-ranging, interdepartmental project such as eGov.

It is important to recognise the distinction between the eGov programme and the ambition to become an eGovernment. eGov is a defined change programme with a set budget, lifetime and set of deliverables, to enable eGovernment, which is a larger ongoing digital transformation of government services.

The PAC wishes to emphasise that it sees eGov as a transformational tool, and that it is essential to embrace digital technology's potential to transform States departments. It can and should create fundamentally new experiences and interactions for employees, employers and the public. The PAC firmly believes that Jersey needs and deserves digitally sophisticated governmental interaction and that eGov is key to modernising systems and processes which will benefit the public. Therefore it has concentrated its efforts, not in criticising the concept, but rather in scrutinising its implementation.

The PAC believes that the whole eGov programme is at risk, if core systems, processes and ways of working are not radically transformed, and if expensive bespoke, antiquated IT systems remain in place. The PAC considers that a scheme which fails to modernise the existing IT systems and working practices or does not consolidate the numerous databases, is, in effect, a 'veneer of efficiency'.

Investment as a way to save in the future can be sensible if done correctly, but combining business strategy, user experience, and technological prowess has to be planned for and budgeted. Previously, the PAC has called for the public sector to be enhanced by the further development of e-Government which would be –

***"... responsive to the needs of its customers and flexible to change by engaging and empowering its staff to improve services. It must be as efficient and effective as possible and provide good value to the taxpayer."*⁵**

The PAC found it difficult to identify a single strategy document serving as a focal point of reference for eGov stakeholders. Our attempts to identify such a document caused us to be sent a proliferation of infographics, diagrams and roadmaps, and even after agreeing with the eGov team which documents would be referenced prior to the public hearing of 27th March 2017, the Chief Executive produced two new "vision" documents on that day, purporting to identify a strategy. We therefore cannot form a clear and common understanding of the core purpose of the programme and of the high level outcomes that the programme was designed to deliver.

The PAC has identified Public Sector Reform, digital transformation, the ongoing interdepartmental buy-in by the CMB, and close working ties with Digital Jersey, as factors which will determine the benefits of eGov.

⁵ PAC's Review of Public Sector Reform, 2015: (Link: [PAC PSR 2015](#))

The eGov programme has a sizeable budget – and the eGov team confirmed it needs more in order to complete Phase 1 and deliver more tangible benefits to the public. But unless the core vision is made public in a clear and comprehensive way, there is a danger that it will not be progressed. In order to prevent eGov becoming an expensive and cumbersome ‘add-on’ to out-of-date systems and practices, there is an urgent need for greater clarity, focus and proper accountability.

Despite our best efforts, the (only partially measurable) outcomes remain obscure. Lines of accountability are neither well enough defined nor functioning effectively at the highest level of this major change programme.

The projects that form part of eGov must be scoped and designed to deliver clear, meaningful and measurable outcomes, backed by tangible project plans with realistic timescales and clear budgeting. There should be greater clarity for the public as to precisely what the programme vision is and what the accountable parties are responsible for delivering – and by when.

We look forward to seeing rather more evidence of these practices as the next phase of the programme gets underway in earnest.

On behalf of the Public Accounts Committee I would like to thank those who have contributed to this review in giving evidence, either orally or in writing, the Comptroller and Auditor General for her technical support, PAC member Mr Mike Robinson for taking the lead on this review, all of the support staff for their assistance and our officer for her hard work and support throughout.



Deputy Andrew Lewis, Chairman, PAC

5 Summary of PAC's Key Findings and Recommendations

Strategy

FINDING 1 There is no clear and comprehensive strategy document that serves as a focal point of reference, therefore the States as a whole and the public cannot form a clear and common understanding of the core purpose of the programme and of the high level outcomes that the programme was designed to deliver.

RECOMMENDATION 1 The core vision needs to be made public with clear and unequivocal SMART objectives.

Public Sector Reform

FINDING 2 There is an over-reliance on the eGov Programme Director to deliver policy objectives including aligning eGov to wider PSR governance.

RECOMMENDATION 2 The Chief Executive and Director of Public Sector Reform should lead departments through organisational culture change and establish corporate, departmental and individual targets for the implementation of eGov.

Leadership

FINDING 3 Lines of accountability are neither well enough defined nor functioning effectively at the highest level of this major change programme.

RECOMMENDATION 3 (a) The Chief Executive should use his authority to drive the necessary changes through the CMB, and transmit via Chief Officers throughout departments.

(b) Each Chief Officer should have eGov objectives in their performance appraisals.

People and Skills

FINDING 4 Cultural inertia can result from staff members throughout the States organisation not understanding or feeling part of the necessary changes.

RECOMMENDATION 4 The Chief Executive should ensure that the core vision, principles, values and skills are understood and embodied by staff, and encourage and support those staff to work across departmental boundaries.

Digital Jersey

FINDING 5 There is unnecessary tension in the working relationship between Digital Jersey and the eGov Team.

RECOMMENDATION 5 The Chief Executive should encourage a closer working relationship between Digital Jersey and eGov, in order to have a joined up approach between the commercial IT industries and government.

Projects and Programmes

FINDING 6 In the absence of a clear eGov strategy and objectives, the funding of individual foreground projects was undertaken on an *ad hoc* basis. There do not appear to be clear criteria for approval, and reporting of measurable outcomes has been haphazard and difficult to assess.

RECOMMENDATION 6 The projects that form part of eGov must be scoped and designed to deliver clear, meaningful and measurable outcomes, backed by tangible project plans with relevant timescales and clear budgeting. As and when deadlines are missed, causes must be properly understood and duly reported on so that appropriate action can be taken to put a project, or a programme as a whole, back on the right track.

Budgeting

FINDING 7 At this stage of eGov implementation, there is an urgent need for greater clarity, focus and proper accountability.

RECOMMENDATION 7 The eGov budget should be updated regularly and monitored forensically so that the Chief Executive and Treasurer know how, when and why money has been spent and therefore what is needed.

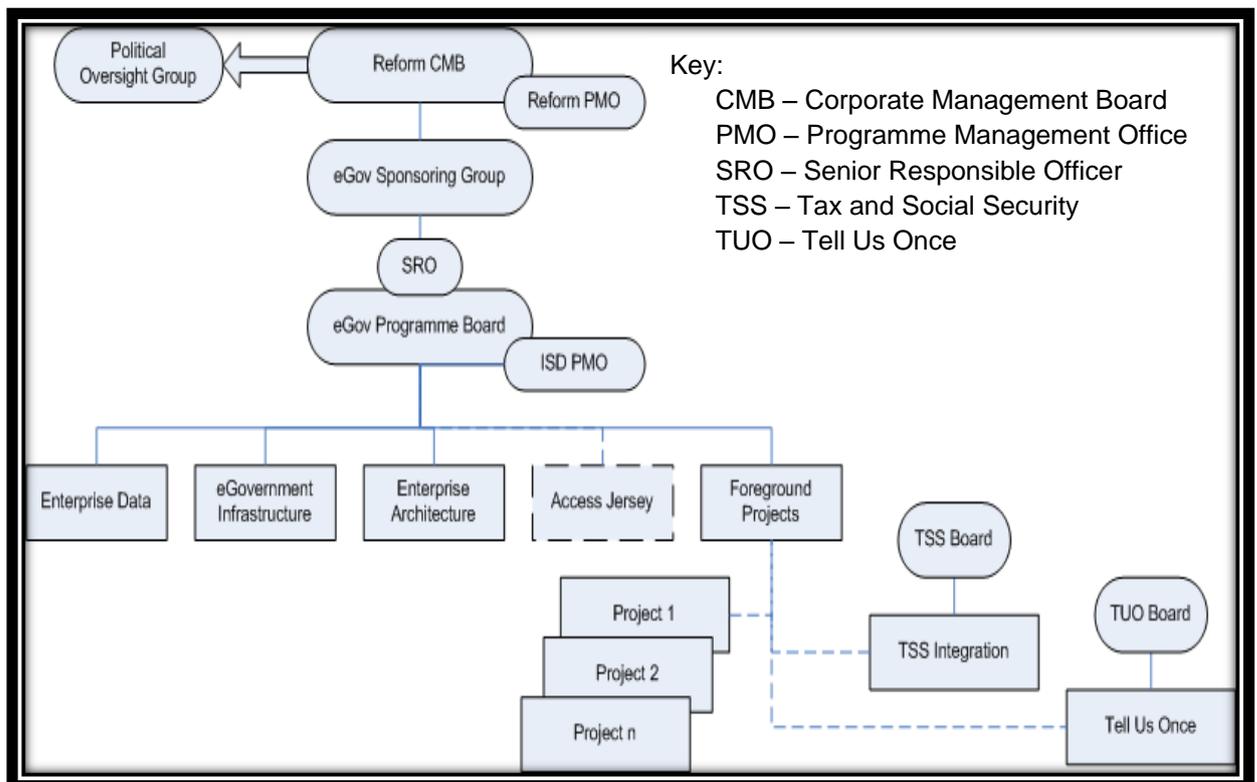
6 Strategy

Background

- 6.1 In 2014, as part of the wider programme of Public Sector Reform (PSR) the States published a business case for eGov. The estimated cost of implementation was £11.5m over six years with recurrent costs of £2.9m per year. The States tendered for a senior supplier to deliver the eGov programme but did not attract sufficiently suitable candidates and the procurement process ended in January 2015.
- 6.2 The Chief Executive was asked why the initial exercise had gone wrong and what could be learnt from it⁶. He advised that the 2014 Business Case had been built upon the original strategy prepared by KPMG, which was “too complicated, too broad and trying to deliver too much, too quickly”. He told the Committee, however, that the principles had not changed but the culture of the organisation would have to change to get Government services online.

Relaunch

- 6.3 The States relaunched its eGov Programme in 2015, and the newly formed eGov Programme Board became accountable to the Sponsoring Group (the former eGov Board). A new governance model, including senior level approval and ongoing monitoring, was presented, although the PAC deemed the below diagram overly complicated⁷ :



- 6.4 Following the relaunch of the eGov Programme in early 2015, the Comptroller and Auditor General (C&AG) was assured that work on a strategy was being undertaken.

⁶PAC Public Hearing with Chief Executive and others, 27th March 2017

⁷ Originally cited as Exhibit 9 in C&AG Report on eGovernment, 19 May 2016 - www.jerseyauditoffice.je

The PAC considered that a vision for the eGov programme had been outlined but there did not appear to be a written strategy which included clearly defined objectives and timescales. The Executive Response to the C&AG’s recommendations also seemed to relate only to issues raised on monthly reports rather than being directed to the CMB, where high-level inter-departmental strategic decisions could be effected throughout departments.

6.5 When asked about the realignment of the strategy and objectives⁸, the Chief Executive advised that the new team decided to deliver simple online projects, building experience and confidence in developing the necessary technologies, whilst looking closely at the core systems in place. When pressed by the PAC to produce a strategy with defined objectives, timescales and budget, the Chief Executive argued that that would constitute a “delivery plan” and distributed the “Roadmap” infographic⁹, below:



Diagrams

6.6 The PAC agreed that the diagram showed a “vision” for the future but did not accept that it was a substitute for a written strategy, with clear links to the whole of the reform programme. As the C&AG noted¹⁰, the Chief Executive should have:

“... a plan for where the organisation is aiming to be and... (a) corporate plan, which looks at... all of the assets of the States... and how (they move) together to form this new organisation of which eGov is one part.”

6.7 The PAC agreed that it had seen little evidence of joined-up thinking so the project could be clearly mapped from what the current situation was, where the States as a whole were aiming to be and how they would get there, with timescales and costs. At the Public

⁸ PAC Public Hearing with Chief Executive and others, 27th March 2017

⁹ Document circulated at the public hearing to PAC members, with Chief Executive and others, 27th March 2017

¹⁰ PAC Public Hearing with Chief Executive and others, 27th March 2017

Hearing, the Chief Executive produced another document, the Organisational Design Principles, reproduced below:



Organisational Design Principles

6.8 According to the Chief Executive, the set of five organisational design principles, starting with the needs of the customer, ensure that States departments collaborate and he cited data sharing between departments as an example. He stated that the principles were a guide to help design a 'fit for purpose' public sector that ensures it achieves better outcomes for customers:

Principle	Statement of Intent
Start with the Customer	Put customer / citizen at the heart of service design, and deliver services to meet the appropriate level of need.
Right Services	Build an efficient organisation that works in partnership with the community to deliver strategic outcomes for the island.
Collaborate	Achieve better results for the citizen through collaborative working.
Think Digital	Be innovative in service design and use technology to provide efficiency and better access to services.
Future Design	Design for tomorrow, not just for today.

6.9 The PAC noted that the response to the C&AG's recommendation 4, regarding a strategy for eGov, had also been assigned to the Programme Director who would not be able to undertake the task effectively without corporate 'buy-in'. However, the eGov Programme Director made a distinction between the eGov programme, which, he

argued, had a defined programme with a set of deliverables, a set budget and a set timescale, from the ongoing digital transformation of the States of Jersey. He advised that the eGov deliverables would be completed by the end of quarter 3 or 4 of 2018¹¹. He maintained that the plan was to deliver all that was set out in the original strategy and create the roadmap which sets out how the existing line of business systems will integrate and adopt new technology.

PAC Findings and Recommendations

- 6.10 The PAC found it difficult to identify a single strategy document that served as a focal point of reference for eGov stakeholders. Its attempts to identify such a document caused it to be sent a proliferation of infographics, diagrams and roadmaps, and even after agreeing with the eGov team which documents would be referenced prior to the public hearing of 27th March 2017, the Chief Executive produced two new “vision” documents on that day, purporting to identify a strategy.
- 6.11 The PAC did not accept that diagrams such as the Organisational Design Principles pamphlet were substitutes for clear objectives and timeframes. The PAC had no difficulty in finding examples of good, clear and comprehensive strategies such as the Health and Social Services Department’s ‘Digital Health and Care Strategy’¹² or indeed guiding principles to produce them, including those contained within readily available online articles¹³ or even the official eGov blog¹⁴.
- 6.12 The PAC is clear that a close link between strategy and delivery is critically important. The overarching strategy to deliver for customers is crucially underpinned by the decision making and if not aligned, there will be a loss of focus (as has been seen in previous cross-departmental projects). The States and the public as a whole cannot form a clear and common understanding of the core purpose of the programme and there should be greater clarity among key stakeholders as to what the accountable parties are responsible for delivering – and by when. The PAC concludes that there is a risk of inertia with eGov implementation because staff within the organisation cannot make meaningful decisions if they do not know what the strategic priorities are.
- 6.13 The PAC firmly believes that ‘cultural inertia’ can be avoided by aligning the strategy with clear objectives and decision making processes. All levels would then know not only what they are supposed to be aiming for, but also why it matters States-wide. The core vision needs to be made public with SMART (specific, measurable, achievable, relevant and time bound) objectives – and properly updated to reflect changing financial circumstances and the tangible benefits to the public.

FINDING 1 There is no clear and comprehensive strategy document that serves as a focal point of reference, therefore the public cannot form a clear and common understanding of the core purpose of the programme and of the high level outcomes that the programme was designed to deliver.

RECOMMENDATION 1 The core vision needs to be made public with SMART objectives.

¹¹ PAC Public Hearing with Chief Executive and others, 27th March 2017

¹² Link: [digital-health-and-care-strategy](#)

¹³ Examples include: <https://www.strategy-business.com/article/10-Principles-of-Strategy-through-Execution?gko=7f785>

¹⁴ Link: [eGov blog by Marcus Ferbrache](#)

7. Public Sector Reform

7.1 The PAC recalled the vision statement as put to the Council of Ministers in 2013:

“Public Sector Reform... to run over 6 years to 2018... is to help forge a more innovative, efficient and less expensive government... (and is) a deliverer of essential public services to the citizen. ... Phase 1 (2013/14) will create the enabling infrastructure to deliver sustainable reform in the latter phases. Much is to do with e-Government, but modernisation of the workforce and... concentrating on the customer is vitally important.”

7.2 As part of the wider programme of Public Sector Reform (PSR) the States published a business case for eGov in 2014. It recognised the need for cross-departmental and co-ordinated work. The five core projects within the scope of the programme were: Lean, e-Government, culture, workforce modernisation and office modernisation. The core vision statement set out for staff in a ‘Shaping our Future’¹⁵ document (previously circulated to public sector employees), states:

“A reformed public sector will mean working together – as one organisation – to make Islanders’ lives better, with an emphasis on online access and more seamless service provision.”

7.3 The PAC has already commented on the need for an overall vision and strategy for eGov which would enable it to be a successful and integral part of public sector reform. The PAC noted that the Executive Response to the C&AG’s recommendations did not incorporate an action plan or timetable but instead gave an assurance that eGov would be incorporated into the overall PSR culture, and into overall PSR governance arrangements by Quarter 3 of 2016. A recommendation that effective mechanisms should be developed to promote joint working towards corporate objectives had been accepted in principle by the Executive, but with no time given for when that would be delivered. The PAC noted that this task had been assigned to the eGov Programme Director and was concerned that there was an over-emphasis on the IT aspect:

“As Government initiatives replace manual processes... manual processes will be closed down.”

Multiple roles of the eGov Programme Director

7.4 Recommendation 3 of the C&AG’s Report on eGov was to put in place arrangements to foster a common understanding of the scope of PSR within senior leadership teams. The PAC noted that the Executive Response assigned that duty to the eGov Programme Director, with the statement:

“PSR (Public Sector Reform) is an overarching portfolio that includes eGov and all eGov programmes and projects, and therefore through governance arrangements it reports through the senior leadership team (CMB) who oversee the implementation of the PSR.”

7.5 The PAC considered this to be an overly convoluted and confusing response and noted there were no actions mapped out in order to easily and readily chart progress. It was

¹⁵ Link to document Shaping Our Future plus update: [PSR Shaping Our Future](#)

also concerned that the implementation had not been assigned to the Chief Executive and/or the Director of Public Sector Reform, or the CMB collectively.

- 7.6 The eGov Programme Director, Jonathan Williams had, in prior correspondence¹⁶, described some of his additional (non-core eGov) activities. He considered that he was therefore well positioned to retain ownership of a number of actions seemingly outside eGov, namely:

Alignment with PSR – Working closely with Director of PSR, to align new governance arrangements such as the Technology Design Forum (TDF), the Design Authority (DA) and the Corporate Change Portfolio Office (CCPO) and sitting on the Strategic Board.

PSR Vision and Principles – One of a small group established to build a vision and set of organisational principles to describe and guide the future direction of the States of Jersey.

- 7.7 At a previous public hearing with the PAC, the Chief Executive had been challenged on progress with public sector reform, and had stated that streamlining was key as was providing central management information. In determining the provision of core and frontline services, he commented that he would first go through a re-engineering and streamlining of services to ‘get the system right’¹⁷. He had advised that he was encouraging Chief Officers to perform in a more corporate manner. The Director of Public Sector Reform, at meetings with Mr Robinson¹⁸ (the lead PAC member on this review) advised that he was keeping to the principles as set out in the original business plan of 2014 and the ‘Shaping Our Future’ document. At the public hearing, the Chairman quizzed him as to how senior leadership teams or departments were engaged in the Public Sector Reform process¹⁹. The Director of PSR admitted that the biggest challenge was making sure that the people in outlying areas of service provision were made fully aware of the changes.
- 7.8 At the public hearing in respect of eGov, the Chief Executive was confident that the Corporate Management Board had “bought into” not just eGov, but also Public Sector Reform²⁰. He assured the PAC that, following his departure in May 2018, the team would continue to deliver and the principles would carry through.

PAC Findings and Recommendations

- 7.9 Whilst accepting the Chief Executive’s decision to assign to the eGov Programme Director several elements of the eGov programme to deliver, the PAC needs to be assured that the Chief Executive has a macro- and micro-understanding. The PAC believes that the whole eGov programme is at risk if the core systems, processes and ways of working are not radically transformed, and if expensive bespoke, antiquated IT systems remain in place. Investment as a way to save in the future can be sensible if done correctly, but combining business strategy, user experience, and technological prowess has to be planned and budgeted for. The Chief Executive needs to not only promote the eGov project in the context of public sector reform, but also consider the

¹⁶ Email from Jonathan Williams to Mike Robinson and PAC Officer, dated 26th October, 2016

¹⁷ Public Hearing (PAC Review of Financial Management) with the Treasurer of the States and the Chief Executive, 1st March 2016, p10

¹⁸ Meetings with eGov /PSR team, including Jonathan Williams and Andy Scate, 23rd February and 22nd March 2017.

¹⁹ PAC Public Hearing with Chief Executive and others, 27th March 2017

²⁰ PAC Public Hearing with Chief Executive and others, 27th March 2017

technical and operational details of the project in depth, so as not to lose sight of a programme which is ultimately, his responsibility to deliver.

Corporate Objectives

- 7.10 The PAC was also concerned that the Chief Executive's assertion that the "ownership" of the eGov systems would move back into individual departments would fragment the corporate responsibility and oversight of the programme. The PAC firmly believes that the stronger the cross-functional workings of such programmes and a strong corporate culture, the more effective it would be. The PAC is aware of the pressures on each Accounting Officer to make decisions based on what they consider best for their department rather than consider what is best for the organisation as a whole. They are, after all, specialists in their field, which is why they were appointed to run the department in the first place. The pressure arises not just from being a specialist but also from their responsibilities – and the existing framework in Jersey, including their personal responsibilities as Accounting Officers.
- 7.11 However, the establishment and embedding of cross-functional teams (with appropriate authority, credibility and accountability to act through senior levels of the organisation) to blueprint, build, and roll out continuing eGov programmes, in line with the original strategy would minimise the risk of eGov being marginalised into another layer of bureaucracy.
- 7.12 The PAC concludes that as cross departmental working is already digitally connected (or should be) there should be a refocus on the CMB taking the lead in clarifying accountabilities and escalation arrangements where necessary, as these policy and strategy decisions would need ministerial support.

FINDING 2 There is an over-reliance on the eGov Programme Director to deliver policy objectives including aligning eGov to wider PSR governance.

RECOMMENDATION 2 The Chief Executive and Director of Public Sector Reform should lead departments through organisational culture change and establish corporate, departmental and individual targets for eGov implementation.

8 Leadership

Corporate responsibility

8.1 At a previous public hearing in respect of Financial Management²¹, the Chief Executive had outlined his responsibilities as Chairman of the Corporate Management Board (CMB), for the delivery of eGov. In his opinion there was an improved collaborative approach in the Council of Ministers and the CMB, with recognition of how departments need to work together. However, the PAC had concluded in its Review of Financial Management²² that there was too much focus on departmental responsibility at the expense of collective strategic leadership.

8.2 The PAC fully endorses the view of the C&AG that eGov should be much more than access to public services online²³. It will transform the way public services are delivered and this transformation needs effective, strong and visionary leadership, not only from the eGov team but from the Ministers and officers of every department. The leaders of the programme have to implement important elements such as modern management and technology, robust data security and sharing, and effective utilisation of different skill sets.

8.3 The Executive Response to the C&AG's recommendations agreed:

“[eGov]... will help position the States as a progressive and forward thinking government²⁴.”

8.4 In a previous report the PAC had concluded that there needed to be a consistent framework for departmental business plans²⁵ which would:

“... lead to a coherent, consistent approach and a methodical means to build a strong collective leadership... and reinforce a culture of collective responsibility by the Council of Ministers and Corporate Management Board.”

8.5 As previously mentioned in this report, the PAC was surprised to note that most of the C&AG's recommendations had been assigned to the eGov team to deliver, rather than the Corporate Management Board (CMB). The PAC considered it important to question not only key members of the eGov team, but also the Chief Executive and other members of the CMB, as to why recommendations which needed corporate vision, leadership and commitment, had effectively been delegated. For instance, the first of the C&AG's recommendations advised of the need to routinely undertake structured learning and secure senior level understanding, commitment and endorsement, but that responsibility had been placed with the eGov Programme Director.

8.6 When questioned, the Chief Executive²⁶ assured the PAC that strategic ownership would remain at corporate level, but that operational responsibility would be the responsibility of each department - for instance, the People Directory would rest with Social Security because of the Population Office's role.

²¹ PAC Public Hearing on Financial Management, with Treasurer of the States and Chief Executive, 1st March 2016

²² PAC Report on Financial Management, presented to the States on 10th August 2016 – [PAC 1/2016](#)

²³ C&AG Report on eGovernment, 19 May 2016 - www.jerseyauditoffice.je

²⁴ Executive Response to C&AG Recommendations 29th July 2016, reproduced in full at Appendix 1

²⁵ PAC Report on Financial Management, presented to the States on 10th August 2016 – [PAC 1/2016](#)

²⁶ Post hearing question sent by email 10th April 2017, response received 24th April 2017.

Working Together

- 8.7 The PAC, in its Review of Financial Management, had already identified that the Chief Executive should establish corporate co-operation between departments as a mandatory and contractual obligation for Chief Officers and that all Chief Officers should actively demonstrate that their departments do not act in ways that are symptomatic of a silo mentality, to the detriment of the corporate body. The PAC had also strongly recommended that all departments should commit to working together at both a tactical and strategic level²⁷.
- 8.8 When asked about the tendency for departments to work in silos, the Chief Executive assured the PAC that there was a lot of interdepartmental work going on, for instance between Health and Social Security for access to records where financial support is required. However, he advised that when the design and the “basic legwork” of getting the systems to start working together was complete, his plan was to:

“... move the ownership (of systems) back into the departments in the organisation... So I want the Chief Officer of Social Security Department to take ownership of the People Directory because they will be the one who are administering it. (The eGov team) will do all the support and all the technology side of it but... (the) Design Authority having set the blueprint... then it will be for the departments to follow. That is a concept that we have got Chief Officers comfortable with”²⁸.

External Advisor

- 8.9 The PAC were advised that, in addition, the eGov team had retained the services of an external advisor with significant experience of public and private sector digital transformation to:

“... help shape strategic direction, quality assure, develop and guide different aspects of our technology and eGov programmes.”

- 8.10 Furthermore, the PAC was assured that:

“As we move out of the existing programme structure into broader digital transformation the Corporate Management Board will play a more critical role in both ownership and implementation.”

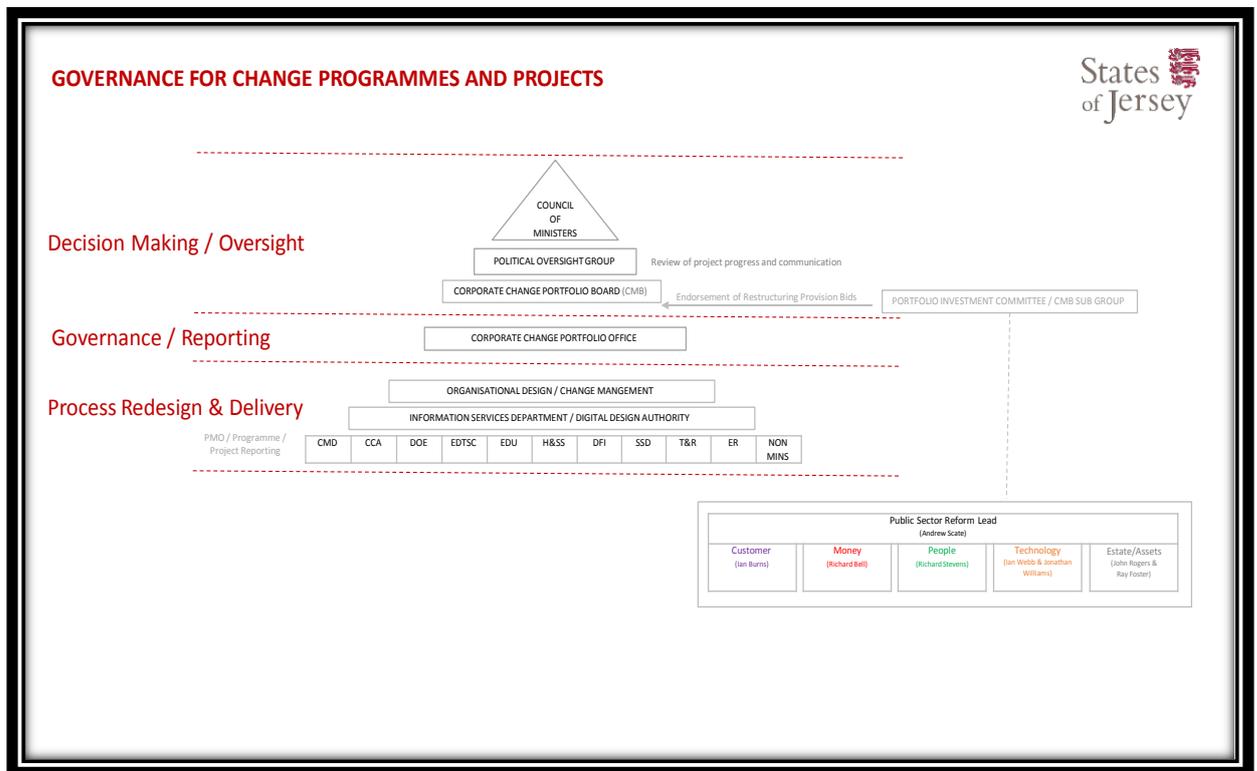
Lines of Accountability

- 8.11 In several meetings and calls for documentation, the PAC was offered an array of diagrams attempting to describe the leadership, responsibilities and relationships between senior members of the eGov team in a wider States context. This proliferation of infographics, diagrams and roadmaps did not help the PAC to form a clear and common understanding of the lines of accountability. It considered that these were neither well enough defined nor functioning effectively at the highest level of this major change programme.

²⁷ PAC Report on Financial Management, presented to the States on 10th August 2016 – [PAC 1/2016](#)

²⁸ PAC Public Hearing with Chief Executive and others, 27th March 2017

8.12 The PAC was eventually provided with the diagram below, which it considered to be the most helpful in describing roles and responsibilities:



8.13 The Chief Executive stated²⁹ that the CMB had recognised the requirement for investment in leadership throughout the States departments and has delivered a successful ‘Managers to Leaders’ programme to over 90 senior staff.

“We are in the process of developing an ‘Inspiring Managers’ programme which invests in the leadership potential of staff earlier in their careers. These programmes are funded through PSR for the duration of the MTFP2. We have established a set of organisational principles including ‘Think digital’ which reflects the need to establish greater capability for digital leadership. We are part way through a discovery phase to identify how best to augment the content of the existing leadership programmes to include core content on digital leadership.”

PAC Findings and Recommendations

8.14 The PAC remains concerned that lines of accountability are neither well enough defined nor functioning effectively at the highest level of this major change programme. Although the Chief Executive assured the PAC that the Corporate Management Board will play a more critical role in both ownership and implementation, and that strategic ownership would remain at corporate level, the PAC concludes that the necessary leadership and vision via the Chief Executive³⁰ was lacking. In practice, the eGov Programme Director had been assigned the tasks to deliver the entire programme, even though it was the

²⁹ Response to written questions via email of 24th April 2017.

³⁰ Post hearing question sent by email 10th April 2017, response received 24th April 2017.

Chief Executive who had the authority to drive the necessary changes through the CMB and throughout departments. The PAC concluded that the Chief Executive could and should use the performance appraisal system in order that each Chief Officer has identifiable targets and accountability in respect of eGov objectives.

FINDING 3 Lines of accountability are neither well enough defined nor functioning effectively at the highest level of this major change programme.

RECOMMENDATION 3 (a) The Chief Executive should use his authority to drive the necessary changes through the CMB, and transmit via Chief Officers throughout departments.

(b) Each Chief Officer should have eGov objectives in their performance appraisals.

9 People and Skills: Procurement and Transfer

9.1 As has previously been accepted, the eGov programme is much more than the delivery of services through technology. An integral part of the eGov programme is the development of skills throughout departments. To this end the C&AG recommended that there should be a 'people and skills' plan developed which would first include ways to secure skills both within and outside the States and then cover the transfer of skills from external deliverers (e.g. Design Authority) to States Departments.

9.2 In response to this recommendation, the Executive Response asserted that:

“The IS transformation programme which is closely linked to the delivery, and ongoing maintenance of eGov technology will ensure both in-house and third party skills are available for ongoing systems maintenance.”

9.3 The PAC wanted to ask the Chief Executive whether the CMB had devised strategies to link budgetary concerns, aligning costs of necessary skills and outsources to systems and processes already in place. When pressed on how skills have been mapped out to identify existing and future needs, he responded by reiterating that the IS team was being restructured, that there were new post holders in place and that they would ensure the (IS) function was structured properly for the future with the right level of skill to support the ongoing implementation. When asked about the need for a Chief Information Officer³¹, a role with wide-reaching responsibility for data and information security, which is crucial in many organisations in digital transformation, the Chief Executive advised that those responsibilities were being discharged by the Director of Information Services and the Director of eGov, who in turn were supported by the Public Sector Reform Team and the Chief Executive.

Training

9.4 Given that the PAC had considered there had previously been too much emphasis on the technological aspects of eGov, to the detriment of the human resources and competencies of staff to deliver an effective eGov programme, it was keen to see if attitudes had changed. To that end, it investigated what thought had been given to the types of skills needed, whether there was a need for consultants to give one-off pieces of advice on particular aspects of the eGov programme and/or whether there was an ongoing need to upskill the current workforce throughout departments. The C&AG had previously identified weaknesses in States departments' arrangements for performance management, including low completion of staff appraisals, and recommended that a system of performance management should be embedded across the States. She recommended that the training be reviewed and updated to maximise its effectiveness.

9.5 In its review of Financial Management³², the PAC had endorsed the view of the C&AG, that high-performing organisations effectively manage the performance of staff by setting appropriate objectives aligned to organisational priorities, evaluating performance against those objectives and identifying priorities for personal development to improve performance. It was keen to hear how the competency framework had been updated to reflect the need to train existing staff and to recruit new staff with the skills necessary to implement and operate within a digital environment.

³¹ Post hearing question sent by email 10th April 2017, response received 24th April 2017.

³² PAC Report on Financial Management, presented to the States on 10th August 2016 – [PAC 1/2016](#)

- 9.6 At the public hearing, the Chief Executive advised that there were a number of development programmes for staff development, including the 'Managers to Leaders Programme', with about 100 staff going through that particular programme, which included a module about thinking digitally. He also insisted he was thinking in terms of:

"... organisation and the culture and you make sure you get the people skilled and trained to understand what change is about. It can be quite frightening because it means, you know, we are going to be losing staff and losing jobs, moving staff out of what has been a traditional job for the last 20 or 30 years into something new³³."

Skills Register

- 9.7 The PAC considered there was a need for a skills register which relates not only to IT skills but to a wide range of skills necessary to transform public services³⁴. It asked the Chief Executive how he had identified the resources (and associated budget) to meet skills gaps identified now and in the future. He advised that the current HR system does not provide the capability for a central skills register, but that the new HR and payroll system (combined) has a module for recording individual skills and career development. Departments ensure they have the requisite skills amongst their teams to deliver the very diverse range of services that form the public sector.
- 9.8 The PAC noted that the variance on the capital breakdown document relating to "unbudgeted team costs" and "incremental cost of contract staff over FTE" amounted to over £1.5 million. The Chief Executive was challenged as to whether that cost could have been avoided or reduced. He responded that it was very unlikely that either a skills register or earlier identification of skills gaps would have reduced staff costs to the programme, because:

"The technology, project and change of roles required are of increasingly high demand in the private sector. The compensation levels and short term contracts we are able to offer are not competitive. There have been several recruitment cycles...which has evidenced these constraints. The majority of contract roles have been met from the local industry³⁵."

Local expertise

- 9.9 The PAC questioned the Chief Executive about the extent of the involvement of local companies with digital expertise, bearing in mind this could be positive for the Island economy as well as offering another perspective³⁶. The Chief Executive responded that the eGov team was working with multiple local firms across a wide range of activities. An analysis from the financial system covering the periods 2016 and the first quarter of 2017, identified that the current rate of spend with local suppliers in the IT/digital sector was in the order of £2.2 million. These included departmental service redesign, for example in Social Security and the Planning team and also in development of eGov components including the people database. He assured the PAC that these contracts had been awarded through open tender in line with the States procurement process.

³³ Public hearing with eGov team, 27th March 2017

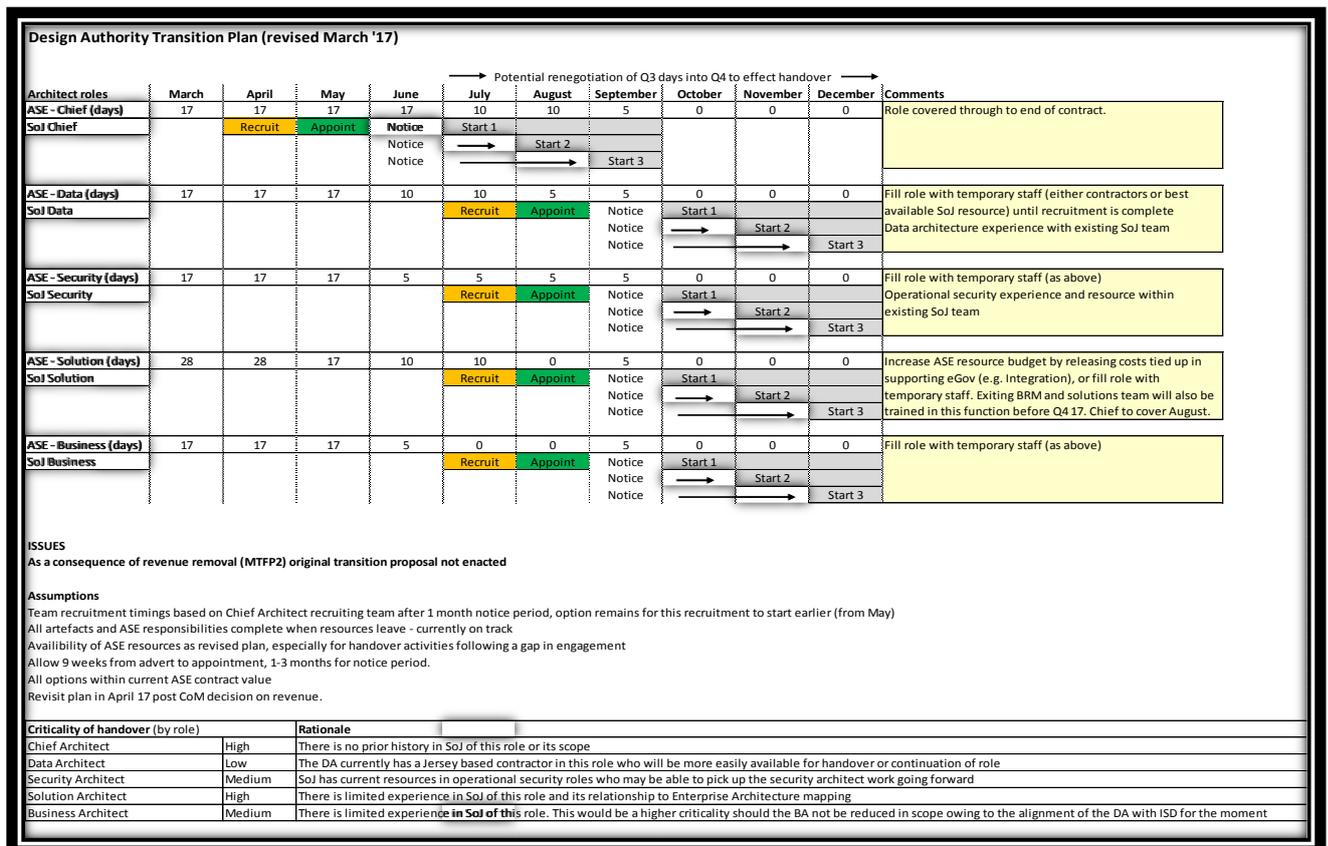
³⁴ Post hearing question by email 10th April 2017, response received 24th April 2017

³⁵ Post hearing question by email 10th April 2017, response received 24th April 2017

³⁶ Post hearing question by email dated 10th April 2017, response received 24th April 2017.

Design Authority

9.10 The PAC wanted to find evidence of a robust and comprehensive transfer of skills programme, for instance whether staff had been assigned to work with the Design Authority by secondment and then tasked to relay the necessary learning to others within their departments. It asked how the Chief Executive was planning to transfer the skills of the Design Authority into business as usual. He advised that they were looking to recruit a “design architect” as an expert to handover from the consultants, and envisaged this as a permanent post. That person would develop the skills within the IS function to take on design architecture, as opposed to fixing machines (which would be put into the private sector). The PAC received the diagram below (revised March 2017), showing the Design Authority Transition Plan:



Digital Jersey

9.11 When questioned about the relationship between Digital Jersey (the body set up by the States of Jersey to grow revenue from the local technological industry) and the eGov Team, the Director of eGov stated that both programmes were broadly complementary³⁷. The PAC was keen to probe why local industry expertise was not always used, to which the eGov Director countered that:

“... eGov, by virtue of its position as an SoJ change programme, must comply with financial directions (FDs). These FDs require a focus on quality, capability and commercial value which will not always result in selecting a local supplier.”

³⁷ Email from Jonathan Williams to PAC Officer, 18th May 2017.

9.12 He stressed that this could sometimes create a “healthy tension” between some aspects of the eGov and Digital Jersey approach which they would always aim to resolve constructively. He assured the PAC that, as set out in the recently published Digital Policy Framework, the procurement team will work with Digital Jersey to:

“... consider what changes should be made to our standard procurement process to further align the interests of both groups.”

PAC Findings and Recommendations

9.13 During its Review of Financial Management, the PAC had concluded that responses made by most Chief Officers indicate they believe that performance management is a departmental rather than a corporate issue³⁸. The PAC recommended that all departments should establish corporate as well as departmental and individual targets and that there should be corporate targets for individuals, in order to mitigate against a fixed, department-embedded mindset. It remains convinced that the same strategy is necessary for the implementation of eGov. The PAC was concerned to note that the task had been assigned to the eGov Programme Director despite being a corporate strategic issue better placed with the CMB.

9.14 The PAC concludes that the Chief Executive should make sure that this is implemented across the organisation as a whole, and all staff that are in place or that the States would look to recruit in the future have the core skills needed.

9.15 The PAC is acutely aware that staff within States departments are extremely hard-working and are often called upon to make daily decisions affecting customers. If they are not involved in the eGov strategy and therefore not motivated to implement it, there will be a “cultural inertia”³⁹ as noted previously, which at best would slow down the necessary reforms, and at worst derail them completely. No matter how complex the input, the resulting values and principles need to be embodied by each employee to drive clear, consistent behaviour. This achieves consistency and focus for delivering strategic goals. To that end, staff should be encouraged and supported to work across department boundaries.

FINDING 4 Cultural inertia can result from staff members throughout the States organisation not understanding or feeling part of the necessary changes.

RECOMMENDATION 4 The Chief Executive should ensure that the core vision, principles, values and skills are understood and embodied by staff, and encourage and support those staff to work across departmental boundaries.

9.16 The PAC considers that there is unnecessary tension in the working relationship between Digital Jersey and the eGov Team. It is acknowledged that some differences in emphasis and opinion between the teams are inevitable, however, given that they were both established by the States and have a mutual interest in enabling a connected, digital society and enhanced quality of life in Jersey, they should share information and ideas more readily.

9.17 The PAC values Digital Jersey’s focus on providing a recognisable face and touchstone for the island’s digital industries, where it acts as an interface between industry and government. It acknowledges that Digital Jersey’s stated aims of increased provision of online services by government, and the development of essential 'digital' infrastructure, are key to realising objectives also shared and promoted by the eGov programme.

³⁸ PAC Report on Financial Management, presented to the States on 10th August 2016 – [PAC 1/2016](#)

³⁹ PAC Report on Financial Management, presented to the States on 10th August 2016 – [PAC 1/2016](#)

Therefore the PAC strongly recommends that the relationship between Digital Jersey and eGov be strengthened and aligned, in order to have a joined up approach between the commercial IT industries and government.

FINDING 5 There is unnecessary tension in the working relationship between Digital Jersey and the eGov Team.

RECOMMENDATION 5 The Chief Executive should encourage a closer working relationship between Digital Jersey and eGov, in order to have a joined up approach between the commercial IT industries and government.

10 Projects and Programmes

- 10.1 Giving evidence to the PAC Financial Management Review in 2016⁴⁰, the Chief Officer of Corporate and Constitutional Affairs (CCA) advised that his department had a number of projects which were part of the eGov programme and the Chief Officer, Health and Social Services (HSSD) submitted that there were many areas of health and social care delivery which would benefit from using technology more efficiently and effectively.
- 10.2 The Chief Officer, Department for Infrastructure commented that he did not see eGov as a way to make savings for his department, but agreed it would provide better customer service. The Chief Officer of the Social Security Department (SSD) advised that his department was looking to work with the Taxes Office and with eGov to see how it could collect income and streamline activities.
- 10.3 Most of the comments in respect of eGov focussed on the technological or IT aspects of the programme rather than the move to centralising functions and streamlining customer services. The PAC concluded in its Review of Financial Management, that this illustrated a “cultural inertia”, impeding the necessary changes. It was keen to establish whether, in the ensuing months, there had been a change in perception.

Digital ID

- 10.4 One of the areas which struck the PAC as being particularly at variance with original budget estimates was Digital ID. The Committee understood that the model of identity assurance pioneered in the UK by the Government Digital Service, UK Verify, was investigated for possible use in Jersey and wanted to know how much time and money was spent on the investigation and why the decision had been taken not to implement it⁴¹. The eGov team advised that it had investigated two UK Verify options: becoming a ‘relying party’ (afforded a similar status to UK government departments) and establishing a similar capability relying on much of the infrastructure and identity service provision of the scheme.
- 10.5 The team advised that the original business case (2014), based on a consultancy report, indicated a budget of £390k would be sufficient for delivery of a digital ID. However, it seems that this significantly underestimated the costs:

“The discovery work on Digital ID was initiated in Q4 2015 and a decision not to proceed with the UK Verify option was made in Q4 2016. This decision was based on the findings of a report commissioned from a leading identity consultancy who... estimated the costs of implementing the UK Verify model at the upper end of the range of options making it financially unviable. To date we have spent a total of £235k, 60% of which with local suppliers. The cost of work investigating UK Verify as an option is approximately £95k.”

- 10.6 He advised that £240,000 had already been spent on Digital ID⁴². The Chief Executive at the PAC public hearing mentioned that he was now minded to split the process for digital ID into two parts⁴³, an initial physical verification by the customer, and a digital key for subsequent access to data. When asked what the strengths and risks of the new approach were, and the timetable and budget for its implementation, he advised that it was a complex process, evolving in a fast growth market. He commented that the

⁴⁰ PAC Public Hearing on Financial Management, with Chief Officer, CCA and others, 28th February 2016

⁴¹ Post-public hearing questions sent by email 10th April 2017, answers received by email 24th April 2017

⁴² PAC Public Hearing with Chief Executive and others, 27th March 2017

⁴³ Post hearing question sent by email 10th April 2017, response received 24th April 2017.

approach could be simplified by establishing an identification process using a face to face process rather than a digital one:

“The approach may simplify (by narrowing the scope) our digital identification solution, enabling a more straightforward procurement exercise. It also makes use of some of our existing infrastructure (data, staff & premises).”

- 10.7 The second element of digital ID is the “digital key” that enables an ID-verified individual to access their data held on Government systems. The procurement was restarted in March 2017 and a timetable is being drawn up. Regarding the budget, the Chief Executive advised that it was:

“... unknown at present however, an independent report commissioned in Q3 2016 gave implementation and five year costs of (then) current digital ID solutions ranging between £2m and £7m.”

People Directory

- 10.8 The PAC queried the Chief Executive on the challenges in respect of the establishment of a People Directory (for the Island’s population)⁴⁴. It was advised that it would establish a single record holding certain demographic information for all customers who interact with the States of Jersey:

“Over time this will replace the myriad of different people databases held across the SoJ. This will result in better quality of customer service and a more efficient government and continues the work to create a ‘tell us once’ environment.”

- 10.9 The Chief Executive assured the PAC that the work to design and build this system is well underway and supported by a local company sourced through open procurement. He advised that testing would take place in Q2 2017 with implementation starting in Q3 2017. This scope of work includes integration with Social Security systems and new eGov components. Challenges include the integration of this directory with other existing systems which requires resourcing and establishing the legal basis for sharing this information across departments. The latter point is further compounded by the need for compliance with new General Data Protection Requirements which are currently being drawn up for implementation from the beginning of 2018.

- 10.10 The Chief Executive told the PAC that the costs of delivering the scope of work for the People Directory is budgeted at £365k with £150k spent to date, and that the full budget would likely be spent. However, he insisted it was necessary as it was one aspect of a much larger organisational change which moves the States of Jersey to adopt single sources of data for use across the departments.

Overlap of Functions

- 10.11 When pressed on how the ‘ownership’ would be decided, where the department was not clear-cut, and there was an overlap of functions, such as the operational responsibility for vulnerable children and families, the Chief Executive’s reply was that a clear fit between new components delivered by the eGov programme and the existing

⁴⁴ Post hearing question sent by email 10th April 2017, response received 24th April 2017.

organisational structure would help establish ownership, but where the components are cross-cutting it was likely that ownership would be with the Chief Minister's Department. He advised:

“There remains flexibility to separate ownership and operational delivery where this separation provides the best solution ⁴⁵.”

Cross-departmental Invest to Save

10.12 The PAC also investigated what framework was in place to encourage cross departmental 'Invest to Save' programmes and were sent the following example:

Income Collection and Reconciliation System (ICAR)

In many cases, departments reinvent processes and duplicate commercial agreements (such as with merchant account providers) that have already been established elsewhere. This creates additional work and contributes to transactional work being undertaken within Departments. It creates risk in that consistent documented processes are not used.

The ICAR project seeks to reform the way that all electronic income is collected, allocated and reconciled across the States. It has a mandate to reduce collection costs for all payment channels, and will maximise straight-through back office processing, avoiding non-value added human intervention in the collection, allocation and bank reconciliation of income. The scope of the project will also include investigating the best value methods of collection.

Foreground projects

10.13 The PAC noted that in the absence of any agreed eGov strategy and objectives, the funding of individual foreground projects was undertaken on an *ad hoc* basis. It was concerned that there were no clear criteria for approval and that the funding decisions made by senior officers were not documented. During the course of this review, the PAC ascertained that foreground projects were no longer accounted for within the eGov project. At the public hearing, the Chief Executive advised that he did not have the cost of the foreground projects to hand, however⁴⁶ the Public Sector Reform Director advised that all foreground projects went through the Portfolio Office process so that business cases, benefits and corporate decisions could be checked against corporate resources:

“...they will need to complete a business case so it gets worked on by the team, the Corporate Portfolio Office. We have a subgroup at C.M.B. (Corporate Management Board) which is called the Investment Committee... to ensure that anything that is being funded is in line with our strategies on people... technology... premises. If (it meets corporate objectives) it will go... to the Portfolio Board and to the Council of Ministers or the Minister for Treasury and Resources, depending on the level of bid required.”

Parish Investment

10.14 The Chief Executive advised that they would need more money to account for the additional projects such as the Tax Transformation Programme and working with the

⁴⁵ Response by email to written questions, 24th April 2017

⁴⁶ PAC Public Hearing with Chief Executive and others, 27th March 2017

Parishes on such projects as driving licences. When challenged on how much investment had been made into parish work, he stated that £200,000 was the amount from eGov to support and help that work, which, as the Connétable of St John pointed out, was “less than pound for pound what the parishes have invested” and that the “Tell Us Once” programme was yet to be decided as it was going to be an additional cost to the individual parishes.

PAC Findings and Recommendations

FINDING 6 In the absence of a clear eGov strategy and objectives, the funding of individual foreground projects was undertaken on an *ad hoc* basis. There do not appear to be clear criteria for approval, and reporting of measurable outcomes has been haphazard and difficult to assess.

RECOMMENDATION 6 The projects that form part of eGov must be scoped and designed to deliver clear, meaningful and measurable outcomes, backed by tangible project plans with realistic timescales and clear budgeting. As and when deadlines are missed, causes must be properly understood and duly reported on so that appropriate action can be taken to put a project, or a programme as a whole, back on the right track.

11 Financial Management

Background

11.1 In 2014 the States published a business case for eGov. The estimated cost of implementation was £11.5m over six years, with recurrent costs totalling £2.9m over the same period.⁴⁷

Securing Funds

11.2 In response to a recommendation by the C&AG that the capital and future revenue budget for eGov (including cyber security) should be validated, the Executive responded that by quarter 3 of 2016, each major eGov capital and revenue consequence would be included in the full business case at inception. The PAC welcomed this move and received a table showing 'eGov capital breakdown from inception to 28/02/2017':

	CoM approval	Budget Approved	Trf from Exemplar to Phase 1	Total budget	Total expenditure to 28/02/2017	Remaining budget	Accruals to 30/09/18 (end programme)	Variance to budget	Commentary
		£000	£000	£000	£000	£000			
Exemplar Projects	27/03/2013	2,260	(364)	1,896	1,896	0			The accruals to end programme excludes the cost of delivering a digital ID, one of the foundation projects. The level of uncertainty over this cost is such that it is being treated separately.
eGov Business Case	26/03/2014	7,653	364	8,017	6,042	1,975	3,900	-1,925	
Total budget approved		9,913	0	9,913	7,938	1,975	3,900	-1,925	
Breakdown of expenditure									
Exemplar Projects					1,896				This variance is explained by: 479 Tax discovery, Tax Programme Team Yr 1, Parishes 540 Unbudgeted team costs 1,004 Incremental cost of contract staff over FTE (7 staff over 2 years) 2,023
eGov Team					1,317				
Digital Design Authority					1,482				
Foundation projects					1,080				
Foreground original business case					875				
Foreground additional					269				
Total					7,938				

11.3 At the public hearing, the Chief Executive produced figures for the main eGov programme⁴⁸, which he confirmed as having a budget of £9.9 million (approved by the Council of Ministers in 2 tranches, of £2.26 million and £7.65 million). The spend to the end of February 2017 had been £7.9 million, the larger elements of that being attributed to the 'exemplar projects' at £1.8 million. The eGov team providing project management support accounted for £1.3 million. The Design Authority, (responsible for establishing rules, blueprints and design of the programme) cost £1.4 million, and some of the early foundation projects totalled circa £1million.

Capital Variance

11.4 In follow up questions to the eGov team, the PAC queried the large variance in three areas of the capital breakdown document (above) and the reliance on future revenue bids to complete the eGov programme. It asked what corrective steps were being taken

⁴⁷ Amended via email from Jonathan Williams to PAC Officer, 21st June 2017.

⁴⁸ PAC Public Hearing with Chief Executive and others, 27th March 2017

to reduce the risk of overspends in the future⁴⁹. The eGov Team responded by explaining the three areas thus:

- 1) **Unbudgeted team costs** – the bulk of these are non-recurring. The recurring element relates to procurement resource which we are in the process of restructuring. This restructure will reduce costs.
- 2) **Additional deliverables (tax and parishes)** – these items are all non-recurring. The early funding of a ‘tax office modernisation team’ has enabled the transformation of the taxes office to start, and therefore deliver benefits, earlier. The co-funding of eGovernment activity with the parishes recognises the importance of aligning service delivery from the wider public administration for the benefit of our mutual customers.
- 3) **Incremental costs of contract resources** – Due to the scale and complexity of the programme of change we have not been able to recruit the complete programme team from existing staff. The programme has already managed down the cost of contractors. Subject to a successful revenue bid to the Council of Ministers we will be able to offer longer term contracts through normal recruitment which will further bring down these resource costs.

Baseline

11.5 The PAC were keen to investigate, in relation to the overall eGov budget, how a baseline for pre eGov expenditure was established. The response received from the team was that a small amount of funding is granted prior to the preparation of a full business case, in order to establish baseline funding (for example, £7,500 was granted to Health and Social Services to undertake discovery work regarding the Medical Practitioners Register System).

Project Management Office

11.6 As mentioned previously, the PAC ascertained that funding requirements are now submitted through the Corporate Change Portfolio Office for funding from the restructure provision and that foreground projects were no longer accounted for within the eGov project. The PAC asked how the Project Management Office (PMO) related to eGov, and the Director, PSR indicated that the Change Portfolio Office was the same as the PMO. He advised that there was a small team, whose job was to help co-ordination, assurance, and investment decisions across a range of change initiatives throughout the organisation. He said its primary function was that of a custodian, or administrator of the restructuring provision, with a secondary role looking at savings arising from the M.T.F.P.2 (Medium Term Financial Plan).

11.7 When asked for a simple explanation of where the money comes from, the Public Sector Reform Director responded that it initially sits in restructuring provision. Once the project has been agreed, it becomes the responsibility of the department’s Accounting Officer and the money is transferred out to the department project budget.

Monitoring

11.8 When challenged on how outcomes of each project could then be monitored, the Public Sector Reform Director answered that the Corporate Change Portfolio Office was

⁴⁹ Post-public hearing questions sent by email 10th April 2017, answers received by email 24th April 2017

planning to have reporting back on each and every restructuring provision bid, but that the performance software was still in pilot form:

“... the performance software (is) for people to update how they are getting on with their projects and are they delivering ultimately on what they said they were going to deliver against. Ultimately we keep a check on the money... as part of the agreement if you are not spending the money then it comes back to the restructuring provision.”

- 11.9 The PAC was assured that the Corporate Change Portfolio Office will be monitoring information that is entered into the ‘Perform system’ to ensure that it is accurate and up to date, and will be visiting all departments that have received Restructuring Provision (RP) funds on a rolling ongoing basis to gather evidence regarding the realisation of deliverables and benefits. The team also advised that the Corporate Change Portfolio Office recently arranged for a senior management accountant (SMA) to be part of the team. The PAC was assured that the SMA will provide monthly financial reviews and monitoring on all areas that have received RP funds in order to verify that the budget is spent in accordance with the approved business case, and any underspends are transferred back in to the RP fund.
- 11.10 The PAC then asked to see this process in a clear and concise way and the Public Sector Reform Director confirmed that a list of where the restructuring provision has gone, to what projects, and in what amounts, would be produced⁵⁰.

Restructuring Provision

- 11.11 The PAC was concerned that decision making and oversight of the project could be hindered if the Chief Executive (and therefore the CMB) and Treasurer did not receive sufficient, appropriate, accurate and timely information on the planned and actual use of funds.
- 11.12 The eGov Programme Director added that the lessons learnt from the eGov audit have been applied across the business and there was now a robust objective way of making decisions from our change or restructure provision as it relates to the entire States. The PAC probed the robustness of the budgeting within the Medium Term Financial Plan for eGov, and noted that in the absence of any agreed eGov strategy and objectives, the funding of individual foreground projects was undertaken on an *ad hoc* basis. It was concerned that there were no clear criteria for approval and that the funding decisions made by senior officers were not documented. It received the Restructuring Provision list in April 2017 by email⁵¹, (reproduced in full at Appendix 2). It noted that the rows highlighted in yellow were bids subject to both Political Oversight and Council of Ministers’ approval, therefore yet to be approved.

Potential Future Savings

- 11.13 When challenged as to the future potential savings that could be made by the investment into eGov, the Chief Executive identified the SMART Police Technology Project as an example of **efficiency** savings. The team advised⁵² that savings of £750,000 by 2019 were identified as part of the approved business case and had already been removed from the States of Jersey Police (SoJP) cash limit as part of MTFP2 savings.

⁵⁰ Response received by email dated 24th April 2017, attaching restructuring provision list, reproduced in full at Appendix 2.

⁵¹ Post-public hearing questions sent by email 10th April 2017, answers received by email 24th April 2017

⁵² Response received by email dated 24th April 2017

11.14 The PAC was advised that there should be opportunities to capitalise on the SMART Police Technology (and thinking) with other departments, initially those with enforcement roles, for example:

- Honorary Police Forces
- Customs and Immigration
- Environment Department
- Viscounts Office
- Driving & Vehicle Standards
- Trading Standards
- Health and Safety Inspectorate

11.15 The Public Sector Reform Director agreed that (financial) savings had already been built into the Medium Term Financial Plan (MTFP2) so they will start adding up by the end of 2019⁵³. The eGov team sent examples⁵⁴ of departments having the ability to make savings that would occur from eGov projects:

Community and Constitutional Affairs: States of Jersey Police have highlighted a reduction of up to 9 FTE (savings of £750,000 by 2019) enabled by the Mobile Technology Project

Department of Environment: The Department has highlighted a reduction of 6 FTE (saving of £349,000 by 2019) in Planning and Building services through vacancy management and redesign. The implementation of a new Digitally Integrated Planning Process will enable the savings to be made.

Treasury and Resources: The Department has highlighted a reduction of 15 FTE (savings of £658,000 by 2019) in Taxes Office Efficiency savings following e-Gov and new Tax computer system.

PAC Findings and Recommendations

11.16 The PAC was concerned that the Chief Executive (and therefore the CMB) and Treasurer should receive sufficient, appropriate, accurate and timely information on the actual and planned use of funds. The PAC was assured by the Chief Executive that (in the case of Digital ID) much of the learning from this initial discovery work remains of value to the programme and will influence the procurement and selection of the strategic choice for digital ID. However, the PAC wants clear assurances that as and when deadlines are missed, causes must be properly understood and duly reported on so that appropriate action can be taken. The PAC is clear that at this stage of eGov implementation, there is an urgent need for greater clarity, focus and proper accountability.

FINDING 7 At this stage of eGov implementation, there is an urgent need for greater clarity, focus and proper accountability.

RECOMMENDATION 7 The eGov budget should be updated regularly and monitored forensically so that the Chief Executive and Treasurer know how, when and why money has been spent and therefore what is needed.

⁵³ Public Hearing with Chief Executive and others of the eGov team, 27th March 2017.

⁵⁴ Written response to follow up post hearing questions received on 24th April 2017

12 Conclusion

12.1 The PAC wishes to emphasise that, notwithstanding concerns it has expressed, it is supportive of the eGov programme and the work done thus far.

eGov versus eGovernment⁵⁵

12.2 The PAC accepts that it is important to recognise the distinction between the eGov programme and the ambition to become an eGovernment. eGov is a defined change programme with a set budget, lifetime and set of deliverables, to enable eGovernment, which is a larger, ongoing digital transformation of government services.

Challenges

12.3 The PAC noted that there are several challenges in the next stage of implementing eGov. The Chief Executive advised that cyber security, data security and management are at the forefront⁵⁶. The Director of Public Sector Reform considered the biggest challenge to be the States' organisational capacity to deliver such a broad remit of change.

“... how much physical capacity we have in our own time, within departments, within services, to look at all of our people, rules of engagement, our (Lean programme), our building premises, our technology, to do all of that at the same time as running the business to deliver services... There is no easy solution to that because we do not have much more money to deliver more capacity.”

Resources

12.4 The eGov Programme Director advised that there had not been sufficient resources to migrate the programme into “business as usual and ...in time.” Also, because technology rapidly evolves, it was a challenge to secure the right decision at the right time for such projects as Digital ID, and the Chief Executive told the PAC that without the expected budget, the project would halt. However he hoped that there were enough parts of the programme such as the Tax and Social Security system online to convince people that it needed more investment.

12.5 The PAC is firmly of the belief that Public Sector Reform, digital transformation, the ongoing interdepartmental buy-in by the CMB, and close working ties with Digital Jersey, are all factors which will determine the benefits of eGov.

Clarity of Objectives

12.6 The PAC is keen to emphasise that a scheme which fails to modernise the existing antiquated IT systems and working practices, or consolidate the numerous databases is in effect a ‘veneer of efficiency’. It urges the Chief Executive to prevent eGov becoming an expensive and cumbersome ‘add-on’ to the already antiquated systems and practices.

⁵⁵ eGov Refresher, Q1 2017, paraphrased – confidential document.

⁵⁶ PAC Public Hearing with Chief Executive and others, 27th March 2017

- 12.7 The eGov programme has a sizeable budget – and the eGov team confirmed it needs more in order to complete Phase 1 and deliver more tangible benefits to the public. The PAC is concerned that, unless the core vision is made public in an easy to understand way and the budget properly updated to reflect changing financial circumstances, there is a danger that it will not be progressed.
- 12.8 The PAC concludes the Chief Executive must strive for greater clarity, focus and proper accountability in delivering the eGov programme.

APPENDIX 1: Executive Response to C&AG Recommendations

	Recommendation	To	Accept/ Reject	Comments (to include confirmation of responsible Accounting Officer where relevant)	Target date of action/ completion
1	Routinely undertake structured learning (including from other projects); identify actions to be taken; secure senior level understanding, commitment and endorsement; and monitor implementation.	eGov Pg Dir	Accept	The PSR Portfolio Office will be monitoring issues and creating a knowledge asset base from the issues that are raised on the monthly reports submitted via the Perform Software.	Q4 2016
2	Review the reasons for weaknesses in decision making over the initial procurement, identify corrective action, secure senior level endorsement and monitor implementation.	eGov Pg Mgr	Accept	A new governance model has been implemented to include senior level approval and ongoing monitoring.	Q4 2016
3	Put in place arrangements to foster a common understanding of the scope of Public Sector Reform within senior leadership teams.	eGov Pg Dir	Accept	PSR is an overarching portfolio that includes eGovernment and all eGovernment programmes and projects, and therefore through governance arrangements it reports through the senior leadership team (Corporate Management Board) who oversee the implementation of the PSR.	Q4 2016
4	Finalise the strategy for eGov in light of the agreed scope for Public Sector Reform, making sure that: a. there is a common understanding of what it means for all parts of the States; b. training needs are assessed, budgeted for and training put in place so that senior managers can increasingly contribute to and operate within the digital enterprise management environment; and c. new appointments are routinely made with eGov competence as a	eGov Pg Dir	Accept	As PSR moves into the implementation phase, the eGovernment Programme will be incorporated into the overall PSR culture, and will include the implementation of points a, b and c in recommendation 4.	Q4 2016

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	core requirement, so that digital leadership capability and capacity is continually increased.				
5	Reflect the dimensions of the eGov finalised strategy in all communications of the eGov programme and individual eGov workstreams and projects.	eGov Pg Dir	Accept	eGovernment strategy and workstreams will be included as part of the PSR Portfolio governance.	Q4 2016
6	Adopt and embed SMART objectives and a roadmap for implementation of the new eGov strategy.	eGov Pg Mgr	Accept	In conjunction with the delivery of the entire PSR portfolio, develop blueprint (target architecture) and roadmap.	Q3 2016
7	Develop and implement a strategy for cyber security within the eGov programme in line with the work already underway in response to my review of information security.	eGov Pg Mgr	Accept	DA to work with newly created Cyber Taskforce clearly establishing roles and responsibilities. Potential transfer to PSR Director.	Q3 2016
8	Clarify programme, work stream and project management responsibilities for eGov.	eGov Pg Mgr	Accept	eGovernment incorporated into overall PSR governance arrangements.	Q3 2016
9	Clarify the roles of ISD Business Support Groups in the eGov programme.	eGov Pg Mgr	Accept	The restructuring of Information Services has established joint working between the IS business support groups and the eGovernment team.	Q3 2016
10	Validate the capital and future revenue budget for eGov (including cybersecurity and training) in light of the revised eGov strategy, perhaps by commissioning an independent test of cost, estimates and profile.	eGov Pg Mgr	Accept	Each major eGovernment capital and revenue consequence will be included in the full business case at inception to validate the costs.	Q3 2016
11	Enhance arrangements for making rigorous and transparent decisions on project and workstream funding in the context of strategic priorities and the revised eGov strategy.	eGov Pg Mgr	Accept	As R8.	Q3 2016

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12	Clarify the governance arrangements for the eGov programme, including: a. the respective roles of and relationship between the Programme Board and Sponsoring Group and; b. the scope of control and influence of the Design Authority and; c. the arrangements for Quality Assurance.	eGov Pg Dir	Accept	eGovernment will be incorporated into the overall PSR governance arrangements.	Q3 2016
13	Review the design and operation of the risk management process for the eGov programme and make any improvements identified.	eGov Pg Mgr	Accept	As R12.	Q3 2016
14	Clearly set out the States' target business and operating model and ensure this is comprehensively understood by the Council of Ministers, CMB and senior leadership teams.	eGov Pg Dir	Accept	The PSR Portfolio will report regularly to Political Oversight Group, ensuring that Council of Ministers and CMB have full understanding.	Q4 2016
15	Develop effective mechanisms to promote joint working towards corporate objectives, including clarification of accountabilities and escalation arrangements where necessary.	eGov Pg Dir	Accept in Principle	As eGovernment initiatives replace manual processes, and where practicable manual processes will be closed down. However, provision must be retained for meeting the needs of those not digitally connected.	
16	Ensure the close down of non-digital delivery channels and the legacy processes associated with them, in line with the eGov programme and benefits to be delivered in a timely manner.	eGov Pg Mgr	Accept	Establish approach in service design principles. Ensure channel shift/closure appears in business case and benefit realisation plan. Access Jersey development will also consider non-digital delivery channels (e.g. assisted digital) Work with Treasury to agree the process for realising financial benefits proposed in business cases that receive funding.	Q4 2016
17	Ensure sufficient management resources are in place for core work streams.	a. eGov Pg Mgr	Accept	a. Establish resource plan and continue recruitment activity. b. Establish Professional Services drawdown contract (at SoJ level)	a. Q3 2016 b. Q4 2016

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				(Potential transfer to Corporate Procurement).	
18	Expedite the planned development and implementation of policies and procedures for data sharing (and related data quality) and of arrangements to secure compliance.	eGov DM	Accept	Complete Discovery on Data Management Service for SoJ, take action accordingly. Create central repository for all data sharing agreements.	Q3 2016
19	Focus leadership efforts on securing buy-in to the Design Authority function and the corporate working necessary to secure the full benefits from it.		Accept	The design Authority's function is primarily to ensure the integration of technology based solutions. The PSR Portfolio Office will be responsible for leadership and the delivery of corporate working to secure full benefits from technology.	
20	Improve the capacity and approach to how the programme is managed to ensure that: <ul style="list-style-type: none"> · timely, comprehensive and accurate information is available; and · the programme directly supports the specific needs of business transformation through eGov processes. 	eGov Pg Dir	Accept	eGov will pilot use of Perform executive reporting software as R8.	Q3 2016
21	Develop and implement a people and skills plan for eGov, (a.) including flexible mechanisms for securing skills both within and outside the States and covering the (b.) transfer of skills from the Design Authority.	eGov Pg Dir	Accept	The IS transformation programme which is closely linked to the delivery, and ongoing maintenance of eGovernment technology will ensure both in-house and third party skills are available for ongoing systems maintenance.	Q3 2016

APPENDIX 2:
Restructuring Provision - Summary of Allocations and Requests from 2011

REF NUMBER	DATE OF SUBMISSION	CO / PM	DEPARTMENT	REQUIREMENT	TOTAL 2011/15 £	MTFP 2				TOTAL 2011-19 £
						2016 £	2017 £	2018 £	2019 £	
TOTAL BUDGET PROVISION IN MTFP					34,800,000	7,000,000	7,000,000	7,000,000	5,000,000	60,800,000
Previous Year's Underspend Carried Forward						0	2,032,632	4,763,807	9,234,086	
Underspend on 2012 Contingency transferred					3,083,000	0	0	0	0	
TOTAL BUDGET AVAILABLE					37,891,000	7,000,000	9,032,632	11,763,807	14,234,086	
COMPREHENSIVE SPENDING REVIEW										
1			CMD	CSR/PSR Delivery Team	1,230,000	0	0	0	0	1,230,000
2			CMD - HR	Organizational Development/ Change Leader	600,000	0	0	0	0	600,000
3			CMD - HR	Employee Relation Support	300,000	0	0	0	0	300,000
4			T&R - Procurement	Procurement Transformation Programme	3,900,000	0	0	0	0	3,900,000
5			HSS	Procure to Pay (P2P) project in HSS	365,000	0	0	0	0	365,000
6			T&R - HR	Actuarial Review of PFCU	48,600	0	0	0	0	48,600
RP801	04.02.11		Lieutenant-Governor	Reduction of housekeeper posts working hours - buy out payments	27,100	0	0	0	0	27,100
RP808	23.02.11		HA - Pol	Closure of Police Canteen	54,600	0	0	0	0	54,600
RP818	14.09.11		T&R - Res	Architects VRs	577,700	0	0	0	0	577,700
RP802	18.02.11		HSS	CSR Support - PM, HR, informatics & finance resources	1,250,000	0	0	0	0	1,250,000
RP806 & 03	15.02.11		T&R - Trs	Finance Change Team - transferred to Taxes Transformation Programme	249,900	0	0	0	0	249,900
RP807	18.02.11		CMD - HR	Additional CSR support for central HR team	295,000	0	0	0	0	295,000
RP809	18.02.11		ESC	CSR Support	74,300	0	0	0	0	74,300
RP817	03.03.11		CMD Law Draftsman	Additional Resources	176,000	0	0	0	0	176,000
RP819	15.03.11		ESC	Support to Fee Paying Schools	500,000	0	0	0	0	500,000
RP810	21.02.11		ESC	Part 16 further collaboration	25,500	0	0	0	0	25,500
RP812	21.02.11		ESC	Restructure Primary Emotional Behaviour	15,900	0	0	0	0	15,900
RP805	18.02.11		TTS	Canteen Relocation	85,000	0	0	0	0	85,000
RP813	18.02.11		TTS	Energy Audit	50,000	0	0	0	0	50,000
RP815	18.02.11		Env	Thinning of Files (part of file relocation project) PHASE 1	50,000	0	0	0	0	50,000
RP816	18.02.11		Env	Meteorological Office Review	35,000	0	0	0	0	35,000
RP804	18.02.11		HA - FRs	Training on Command to support Fire and Ambulance Merger	0	0	0	0	0	0
RP820	16.08.11		T&R - Taxes	Taxes Transformation Programme	300,000	0	0	0	0	300,000
RP821	26.08.11		T&R - Procurement	Energy Project	500,000	0	0	0	0	500,000
RP822	01.09.11		CMD - HR	HR Additional Funding to support HSSD	296,000	0	0	0	0	296,000
RP823	01.09.12		HA - Prison	Pension Costs re new Prison Officer Grade	29,000	0	0	0	0	29,000
RP824	05.09.11		ESC	Replacing bowls greens with artificial surfaces	60,000	0	0	0	0	60,000
RP825	25.10.11		HA	VR Payments for 2 staff re new Prison Officer Grade	68,300	0	0	0	0	68,300
RP826	09.12.11		HSS	Support for Lean Projects	294,000	0	0	0	0	294,000
RP827	06.01.12		HSS	Energy Projects in HSS	413,000	0	0	0	0	413,000
RP828	27.03.12		DoE	Thinning of Files (part of file relocation project) PHASE 2	70,000	0	0	0	0	70,000
RP829	27.03.12		DoE	Enhanced Online web services	70,000	0	0	0	0	70,000
RP830	12.09.12		CMD - ISD	HR system replacement project management costs	206,000	0	0	0	0	206,000
RP831	05.03.12		HSS	Alternating Shift Buy-Out	127,000	0	0	0	0	127,000
RP832	16.05.12		EDO	Integration of JBV and JE to form a single independent and confidential business information	205,000	0	0	0	0	205,000
RP836	05.07.12		CMD - ISD	VR in ISD	56,100	0	0	0	0	56,100

REF NUMBER	DATE OF SUBMISSION	CO / PM	DEPARTMENT	REQUIREMENT	TOTAL 2011/15 £	MTFP 2				TOTAL 2011-19 £
						2016 £	2017 £	2018 £	2019 £	
RP837	04.07.12		CMD - ISD	Data Centre Migration	210,000	0	0	0	0	210,000
RP840	12.07.12		EDD	Restructure of Financial Services	156,500	0	0	0	0	156,500
RP841	09.08.12		HA	Backfill for Criminal Justice Review	70,000	0	0	0	0	70,000
RP848	Mar-13		DoE	Eco-Active States - Continued Support	65,000	0	0	0	0	65,000
RP833	02.07.12		CMD - HR	HR Fit for Purpose - strengthening HR Team for workforce planning, OD and systems	150,000	0	0		0	150,000
RP842	26.10.12		ESC	Support to FCJ Primary School	306,300	0	0	0	0	306,300
TOTAL COMPREHENSIVE SPENDING REVIEW (CSR)					13,554,800	0	0	0	0	13,554,800

PUBLIC SECTOR REFORM PORTFOLIO

APPROVED BIDS 2015	RP833	02.07.12		CMD	Mapping of Customer Interactions with the States of Jersey	350,000	0	0	0	0	350,000
	RP834	02.07.12		CMD - HR	Workforce Modernisation Phase 1 - strengthening ER Team to support this workstream (min)	150,000	0	0	0	0	150,000
	RP833	02.07.12		CMD - HR	HR Fit for Purpose - strengthening HR Team for workforce planning, OD and systems	0	0	0	0	0	0
	RP843	Mar-13		CMD	Reform Programme - Phase 1	4,380,000	0	0	0	0	4,380,000
	RP844	Apr-13		HSS	Reform Team	970,000	0	0	0	0	970,000
	RP845	Apr-13		HSS	Senior Health Leadership Development	150,000	0	0	0	0	150,000
	RP849	Mar-13		DoE	Eco-Active States - Continued Support	0	0	0	0	0	0
	RP850	Aug-13	Ian Gelliehan/ William Gardiner	Housing	Housing Transformation Programme	685,000	0	0	0	0	685,000
	RP852	Mar-13	John Richardson/ Jonathan Williams	CMD	E-Government - Phase 1	5,153,000	2,000,000	0	0	0	7,153,000
	RP853	Apr-14	John Richardson/ Richard Stevens	CMD	Leadership Development Training	580,000	0	0	0	0	580,000
RP853	Apr-14	John Richardson/ Andy Scate/ Richard Stevens	CMD	PSR - 2nd Tranche	1,579,200	0	0	0	0	1,579,200	
RP854	Apr-15		CMD	Voluntary Release Scheme	2,000,000			0	0	2,000,000	
RP855	Jul-15	John Rogers/ Ray Foster	T&R	Office Consolidation Project - feasibility funds	0	350,000	0	0	0	350,000	
RP856	Aug-15	John Richardson/ Ian Webb	T&R	Office Consolidation Project - Jubilee Wharf Rent	0	350,000	0	0	0	350,000	
RP857	Aug-15	Mike Sowron/ Andrew Sugden	SoIP	Mobile Data Project	0	225,000	1,077,823	142,323	0	1,445,146	
RP862	Sep-15	Justine Donovan/ Christine Welwyn	ESC	Review of Secondary Education - Project Manager	0	85,000	5,000	105,000	48,000	238,000	
RP856a	01.08.15 02.02.17	John Richardson/ Richard Stevens	CMD - HR	PSR - WFM (Enc: Reward, JE, TB/Cs, PM, EC & Assimilation)	0	198,000	269,991	0	0	467,991	
RP856b	Aug-15	John Richardson/ Richard Stevens	CMD - HR	PSR - Engagement	0	63,000	303,000	203,000	203,000	772,000	
RP856c	Aug-15	John Richardson/ Richard Stevens	CMD - HR	PSR - Leadership Development	0	163,000	0	0	0	163,000	
RP856d	Aug-15	Ian Burns/ Lee Starlin	CMD - HR	PSR - Lean	0	77,500	100,000	100,000	0	277,500	
RP859	01.09.15 22.12.16	John Richardson/ Richard Stevens	CMD - HR	Change Resources	0	330,978	3,431	330,898	330,898	996,205	
RP863	Sep-15	John Richardson/ Andrew Scate	CMD - PSR	PMO Resources/ Project Management/ Financial Management/ Law Drafting	0	545,500	345,500	697,000	697,000	2,285,000	
RP867	Jan-16	John Rogers/ Ellen Lüttechild	DFI	Department for Infrastructure Municipal Services Reorganisation	0	308,000	0	0	0	308,000	
RP868e	Jan-16	Julie Garbutt	HSSD	HSSD Organisational Redesign/ Governance - DRAWDOWN on BC	0	100,000	0	0	0	100,000	
RP869	04.03.16	Mike King/ Andrew Sugden	EDTSC	EDTSC Evaluation of Sport & Culture Delivery	0	0	0	0	0	0	
RP870	26.04.16	Julie Garbutt/ Susan Turnbull	HSSD	Medical Practitioners data base	0	0	170,000	0	0	170,000	
RP871	26.04.16	Richard Bell/ Richard Summerhill	T&R Tax Office	Tax Office Modernisation Programme - Nudge Projects Behaviours	0	0	204,175	23,000	0	227,175	

2016

Public Accounts Committee - eGov

REF NUMBER	DATE OF SUBMISSION	CO / PM	DEPARTMENT	REQUIREMENT	TOTAL 2011/15 £	MTFP 2				TOTAL 2011-19 £
						2016 £	2017 £	2018 £	2019 £	
RPB72	28.06.16	Andrew Scate/ Peter Le Gresley	DOE	Digitally Integrated Planning Process	0	171,370	0	0	0	171,370
RPB73	26.07.16	Richard Bell/ Jason Turner and FAB	T&R	Financial Management Improvement Programme	0	0	130,000	0	0	130,000
RPB74	26.07.16	Richard Bell/ Jason Turner	T&R	Income Collection and Reconciliation (ICAR)	0	0	64,000	0	0	64,000
RPB75	11.08.16	Richard Bell/ Richard Summerhill	T&R	Taxes Office Modernization Programme (TOMP)	0	0	438,500	438,500	438,500	1,315,500
RPB76	23.08.16	John Rogers/ Laura Hopely	DFI	DVS Replacement of Vehicle Registration System - Technical Architect	0	0	48,999	0	0	48,999
RPB79	25.10.16	Richard Bell, Caroline Hastings	T&R	Supply Jersey	0	0	205,000	0	0	205,000
RPB80	28.11.16	Amy Soderstein/ Richard Stevens	CMD - HR	Leadership Development	0	0	560,000	490,000	490,000	1,540,000
RPB82	23.11.16	Rob Macdon/ Andrew Scate	CMD	eRoosting Project	0	0	342,426	0	0	342,426
TOTAL PSR					15,997,200	4,967,348	4,268,845	2,529,721	2,202,398	29,965,512
TOTAL APPROVED BIDS CSR & PSR					29,552,000	4,967,348	4,268,845	2,529,721	2,202,398	43,520,312
LESS Provision for Procurement Savings not delivered in timescales (2012 & 2013)					5,637,658	0	0	0	0	5,637,658
LESS Transfer of Unallocated Balance to Consolidated Fund 2014					2,701,358	0	0	0	0	2,701,358
TOTAL APPROVED BUDGET TRANSFERS (indicative in 2016)					37,891,000	4,967,348	4,268,845	2,529,721	2,202,398	51,859,312
REMAINING BUDGET						2,032,652	4,763,807	9,234,086	12,031,688	
SUMMARY OF UNAPPROVED BIDS										
Requests to Council of Ministers (COM) 22 March 2017										
RPB77		Tom Walker/ Helen Miles	HA	Criminal Justice Review	0	0	245,800	245,800	245,800	737,400
TOTAL of Requests to COM:					0	0	245,800	245,800	245,800	737,400
Requests to The Minister for Treasury & Resources										
RPB87	14.12.16	Elen Littlechild / John Rogers	DFI	FULL-APPROVAL: Department for Infrastructure Municipal Services Reorganisation	0	0	34,000	0	0	34,000
RPB84		Ian Webb/ John Richardson	CMD - ISD	ISD Transformation - HOLD	0	0	150,000	0	0	150,000
RPB85	02.02.17	Richard Stevens/	CMD-HR	Wellbeing	0	0	0	0	0	0
TOTAL of Requests to Minister for T&R:					0	0	184,000	0	0	184,000
Requests to Portfolio Investment Committee (PIC)										
RPB86		John Richardson/ Ian Webb/ Jonathan Williams	CMD-ISD	eGovernment ongoing revenue costs	0	0	485,000	870,000	870,000	2,235,000
TOTAL of Requests to PIC:					0	0	485,000	870,000	870,000	2,235,000
Requests with Corporate Change Portfolio Office (CCPO) for Review										
RPB89	?	Mike King/ Andrew Sugden	EDTSC	FULL-APPROVAL: EDTSC Evaluation of Sport & Culture Delivery - ON HOLD	0	0	100,000	0	0	100,000
RPB83	04.11.16	Ian Clarkson/ Mike King	EDTSC	Liquor Licensing Administration System - ON HOLD	0	0	80,000	10,000	0	100,000
RPB87	22.03.17	Richard Bell/ Richard Summerhill	TR - Tax	TSSC and TOMP Supplementary funding	0	0	1,188,000	1,270,000	1,270,000	3,738,000
TOTAL of Requests to CCPO:					0	0	1,368,000	1,280,000	1,270,000	3,938,000
Further requests possibly forthcoming										
	0/5	John Rogers	DFI	DFI - Waste Programme	0	0	200,000	100,000	0	300,000
		John Richardson/ Jonathan Williams	CMD-eGov	eGovernment to complete phase 1	0	0	862,500	862,500	0	1,925,000
		Head of EDTSC	EDTSC	Public Events and Private Events on Public Land - Licensing Regime	0	0	50,000	0	0	50,000
		Ian Burns	CMD-Lean	Lean	0	0	0	0	100,000	100,000
				Finance Transformation	0	0	100,000	200,000	200,000	500,000
				Supply Jersey - Gap Analysis	0	0	200,000	0	0	200,000
		Richard Bell	T&R	Workforce Modernization - Pay Protection	0	0	600,000	600,000	600,000	1,800,000
TOTAL of Possible forthcoming Requests:					0	0	2,112,500	1,862,500	900,000	4,125,000
TOTAL OF ALL REQUESTS IN REVIEW AND APPROVALS PROCESS:					0	0	4,425,300	4,258,300	3,285,800	11,219,400

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24/04/2017

REF NUMBER	DATE OF SUBMISSION	CO / PM	DEPARTMENT	REQUIREMENT	TOTAL 2011/15 £	MTFP 2				TOTAL 2011-19 £
						2016 £	2017 £	2018 £	2019 £	
BALANCE ON RP IF ALL REQUESTS RECEIVE COM APPROVAL:						2,032,652	338,507	550,486	62,288	63,078,712