



Comptroller and Auditor General
Procurement: Follow-up
27 August 2015



JERSEY AUDIT OFFICE

Procurement: Follow-up

Introduction

- 1.1 Effective procurement is a key means of:
 - securing value for money;
 - managing risk; and
 - reducing the risk of impropriety.
- 1.2 The States of Jersey has recognised that effective procurement has the capacity to deliver substantial savings, establishing a central procurement function within Treasury and Resources and targeting procurement savings as part of the Comprehensive Spending Review (CSR).
- 1.3 I reviewed aspects of the States' approach to procurement and issued a report detailing my findings and recommendations in March 2014. I identified significant development in procurement over the previous few years but also highlighted a need to:
 - develop most of the stages of the procurement cycle to embed consistent practice and assist users to comply with corporate requirements;
 - update the procurement strategy to promote a consistent corporate view of procurement; and
 - establish effective mechanisms for learning from procurement exercises and disseminating the learning across the States.
- 1.4 Subsequently, the States have started to rollout Supply Jersey, a web-based purchasing system that is designed to simplify ordering and invoicing for the majority of purchasing transactions, promoting efficiency and effectiveness.

Objectives

- 1.5 This review comprises:
- an evaluation of the response to my earlier recommendations; and
 - an initial evaluation of the rollout of Supply Jersey in the context of those recommendations.
- 1.6 In addition to **recommendations** this report contains **areas for continuing management action** relating to more detailed aspects of implementation.

Progress against recommendations

- 2.1 In my previous report I reviewed and made recommendations on:
- overall corporate procurement arrangements and specific aspects of those arrangements;
 - securing compliance with Financial Directions; and
 - identification and monitoring of savings.

Procurement arrangements

- 2.2 The effectiveness of procurement processes depends amongst other things on:
- clear processes, consistently and clearly communicated;
 - effective support for staff involved in procurement across the States;
 - effective communication with existing and prospective suppliers;
 - establishing corporate procurement arrangements for identified common needs across the States; and
 - effective governance arrangements for procurement supported by high quality corporate information.
- 2.3 In my previous review I identified scope for improvement in many of these areas and made recommendations addressing both overall arrangements and those relating to separate stages of the procurement process.

Overall arrangements

- 2.4 In Exhibit 1 I evaluate the steps taken and planned in response to my recommendations relating to overall arrangements for procurement.

Exhibit 1: Overall procurement processes: action in response to recommendations

Rec No	Recommendation - 2014	Update – 2015	Status	Evaluation
1	Update and refresh the Corporate Procurement Strategy to reflect progress made since 2008, experience and changes in the environment.	Preparation of the revised Corporate Procurement Strategy was delayed. However, the Director of Strategic Procurement is due to present a draft Strategy to the Chief Executive in September 2015.	Implementation in progress	The Corporate Procurement Strategy is a key document defining the environment and priorities within which procurement takes place and therefore should drive changes to and development of procurement processes. The absence of an up to date strategy means that process development has been undertaken in a vacuum.
2	As part of the update of the Corporate Procurement Strategy, reconsider the incentives for departments to secure savings from corporate procurement initiatives.	Procurement savings now accrue to individual departments. Although there is no specific target for central procurement or incentives provided for departments in the draft Medium Term Financial Plan (MTFP), procurement is being presented as one of the means of securing the savings needed to bridge the projected budget gap and deliver departmental savings targets.	Partially implemented	There are no incentives for departments to participate in collective procurement exercises where the benefits accrue only to other departments. Revised incentive structures may secure wider buy-in.
3	Review Financial Direction 5.1, including considering whether any elements of the 'How to Buy' toolkit should be made mandatory requirements.	A revised version of Financial Direction 5.1 is due to be finalised by December 2015. Corporate Procurement plans to update the 'How to Buy' toolkit following the rollout of Supply Jersey.	Implementation in progress	The rollout of Supply Jersey brings added urgency to a need for a further review of Financial Direction 5.1, including the distinction between mandatory requirements and guidance on implementation.
4	Promote the use of the existing questionnaire by departments to assist in targeting the input of the Corporate Procurement Team.	The initial project planning questionnaire has been revised, setting out all the stages of the procurement process. This facilitates the identification and agreement of the input of the Corporate Procurement Team. The revised questionnaire is prominent on the home page of	Implemented	

Rec No	Recommendation - 2014	Update – 2015	Status	Evaluation
		the 'How to Buy' website.		
5	Promote the use of the Corporate Procurement Team as advisors across the States.	<p>The use of the Corporate Procurement Team has been promoted through:</p> <ul style="list-style-type: none"> the corporate intranet; and a revised questionnaire that assists users in identifying the assistance they require on procurement projects. <p>A record of Corporate Procurement Team input into Departmental projects is maintained but no structured assessment is made of impact and outcomes.</p> <p>Plans are in place to implement a more structured approach, including through identification of key learning points and reporting them to the Procurement Board and Finance Advisory Board (FAB).</p>	Implementation in progress	<p>The implementation of formal structured feedback on Corporate Procurement Team involvement in departmental projects is important in demonstrating that:</p> <ul style="list-style-type: none"> the added value is secured; and feedback is used to improve the function.
6	Include relevant information on procurement for suppliers on the States of Jersey website.	<p>The States of Jersey website includes relevant information.</p> <p>There is scope for enhancing accessibility as:</p> <ul style="list-style-type: none"> there is no obvious link on the States home page; and information is in two different areas – one accessed via the Treasury and Resources and the other via the Industry pages. 	Implemented	Further improvements in accessibility of information will potentially improve the competitiveness of procurement processes and reduce the risk of error.
7	Identify other areas where the States may benefit from States-wide contracts.	<p>Further corporate contracts have been developed including for office furniture, food and sandwiches and removals.</p> <p>The Corporate Procurement Team plans to use information from Supply Jersey to identify areas where consolidation of contracts would yield benefits.</p>	Implementation in progress	Enhanced management information from Supply Jersey, when it is rolled out, should facilitate other opportunities for States-wide contracts.

Rec No	Recommendation - 2014	Update – 2015	Status	Evaluation
8	Develop corporate information on procurement, including on the use of exemptions and through the preparation of a comprehensive contracts register.	<p>An exemptions register has been established. Exemptions are now reviewed quarterly by the Director of Strategic Procurement, Chief Internal Auditor and Head of Decision Support.</p> <p>The States has purchased an additional module for the tendering e-portal that will allow a database of all contracts to be created. This is due to be populated by 31 July 2015 and updated monthly thereafter.</p>	Implementation in progress	<p>The steps taken are welcome. However:</p> <ul style="list-style-type: none"> • corporate information needs can only be fully established and plans made to meet them when the revised Corporate Procurement Strategy and Financial Direction 5.1 have been issued; and • the real value from a corporate exemptions register stems from its use, not just in monitoring individual cases but also trends allowing appropriate corrective action to be taken.

Recommendations

- R1** Set clear targets for the finalisation of the revised Corporate Procurement Strategy and future updates of it, possibly linked to the preparation of Corporate Plans, and monitor delivery against the targets.
- R2** As part of finalising the Corporate Procurement Strategy, reconsider whether incentives for participation in corporate procurement initiatives should be developed.
- R3** Revisit corporate information needs for procurement following finalisation of the Corporate Procurement Strategy.

Areas for management action

- A1** Keep under review the scope for enhancing the accessibility on the States of Jersey website of relevant information on procurement for suppliers.
- A2** Determine corrective action, including changes to Financial Direction 5.1 and support from the Corporate Procurement Team, required in response to any trends identified from review of the exemption register.

Identifying need

2.5 Effective procurement requires clear articulation of the need for the procurement. In my previous review, I identified clear guidance on the questions to inform decisions to embark on procurement exercises. I made one recommendation to support consistent documentation of the needs assessment on which progress has been made (see Exhibit 2).

Exhibit 2: Identifying need: action in response to recommendations

Rec No	Recommendation - 2014	Update – 2015	Status	Evaluation
9	Prepare standard documentation for initial needs assessment to ensure a structured and consistent approach to initiating procurement exercises.	A needs assessment/ business case template has been prepared and included in the 'How to Buy' toolkit. Some wording in the toolkit is inconsistent as to whether use of the template is mandatory or recommended.	Implemented	The template facilitates consistent documentation of needs assessment prior to procurement.

Developing a business case and procurement strategy

2.6 A well-documented procurement strategy is key to maximising the chances of a successful procurement that achieves the objectives of the States. In my previous report I identified areas for improvement in standard documentation. Progress has been made in respect of both the recommendations I made (See Exhibit 3).

Exhibit 3: Developing a business case and procurement strategy: action in response to recommendations

Rec No	Recommendation - 2014	Update – 2015	Status	Evaluation
10	Revise the procurement strategy document to bring it into line with suggested good practice, including specifying user involvement and current expenditure analysis.	The procurement strategy document has been revised to address all the gaps identified in my previous report.	Implemented	The template should facilitate high quality procurement but evidence of its effectiveness will only be clear from monitoring its practical implementation.
11	Provide template guidance for risk log, issues log and communications plan.	Template risk log, issues log and communications plan are now available.	Implemented	The templates should facilitate high quality procurement but evidence of their effectiveness will only be clear from monitoring their practical implementation.

Area for management action

A3 Through active monitoring of the implementation of the revised procurement strategy document, template risk log, template issues log and communications plans, evaluate their impact and make revisions or develop supporting guidance as necessary.

Tender evaluation and contract award

2.7 Tender evaluation involves evaluating competing bids against objective criteria including price, quality and risk. In my previous report I identified:

- scope for improvement in the reporting of the results of tender evaluation (so that all relevant factors are clearly documented); and
- a need for enhanced guidance on the 'due diligence' procedures that should be carried out on potential suppliers (to reduce the risk of awarding a contract to a supplier who subsequently failed).

2.8 Exhibit 4 sets out my recommendations and the action in response to my recommendations.

Exhibit 4: Tender evaluation and contract award: action in response to recommendations

Rec No	Recommendation - 2014	Update – 2015	Status	Evaluation
12	Allow information submitted for one Pre-Qualification Questionnaire (PQQ) to be carried forward for a limited period to another PQQ.	The process has been amended to enable suppliers to prepare a standard on-line PQQ that will load base data.	Implemented	Facilitates lower cost supplier engagement therefore promoting competitive procurement.
13	Consider enhancement to the Invitation to Tender (ITT) evaluation report by specific references to due diligence, any remaining risks and savings and benefits.	The template ITT evaluation report now refers to the need for due diligence, remaining risks and savings and benefits.	Implemented	The template ITT evaluation report facilitates robust and comprehensive tender evaluation.
14	Develop and introduce a standard framework for undertaking and documenting due diligence.	New guidance on the meaning of and procedures for due diligence has been prepared but is at a high level. A standard questionnaire guides officers on collating information in some areas (such as legislative compliance) but the guidance in other key areas (notably the ability to resource a contract) is limited.	Implemented	The introduction of guidance facilitates better due diligence. However, in some areas, such as assessment of contractor capacity, enhanced guidance on how to undertake the activity, would facilitate effective due diligence in a consistent way, reducing the risk of the failure of a contract.

Area for management action

- A4** Enhance the guidance on due diligence to provide a consistent framework on how to undertake all relevant dimensions of due diligence, including organisational capacity.

Contract management

2.9 Procurement does not stop with the award of a contract. Effective contract management is essential to securing the envisaged benefits from a contract. In my previous report I made one recommendation concerning enhancing the guidance on establishing and monitoring performance against Key Performance Indicators (KPIs), a key tool in effective contract management. This recommendation has been implemented but more needs to be done (see Exhibit 5).

Exhibit 5: Contract management: action in response to recommendations

Rec No	Recommendation - 2014	Update – 2015	Status	Evaluation
15	Develop guidance for users on establishing and monitoring performance against KPIs.	Guidance on the development of KPIs has been issued.	Implemented	The new guidance facilitates better use of KPIs. However: <ul style="list-style-type: none">• KPIs should reflect corporate as well as departmental objectives. The guidance may therefore require review in light of the revised Corporate Procurement Strategy; and• the members of the Corporate Procurement Team have a key role in assisting managers in developing relevant and robust KPIs and sharing good practice.

Recommendation

R4 Enhance the robustness and relevance of KPIs by:

- reviewing and as necessary updating guidance on the preparation of KPIs following finalisation of the revised Corporate Procurement Strategy; and

- actively promoting the role of the Corporate Procurement Team as advisors on developing KPIs.

Closure, learning and review

2.10 Effective closure, review and learning from procurement exercises reduce the risk of mistakes being repeated and promote sharing of good practice. In my previous report I identified that there was no structured process for ensuring that:

- lessons are captured and disseminated; and
- the attainment of planned savings on corporate procurement exercises is reported at corporate level.

2.11 Some progress in implementation of these recommendations has been made but they are not yet fully implemented (see Exhibit 6).

Exhibit 6: Closure, review and learning: action in response to recommendations

Rec No	Recommendation - 2014	Update – 2015	Status	Evaluation
16	Introduce a formal structured post-implementation review process for major procurement exercises.	A Post-Tender Review template has been prepared for use for tenders with a value of over £250,000. It is planned that the results of reviews will be discussed within the Corporate Procurement Team and the results summarised and reported to the Procurement Board and Finance Advisory Board.	Implementation in Progress	Embedding a structured post-implementation review process should increase the capacity for learning lessons from procurement exercises at both a departmental and corporate level.
17	Routinely communicate learning from procurement exercises and contractor feedback across the States.	A 'lessons learnt' log has been added to the intranet and is reviewed at Procurement Board meetings.	Implementation in progress	The value from the maintenance of a 'lessons learnt' log stems not just from structured capture and review at Procurement Board meetings but from effective dissemination of messages.

Rec No	Recommendation - 2014	Update – 2015	Status	Evaluation
18	Routinely report realisation of savings and benefits from major procurement exercises to the Transformation Board.	Savings from major exercises are reported to the Treasurer and Procurement Board who represent Corporate Management Board (CMB). Structured feedback via an activity report is planned.	Implementation in progress	Routine structured feedback ensures that the realisation of savings and benefits is reported and monitored. This is particularly important when procurement savings are envisaged as making a significant contribution to savings targets.

Area for management action

A5 Monitor the effectiveness and impact of new mechanisms for internal communication of key learning points from procurement exercises.

Compliance

- 2.12 Effective procurement does not just depend on good procedures but on consistent compliance with those procedures. Monitoring compliance with procedures, evaluating the reasons for non-compliance and taking appropriate corrective action, including in instances changes to procedures, are important mechanisms for securing both value for money and strong internal control.
- 2.13 In my previous report I said that I had identified instances of non-compliance with Financial Direction 5.1 and made a series of recommendations for improvement. These recommendations have yet to be fully implemented but the rollout of Supply Jersey is designed through automated controls to promote greater compliance with Financial Directions for the procurement activity covered by Supply Jersey (see Exhibit 7).

Exhibit 7: Compliance: action in response to recommendations

Rec No	Recommendation - 2014	Update – 2015	Status	Evaluation
19	Undertake further testing to identify the extent of non-compliance with FD 5.1; review areas of non-compliance and establish reasons for non-compliance; consider amendments to FD 5.1, enhanced guidance or training as appropriate.	<p>The Chief Internal Auditor, Director of Strategic Procurement and Head of Decision Support now review exemptions from Financial Directions quarterly.</p> <p>A specific Internal Audit review has been undertaken on compliance with the travel system, which identified some areas of non-compliance.</p> <p>From the start of 2015, departments are required to log known instances of non-compliance and declare these alongside the Annual Governance Statement.</p> <p>A review and updating of FD 5.1, as part of a wider programme of review of all Financial Directions, is planned but has yet to commence.</p>	Implementation in progress	<p>Compliance with agreed processes helps to promote value for money through procurement. Intervention by Internal Audit is an effective way of checking this and making representations where breaches are noted.</p> <p>A high level of non-compliance with or exemptions from the requirements of a FD may be indicative of poor design of the FD. However, review and updating of FDs has been delayed.</p>
20	Remind Accounting Officers of the needs to consider evidence of non-compliance with FD 5.1 and to report as appropriate in their Statement of Internal Control [now Annual Governance Statement].	<p>A declaration of known breaches is now required alongside the Annual Governance Statement.</p> <p>A high-level review of 2014 Annual Governance Statements by the Chief Internal Auditor identified where non-compliance with process was not declared.</p> <p>The Treasurer of the States is no longer granting retrospective exemptions from the requirements of Financial Directions but is instead logging instances of non-compliance.</p>	Implemented	There is now an increased focus on supporting Accounting Officers in making full and accurate disclosures of instances of non-compliance.
21	Provide further guidance on appropriate reasons for granting exemptions.	The exemption form has been updated to state that exemptions must be obtained in advance and to provide guidance on what constitutes appropriate grounds for an exemption. The incidence of inappropriate exemptions had reduced.	Implemented	Inclusion of appropriate grounds for granting exemptions in the revised Financial Direction 5.1 should facilitate enhanced understanding by managers.

2.14 Looking forward, the implementation of Supply Jersey that embeds procedures within an IT system should:

- facilitate compliance with FD 5.1; and
- reduce the incidence of exemptions.

Recommendation

R5 Prioritise review and updating of FD 5.1 taking into account the extent of non-compliance with and exemptions from the current FD.

Estimating and monitoring attainment of procurement savings

2.15 Major procurement exercises are designed to secure savings. In my previous report I reviewed two procurement exercises and identified scope for improvement in the three stages of the process:

- establishing the baseline expenditure;
- calculating the expected savings; and
- monitoring and reporting of savings achieved.

2.16 In following-up the implementation of the recommendations I made, I focussed not only on changes in overall arrangements for procurement but also the specific experience of the corporate removals contract (see Exhibit 8).

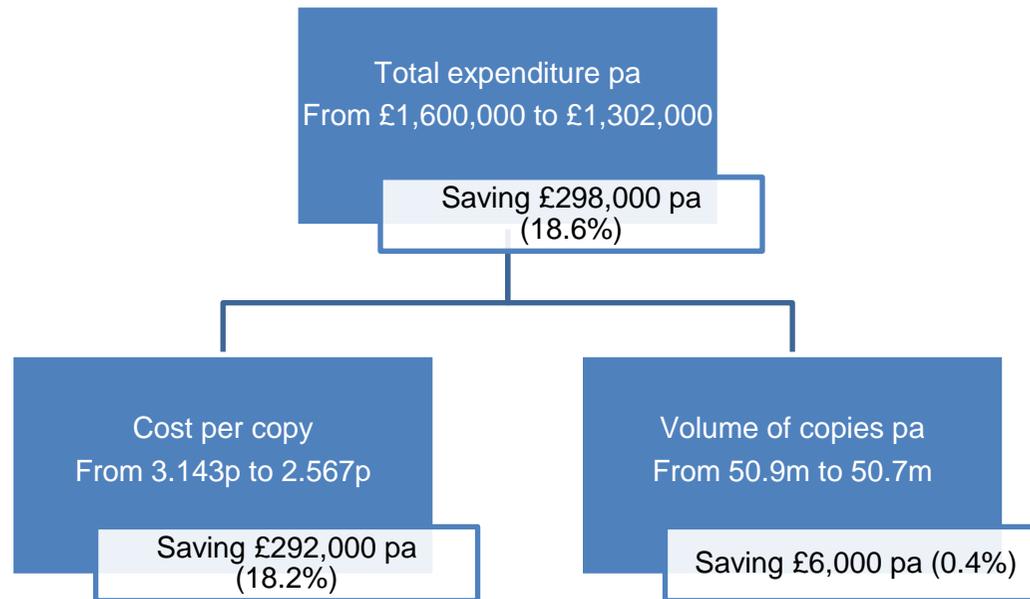
Exhibit 8: Estimating and monitoring attainment of procurement savings: action in response to recommendations

Rec No	Recommendation - 2014	Update – 2015	Status	Evaluation
22	Review consistency of coding of expenditure across the States.	Treasury and Resources has a three-year project to review the code book to provide consistency across the States. The review of capital and revenue purchases is scheduled for completion this year. In addition, the introduction of Supply Jersey will automate coding securing consistency of coding for purchases made through it.	Implementation in progress	It is premature to reach a conclusion on the effectiveness of the steps taken.

Rec No	Recommendation - 2014	Update – 2015	Status	Evaluation
23	Avoid threats to independence when experts are engaged.	Guidance has been posted on the intranet covering ethical conduct on tender evaluation.	Implemented	Clear understanding of ethical issues in procurement helps the States to demonstrate the high standards expected in public life.
24	Revise the savings estimation process to provide savings estimates on a more disaggregated basis.	There is no standardised approach to savings estimation. Instead, the approach is specific to each individual contract. Review of the process for savings estimation for the removals contract did not identify any concerns.	Not yet implemented	Whilst recognising the differences between contracts and the need for flexibility, a common overarching framework for savings estimation promotes consistency and rigour of approach.
25	Establish arrangements for corporate monitoring of attainment of savings on States-wide contracts.	Achievement of savings is monitored by the Corporate Procurement Team and reported to the Treasurer and Procurement Board. No monitoring information is provided to CMB at a departmental or establishment level unless requested.	Implementation in progress	Feedback to CMB on savings achieved is a key measure of the success of procurement initiatives.
26	Review information provided to individual managers on composition of expenditure under States-wide contracts to promote further changes in behaviour.	Disaggregated information in respect of the managed print contract has been provided to Health & Social Services on request. The Corporate Procurement Team plans to provide managed print information at establishment level to Education, Sports & Culture.	Partially implemented	Disaggregated information to managers on the composition of expenditure under States-wide contracts is central to driving behavioural changes e.g. reducing the volume of an activity.

2.17 I also reviewed progress on securing planned savings from the managed print contract. Although target annual savings of £300,000 have broadly been achieved, these have derived almost entirely from a reduction in unit cost rather than from a reduction in the volume of printing (see Exhibit 9).

Exhibit 9: Savings from managed print contract



2.18 Reductions in volumes of 10% to 20% were anticipated at the commencement of the project and this would indicate that the anticipated behavioural change has not occurred. Achieving a shift away from hard copy documentation is central to the public sector reform and e-government programmes but changing copying arrangements alone will not secure reductions in volumes. Such changes can, however, be secured by changes in working practices, for example by supplying appropriate software and hardware so that agenda papers do not need routinely to be printed.

Recommendations

- R6** Finalise and implement an overarching framework for estimation of savings from procurement contracts.
- R7** For each corporate procurement contract, in consultation with users, determine useful disaggregated management information and provide it routinely to CMB and departments.
- R8** Identify the reasons why anticipated reductions in volume of copies under the managed print contract were not secured and use the findings to inform the wider public sector reform programme.

Supply Jersey

- 3.1 Supply Jersey is a web-based 'procure to pay' system designed to secure:
- better communication between the States and suppliers;
 - reduced time from order to payment;
 - reduced checking of remittances;
 - greater visibility of transactions throughout the purchasing, supply and payment process;
 - electronic matching of orders to invoices; and
 - greater visibility of demand to suppliers.
- 3.2 As described above, through the operation of embedded automated controls, Supply Jersey also reduces the cost of compliance and risk of non-compliance with established procedures for those items purchased using it.
- 3.3 The detailed business case for Supply Jersey prepared in 2013 identified that the system was suitable for all routine purchasing transactions from supplier catalogues. These are estimated to cover 67% of purchasing transactions by volume and 62% by value. The remaining expenditure relates to 'non catalogue items' for which the States plans to retain the existing 'How to Buy' toolkit.
- 3.4 The business case identified:
- £0.9m - £1.3m pa efficiency savings; and
 - £0.4m - £1.1m pa of non-cashable savings.
- 3.5 Rollout was originally planned from May 2014 but actually commenced in October 2014 with full implementation planned for December 2015. Only a minority of users have been moved to Supply Jersey by July 2015 and no rollout date has yet been scheduled for some users.
- 3.6 Following completion of the rollout, the Corporate Procurement Team plans routinely to produce a suite of management information to evaluate the delivery of the objectives of Supply Jersey, for example:
- the proportion of procurement expenditure covered by Supply Jersey; and
 - the incidence of invoice mismatches.

Area for management action

- A6** Monitor implementation of the project plan for the remainder of the Supply Jersey rollout taking appropriate action to escalate slippage and risks to delivery as necessary.

Conclusion

- 4.1 Procurement expenditure represents a third of the total expenditure of the States. Good procurement practice drives good value for money and good internal control. My previous report identified that further steps were needed to embed consistently good procurement practice across the States.
- 4.2 This follow-up review has identified progress in the implementation of my recommendations. Guidance has been updated following my earlier review but recent changes need to be embedded and some further changes need to be made. Although there are plans to implement many of the remaining recommendations, there were in some cases no clear timetables for implementation and no corporate mechanisms outside the procurement team for monitoring implementation.
- 4.3 Implementation of some recommendations is dependent on key corporate actions. Firstly, the States-wide procurement strategy needs to be updated. The strategy should clearly set out what the States wants to secure from its procurement activities and should include not only the rollout of Supply Jersey but also other initiatives. The financial pressures that the States faces have pushed procurement, including outsourcing, centre-stage. The absence of an up to date strategy means that other developments have been delayed or, as in the case of development of guidance on KPIs, undertaken in a vacuum.
- 4.4 Secondly, the control framework for procurement, contained in Financial Direction 5.1, needs to be updated. Whilst this work is due to be undertaken as part of a wider review of Financial Directions, the delay in updating the Financial Direction has a knock-on effect on the implementation of improved arrangements.

Appendix 1: Summary of Recommendations

- R1** Set clear targets for the finalisation of the revised Corporate Procurement Strategy and future updates of it, possibly linked to the preparation of Corporate Plans, and monitor delivery against the targets.
- R2** As part of finalising the Corporate Procurement Strategy, reconsider whether incentives for participation in corporate procurement initiatives should be developed.
- R3** Revisit corporate information needs for procurement following finalisation of the Corporate Procurement Strategy.
- R4** Enhance the robustness and relevance of KPIs by:
- reviewing and as necessary updating guidance on the preparation of KPIs following finalisation of the revised Corporate Procurement Strategy; and
 - actively promoting the role of the Corporate Procurement Team as advisors on developing KPIs.
- R5** Prioritise review and updating of FD 5.1 taking into account the extent of non-compliance with and exemptions from the current FD.
- R6** Finalise and implement an overarching framework for estimation of savings from procurement contracts.
- R7** For each corporate procurement contract, in consultation with users, determine useful disaggregated management information and provide it routinely to CMB and departments.
- R8** Identify the reasons why anticipated reductions in volume of copies under the managed print contract were not secured and use the findings to inform the wider public sector reform programme.

Appendix 2: Summary - Areas for management action

- A1** Keep under review the scope for enhancing the accessibility on the States of Jersey website of relevant information on procurement for suppliers.
- A2** Determine corrective action, including changes to Financial Direction 5.1 and support from the Corporate Procurement Team, required in response to any trends identified from review of the exemption register.
- A3** Through active monitoring of the implementation of the revised procurement strategy document, template risk log, template issues log and communications plans, evaluate their impact and make revisions or develop supporting guidance as necessary.
- A4** Enhance the guidance on due diligence to provide a consistent framework on how to undertake all relevant dimensions of due diligence, including organisational capacity.
- A5** Monitor the effectiveness and impact of new mechanisms for internal communication of key learning points from procurement exercises.
- A6** Monitor implementation of the project plan for the remainder of the Supply Jersey rollout taking appropriate action to escalate slippage and risks to delivery as necessary.



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