ICT Cloud Implementation

Project Specification

Background

The Government Plan 2020-2023 includes significant funding for a multi-year technology transformation programme. Work is required to address known cyber security risks, deploy of Windows 10 and Microsoft Office 365 as well as to implement a number of cloud-based technology programmes. Capital expenditure of over £90 million is included in the Government Plan with expenditure of £25.6 million budgeted for 2020.

2019 saw the first phase of implementation of a new taxation revenue management system. 2020-23 will see further phases implemented with the aim of delivering fully-functioning digital Revenue Jersey systems and services, to collect revenues from people and businesses. Key challenges were experienced in the first phase. It is important that lessons learnt from this phase are taken into further phases and other projects.

Another key focus in 2020 is the commencement of the programme for an Integrated Technology Solution (ITS) for finance, payroll, human resources and procurement systems. A partner has been appointed to support in the procurement process over the summer with an expectation that programme implementation will commence early in 2021. The ITS programme will involve complex procurement activities. A Full Business Case is planned to be produced by the end of November 2020.

The Functions of the Comptroller and Auditor General (C&AG)

Article 11 of the Comptroller and Auditor General (Jersey) Law 2014 requires the C&AG to:

- provide the States with independent assurance that the public finances of Jersey are being regulated, controlled, supervised and accounted for in accordance with the Public Finances (Jersey) Law 2019;

- consider and report to the States on:

  - the effectiveness of internal controls of the States, States funded bodies and funds;

  - the economy, efficiency and effectiveness in the way the States, States funded bodies and funds use their resources; and

  - the general corporate governance arrangements of the States, States funded bodies and funds; and

- make recommendations to bring about improvement where improvement is needed.

Objectives

The review will:

- evaluate the first phase of implementation of the new taxation system and consider the lessons that can be learned for future projects. The evaluation will consider:

  o whether strong and effective governance and project management arrangements were put in place;

  o the reliance placed on third party providers, including whether there is sufficient resilience in the in-house team to maintain a robust corporate memory;

  o whether best practice has been followed in respect of security and data protection;

  o whether pre-implementation testing was completed and documented prior to go-live;

  o the extent of user engagement and whether users were ready for the implementation of the system;

  o the extent of contingency plans that were put in place to manage implementation issues; and

  o the arrangements for managing commercial relationships and controlling costs.

- evaluate the design of the ITS programme and consider whether:

  o clear criteria for success have been articulated such that management can properly evaluate the options available;

  o strong governance and project management plans are in place, including a robust assessment of project risks;

  o robust organisational and digital strategies have been developed with a clear view of technological requirements;

- the programme team has a clear understanding of the operational realities and whether operational experts are committing time to supporting the programme team to develop the strategy;

- the complexity of legacy system issues is really understood including the challenges involved in migration and configuration;
- best practice is being followed in respect of security and data protection risks;

- robust plans are in place in respect of operational readiness to work effectively with an implementation partner;

- there is sufficient challenge and review of existing business processes in preparation for implementation;

- users and other key stakeholders are being engaged with effectively with clear communications plans in place; and

- best practice is being followed in respect of the appointment of an implementation partner.

Scope

The review will consider implementation lessons from phase one of the taxation revenue management system programme. It will not consider the procurement process for the taxation management system and will not consider future phases of the taxation management system project.

The review will consider the ITS programme up to the date of appointment of an implementation partner. Future C&AG work may consider programme implementation.

The objectives and/or scope of the review may be amended in the course of the review in light of emerging findings or other matters arising.

Approach

The review will commence with an initial documentation request. The documentation received will be reviewed and analysed. This documentation review will be followed up by interviews with key officers in the Government of Jersey and detailed testing of selected risk areas.

The detailed work will be undertaken by an affiliate engaged by the C&AG.

Fieldwork is planned to commence in October 2020.