





Integrated Technology Solution – Follow Up

28 April 2023

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Summary

Introduction

1. The Integrated Technology Solution (ITS) programme was launched in early 2020 and is intended to enable the Government to use modern, cloud-based systems for finance, human resources (HR), procurement and asset management. Release One of the ITS programme went live on 1 January 2023, followed shortly afterwards by two modules of Release Two (Performance Management and Learning and Development).
2. In October 2021, the Comptroller and Auditor General (C&AG) issued a report *ICT Cloud Implementation - Integrated Technology Solution* that evaluated:
 - the first phase of implementation of the new taxation revenue management system and considered the lessons that can be learned for future projects; and
 - the design and delivery of the ITS programme up to the end of August 2021.
3. The C&AG made 16 recommendations for the Government of Jersey to implement as the ITS programme progressed. All of the recommendations were accepted for implementation.
4. This follow up review has considered whether the previous recommendations have been implemented and whether the ITS programme has followed best practice in the lead up to the 'go live' date for releases one and two.
5. The review has considered the operation of the ITS programme to the end of November 2022 as well as the 'go live' decision at the end of December 2022. I have not reviewed the detailed functionality and operation of the ITS programme since releases one and two went live in January 2023. I have therefore not considered the operational problems that have been experienced in the live systems.

Key findings

6. The key findings from my review are as follows:
 - the ITS programme remains an essential element to the future stability of the business operations of the States of Jersey. The previous applications used for finance were out of date and therefore unsupported and represented a strategic risk in relation to adopting modern business processes and reducing cyber security risks

- an area of particular strength in the operation of the ITS programme relates to delivery and variation management, specifically the monthly reporting to the programme's Strategic Oversight Board (SOB). The reporting model adopted for the SOB and the strong financial management and governance which it demonstrates are areas of strength in the programme and should be considered for future programmes
- the Government has de-coupled longer-term benefits realisation from the ITS programme, with the programme closing at the end of 2023. The result is that programme-level responsibility and monitoring for any benefits realisation beyond 2023 will cease. The formal arrangement for the oversight and governance of the realisation of benefits beyond 2023 is unclear. In addition, ITS-related benefits are not planned to be tracked beyond the end of 2026. Given the long-term investment in the new applications and the slower realisation of benefits than originally expected, I would expect the formal monitoring and reporting of benefits to be extended to 2030 if best practice is to be demonstrated
- project level risk management was working effectively at a detailed level at the time of my fieldwork. There was clear evidence of detailed project risks being recorded, escalated and mitigated. However the key strategic risks in relation to the programme were not evident in the documentation provided. The strategic risks of the programme that I would have expected to have been documented as the programme progressed include:
 - the risks associated with the continued adoption of a 'big bang' approach to implementation for the whole of the States of Jersey rather than adopting a phased implementation by functional area or department. While a 'big bang' approach simplifies data migration to the new systems, a phased implementation would have allowed 'teething problems' to be identified and resolved without affecting the whole of the States of Jersey
 - the risk of the lack of formal, tested, contingency plans should it be necessary to revert to previous systems; and
 - the risks that were evident in the progress of the transition of the existing Supply Jersey users to the new SAP Ariba procurement system
- the full implications of releasing major functionality, in particular in relation to the impact on the end user community, should be more fully assessed. The risks and benefits of releasing major functionality should be set out to inform decision making. In practice, several problems have been experienced following 'go live'. These have been captured by the programme team in a Ministerial briefing dated 27 January 2023; and

- I found that 12 of the 16 recommendations made in the C&AG Report from October 2021 had been implemented with two not implemented, one partially implemented and one where further enhancements could be made.

Conclusions

7. The ITS programme was launched in early 2020 and is intended to enable the Government to use modern, cloud-based systems for finance, human resources (HR), procurement and asset management. It forms one part of a significant investment being made by Government in digital modernisation.
8. My review has identified some elements of good practice in the way in which the ITS programme has been managed. However, there is a need for Government to improve its management of strategic risks in major programmes, to ensure that sufficient specific business-unit level approval of functionality is gained prior to 'go live' and to enhance its processes to monitor the realisation of the benefits expected to be delivered over a sufficiently long time-span.

Objectives and scope of the review

9. This review has evaluated:
 - the arrangements established to manage and monitor the implementation of the recommendations contained in the C&AG's 2021 report
 - the progress the Government of Jersey has made in implementing the agreed recommendations
 - the progress being made in implementation of releases one and two against recognised good practice. This will include assessment of the readiness for service of the two phases including:
 - the preparations for monitoring benefits realisation against the business case; and
 - the effectiveness of planned and implemented testing strategies; and
 - whether lessons are being learned from releases one and two in the planned programmes for subsequent releases.

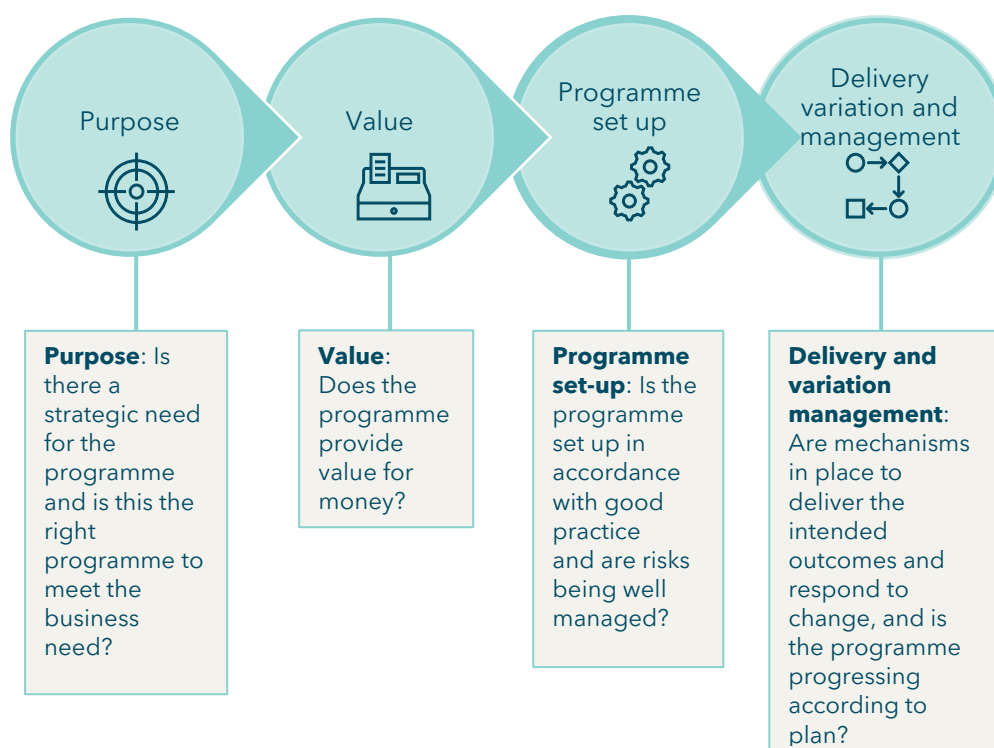
10. The review has considered the operation of the ITS programme to the end of November 2022 as well as the 'go live' decision at the end of December 2022. I have not reviewed the detailed functionality and operation of the ITS programme since releases one and two went live in January 2023.

Detailed findings

Framework for review

11. Major ICT programmes are high cost, high profile and carry great uncertainties and risks. Experience from the public sector in many jurisdictions is that often such programmes fail to deliver their objectives in terms of cost and/or outcomes.
12. My Report *ICT Cloud Implementation - Integrated Technology Solution* (October 2021) considered the ITS programme up to the end of August 2021 against a framework developed by the UK National Audit Office, as shown in Exhibit 1.

Exhibit 1: Framework to review programmes



Source: National Audit Office: Framework to review programmes Update April 2021

13. This review has followed up on my October 2021 Report and has considered the ITS programme up to the end of December 2022 against the same framework.

Purpose

14. As noted in my 2021 Report, the quality of project initiation is highly predictive of project success. At the outset, it is essential to be clear on what objective the programme is intended to achieve and how the programme links to strategic priorities. In 2021 I considered the purpose of the ITS programme against three criteria:
- **need for the programme** - is it clear what objective the programme is intended to achieve?
 - **portfolio management and dependencies** - does the programme make sense in relation to the Government's strategic priorities?
 - **stakeholder engagement** - have the right people bought into the need for the programme?
15. I made three recommendations in this area. Progress in implementing these recommendations is summarised in Exhibit 2.

Exhibit 2: Progress in implementing 2021 recommendations relating to purpose

Recommendation	Current Position	Evaluation
R1 Document an overall IT strategy for the States of Jersey.	A draft Technology Strategy has been prepared. Further work is being undertaken on this draft Strategy. A final Strategy is yet to be agreed and published.	Not yet implemented
R2 Provide clearer reporting to the ITS Programme Board on the links between project risks, interdependencies and the overall project plan.	The standing agenda for the twice-monthly ITS Programme Board now includes a review of actions from the last meeting, items for Board attention and the top risks and issues. The risk analysis is based on a 'heat map' which rates risks in relation to probability and impact.	Implemented

Recommendation	Current Position	Evaluation
<p>R3 Ensure the Communication Plan for the ITS programme documents more fully the communication needs of the States Assembly and Scrutiny Panels and how these needs will be met.</p>	<p>The stakeholder Communications Strategy has identified and segmented specific groups and teams to enable targeted communications.</p>	<p>Implemented</p>

Source: Jersey Audit Office analysis

16. The ITS programme remains an essential element to the future stability of business operations of the States of Jersey. The previous applications used for finance were out of date and therefore unsupported and represented a strategic risk in relation to adopting modern business processes and reducing cyber security risks.
17. However, as noted in my 2021 Report, neither the Outline Business Case (OBC) nor the Full Business Case (FBC) for ITS articulate clearly the link between the ITS programme and other active programmes aimed at modernising Government services.
18. I noted in my Report in 2021 that it is essential that all elements of digital modernisation are considered as a portfolio and that dependencies between the programmes are identified formally and managed effectively. I therefore recommended that an overall IT Strategy is documented for the States of Jersey.
19. Following the publication of my Report in 2021, a Technology Strategy was drafted during 2022. This draft is being considered currently with further work being undertaken by officers working alongside the Assistant Chief Minister responsible for Digital.
20. The draft Technology Strategy sets out the current position of ICT in the States as shown in Exhibit 3, in relation to what is expected of a modern government and where Jersey is today.

Exhibit 3: Extract from the draft Technology Strategy

What is expected of modern government		What we have today	
✓	Efficient use of systems and technology – common systems used where appropriate	✗	Multiple duplicate systems, often with unknown capabilities
✓	Systems which meet business requirements - providing automation and access to business relevant data in a responsive and context-sensitive manner	✗	Systems with known deficiencies and/or unknown fitness for purpose
✓	Secure cloud-based systems in which we can be confident – software and hardware protected, and safeguards continuously enforced and updated	✗	Complex patchwork of systems hosted on-premise, externally and in cloud environment. Security risk profile is volatile and, sometimes, unknown
✓	Data protection in-built and maintained across all our systems. Data shared across systems to provide richest user experience.	✗	Data Protection Impact Assessment (DPIA) status unknown for many systems. Often, system owners will apply stringent controls which may inhibit permitted access to data due to segregation of data ownership
✓	Identified and known rights to use of intellectual property within our systems	✗	Intellectual property ownership unknown – creates ambiguity for re-use of components
✓	Systems supported appropriately with clearly defined service levels and business continuity measures in place	✗	Support contract status unknown in many cases creating potential risks to service and business continuity capability
✓	Integrated systems – Islanders have the option to deal with GoJ on a fully digital basis and to receive a consistent experience across all systems	✗	Standalone systems – Islanders can submit electronic forms but there is little connection between these forms and the systems which require the information

Source: Government of Jersey draft Technology Strategy

- The draft Technology Strategy sets out a long-term plan for how the Government intends to manage its technology portfolio.

Recommendations

- R1** Finalise and publish the Technology Strategy.
- R2** Prepare and publish six-monthly update reports on progress in implementing the Technology Strategy.



Value

22. My 2021 Report considered whether the ITS programme has been established to deliver value using the following criteria:
- **option appraisal** - does the option chosen meet the programme's objective and provide long-term value?
 - **business case** - does the business case demonstrate value for money over the lifetime of the programme?
 - **cost and schedule** - has the programme built up robust estimates of cost and schedule, including all programme components?
 - **benefits** - does the programme: have a baseline; know what measurable change it is going to make; and measure it? Are benefits being achieved?
23. I made two recommendations, one of which was applicable across Government and one of which was specific to the ITS programme. Progress in implementing these recommendations is shown in Exhibit 4.

Exhibit 4: Progress in implementing 2021 recommendations relating to value

Recommendation	Current Position	Evaluation
R4 Provide clearer guidance and templates to capture all expected costs of major projects at the Outline Business Case stage.	<p>The 2022 version of the Outline Business Case template requires the anticipated costs and benefits to be identified for a five-year period. Depending on the project and the time taken for benefits to be capable of realisation, this time period may be inappropriate.</p> <p>In addition, the template asks for revenue and capital costs to be identified separately but does not provide a pro-forma for these two categories of cost to be separated.</p>	Implemented partially but further work is required to make the Outline Business Case template fit-for-purpose for long-term programmes.

Recommendation	Current Position	Evaluation
<p>R5 Document and implement a clearly defined strategy to measure, monitor and report on whether the ITS programme is delivering the intended financial and non-financial benefits and outcomes.</p>	<p>There is an ITS benefits register which has identified 92 benefits, along with their categorisation (including financial, non-financial and risk reduction) and nominated benefits owner. Many of these benefits will be delivered in the future and this provides a framework for tracking the benefit realisation.</p>	<p>Implemented</p>

Source: Jersey Audit Office analysis

24. I have not considered options appraisal or the OBC and FBC as part of this follow up review as these aspects were considered fully in my 2021 Report.

Cost and schedule

25. At the time of my initial fieldwork in November 2022, the expected programme cost was £62.52 million, of which £42.36 million had been consumed. At that time, the overall programme cost was aligned to the cost predicted in the FBC of £62 million.
26. The FBC cost covers the period 2020-2026 (seven years), but the programme will close in 2023 when the system is fully live. It is however important that the Government continues to monitor benefits realisation beyond the programme closure.
27. One area of particular strength in the operation of the ITS programme relates to delivery and variation management, specifically the monthly reporting to the programme’s SOB.
28. The role of the SOB is to ensure that:
- the overall design principles, operating model and scope are maintained throughout the programme
 - the impact of any changes to or exceptions to design principles, operating model and scope is fully understood and justifiable; and
 - the programme remains financially viable.
29. The SOB provides feedback to the Programme Board and approves the relevant change requests, prior to ratification at the Partnership Board.

30. The reporting to the SOB demonstrates strong management of consumed and predicted financial resources including detailed scrutiny of the delivery partner.
31. The reporting model adopted for the SOB and the strong financial management and governance which it demonstrates should be considered for future programmes.
32. Notwithstanding the reporting model adopted, there remain cost pressures within the programme driven by post go-live issues identified.

Benefits

33. In relation to value, the programme's objectives are principally to provide a modern and supported business platform rather than to deliver financial benefits. The FBC projected financial benefits of £1.8 million per year from 2024 onwards.
34. The initial approach to benefits management adopted by the ITS programme meant that there was an insufficient central focus on the quantification and realisation of expected benefits. The approach adopted did not enable the measurement and quantification of benefits at a whole of Government level.
35. Since my 2021 Report, the ITS programme has developed a more robust approach to benefits identification and monitoring. A total of 92 specific benefits are being tracked with a detailed Benefits Owners Guide detailing the characteristics of the benefit. Responsibility for the realisation of benefits is allocated to specific officers with the nature of the benefit (including financial, non-financial, and risk reduction) being identified.
36. It is apparent however that many of the financial benefits which were identified in the FBC will either not be realised or their realisation will be delayed. For example, the £3 million total attributable savings relating to benefits that would be facilitated within the Commercial Services Transformation aligned to business process efficiencies are now not expected to begin to be realised until 2026. In addition, some of the expected savings from the decommissioning of the previous system may be lost if the system has to be retained as read-only or in any other form. The ITS programme should ensure that the Government is updated annually with details of how benefits realisation is predicted to vary from the expectations set at programme commencement.
37. The Government has de-coupled longer-term benefits realisation from the ITS programme, with the programme closing at the end of 2023. The result is that programme-level responsibility and monitoring for any benefits realisation beyond 2023 will cease. The formal arrangement for the oversight and governance of the realisation of benefits beyond 2023 is unclear. In addition, ITS-related benefits are not planned to be tracked beyond the end of 2026. Given the long-term

investment in the new applications and the slower realisation of benefits than originally expected, I would expect the formal monitoring and reporting of benefits to be extended to 2030 if best practice is to be demonstrated.

38. In my view, business cases should take account of long-term benefit realisation beyond the closure of the implementation programme and should adopt a seven or 10-year benefit measurement horizon, which is then reported-on formally. For major programmes with long-term implementations, a 10-year horizon should be the standard.

Recommendations

- R3** Ensure that the monitoring and communication of benefits realisation is a centralised responsibility that endures beyond the closure of the ITS programme and continues to 2030.
- R4** Produce annual reports on benefits realisation from closed programmes to allow transparent reporting on long-term benefit realisation.
- R5** Include a 10-year cost and benefit horizon in all business cases for major programmes with long implementation timescales.

Area for Consideration

- A1** Use the reporting model adopted for the Strategic Oversight Board and the strong financial management and governance which it demonstrates, for future programmes.



Programme set up

39. As noted in my 2021 Report, a pre-condition for successfully starting a project and running an effective competition for commercial partners is that everyone involved in delivering the project clearly understands what must be delivered, and when. Immature or incomplete specifications lead to scope creep and confusion across the supply chain and make it difficult to incentivise commercial partners to deliver effectively and to hold them to account for any subsequent shortcomings.
40. My 2021 Report evaluated the following elements of programme set up:
- **governance and assurance** - are there structures (internal and external) which provide strong and effective oversight, challenge and direction?
 - **leadership and culture** - does the programme have strong leadership with the necessary authority and influence?
 - **resources** - has the organisation allocated the resources (staffing, skills, equipment and so on) required to deliver the programme?
 - **putting the programme into practice** - are scope and business requirements realistic, understood, clearly articulated and capable of being put into practice?
 - **risk management** - are key risks identified, understood and addressed?
41. I made six recommendations in respect of programme set up in my 2021 Report. Progress in implementing these recommendations is shown in Exhibit 5.

Exhibit 5: Progress in implementing recommendations in respect of programme set up

Recommendation	Current Position	Evaluation
R6 Document clearly the roles and responsibilities of individual members of groups in the governance structure together with the accountability and decision making responsibilities for all project activities and deliverables.	Changes have been made to the terms of reference of various boards in line with the recommendation.	Implemented

Recommendation	Current Position	Evaluation
<p>R7 Improve the minutes of the meetings of boards within the governance structure and ensure that they include a record of all agenda items.</p>	<p>The governance forums record the key actions, decisions and escalations within the governance forums. There is though no requirement to provide detailed minutes.</p>	<p>Not implemented</p>
<p>R8 Enhance the level and detail of financial information reported to the ITS Partnership Board.</p>	<p>The SOB receives information relating to programme financial information and supplier performance. The information provided is detailed and independent of suppliers. I consider this to be a satisfactory forum for receiving such information.</p>	<p>Implemented</p>
<p>R9 Document more formally the matters that have been escalated between groups within the ITS governance structure.</p>	<p>The notes recorded in governance forums now describe actions, decisions and escalations. Any escalation acknowledges to which forum it is escalated.</p>	<p>Implemented</p>
<p>R10 Reassess the level of internal resources dedicated to the ITS programme and ensure that the programme timescales set are realistic in light of the resources actually available.</p>	<p>This is now covered by the monthly SOB which determines what change controls are required to the internal and external resources devoted to the programme. In addition, the Programme Board reports identify the key risks and how they will be mitigated.</p>	<p>Implemented</p>

Recommendation	Current Position	Evaluation
<p>R11 Ensure the ITS Programme Board and the ITS Partnership Board reporting clarifies the relationship between the overall programme status and the status of key component parts of the programme. This should include any assumptions being made regarding future activities that lead to the overall programme status being reported more favourably than a key component part of the programme.</p>	<p>The ITS Programme Board twice-monthly report provides strong evidence that this recommendation has been implemented.</p> <p>The ITS programme has stated that it adheres to the Corporate Programme Management Office (CPMO) guidance on assessing the Red/Amber/Green (RAG) status on programme performance. I have evaluated this guidance against good practice from the UK's Infrastructure and Projects Authority's programme assurance review methodology. I consider that the guidance could be enhanced to provide a wider assessment of programme performance.</p>	<p>Implemented but enhancements could be made</p>

Source: Jersey Audit Office analysis

42. My fieldwork for this follow up review confirmed that the overall programme management is strong. The expected elements of good practice were in place, with an experienced and effective programme manager and strong programme communications. An example of this was the user experience venue in a dedicated facility. This facility allowed end-users to be walked through the new systems and business processes.
43. Additionally a business change network of around 350 officers across the States of Jersey was put in place with demonstration roadshows organised. A 'just-in-time' approach was adopted in respect of training requirements which is not unusual for a programme of this nature.
44. Project level risk management was working effectively at a detailed level at the time of my fieldwork. There was clear evidence of detailed project risks being recorded, escalated and mitigated. However the key strategic risks in relation to the programme were not evident in the documentation provided. The strategic risks of the programme that I would have expected to have been documented as the programme progressed include:
 - the risks associated with the continued adoption of a 'big bang' approach to implementation for the whole of the States of Jersey rather than adopting a phased implementation by functional area or department. While a 'big bang'

approach simplifies data migration to the new systems, a phased implementation would have allowed 'teething problems' to be identified and resolved without affecting the whole of the States of Jersey. I understand that the decision to adopt a 'big bang' approach was taken as part of the procurement stage of the project, after discussion of the relevant benefits and risks of various implementation strategies with the prospective delivery partners. However I would have expected the risks associated with this approach to have continued to have been considered as the programme progressed

- the risk of the lack of formal, tested, contingency plans should it be necessary to revert to previous systems; and
- the risks that were evident in the progress of the transition of the existing Supply Jersey users to the new SAP Ariba procurement system.

45. In November 2022, Internal Audit conducted a review of user access roles in the test system and made a number of observations and recommendations. The management response to these recommendations appears to treat the observations and recommendations seriously.

Recommendations

- R6** Ensure that the key strategic risks associated with programmes are identified, recorded and managed.
- R7** Enhance the CPMO guidance on programme performance to have greater alignment with wider best practice such as the UK's Infrastructure and Project Authority's programme review methodology.



Delivery variation and management

46. I have considered the arrangements within the ITS programme for delivery variation and management. In doing so, I have considered specifically:
- **delivery strategy** - are there appropriate incentives for all parties to deliver (contractual, performance management or other)?
 - **change control** - is there an effective mechanism to control programme alterations?
 - **responding to external change** - is the programme sufficiently flexible to deal with setbacks and changes in the operating context?
 - **performance management** - is progress being measured and assessed, including consideration that the programme is still the right thing to do?
 - **lessons learned** - is the programme learning from experience on the current programme and previous relevant programmes?
 - **transition to business as usual** - does the programme have a clear plan for transfer to operations/business as usual?
47. I made five recommendations in respect of delivery variation and management in my 2021 Report. Progress in implementing these recommendations is shown in Exhibit 6.

Exhibit 6: Progress in implementing recommendations in respect of delivery variation and management

Recommendation	Current Position	Evaluation
R12 Develop the reporting of overall progress to the ITS Programme Board and the ITS Partnership Board to align cost and delivery indicators in assessing overall programme performance.	The SOB has now been established as the most senior governance forum for the ITS programme. Key members of the other boards are on the SOB. Reporting to the SOB has addressed this recommendation.	Implemented

Recommendation	Current Position	Evaluation
R13 Report formally the performance of third-party partners against agreed Key Performance Indicators (KPIs) to the ITS Partnership Board.	The SOB is presented with a monthly review of supplier performance and this complies with expected good practice. This information is not shared with the Partnership Board but there is representation from key members of this board on the SOB.	Implemented
R14 Develop the change request reporting to include clear cost implications associated with each individual change request.	The SOB is presented with a monthly review of change control requests and this complies with expected good practice.	Implemented
R15 Revisit the lessons learned log from the Revenue Jersey Transformation Programme and ensure all actions in the log have been considered and mitigating actions are in place for the ITS programme.	The recommendations in the lessons learned log have been considered by the ITS programme.	Implemented
R16 Ensure that responsibility for benefits realisation is identified and allocated to specific business units within departments.	The responsibility for benefits realisation has been allocated and there is clear evidence that the expected benefits have been categorised and that a framework for benefits realisation tracking is in place.	Implemented

Source: Jersey Audit Office analysis

48. At the time of my 2022 fieldwork, Release One (Connect Finance, Connect Inventory and Connect Suppliers) and Release Two (Connect People) of the ITS programme were planned to 'go live' at the beginning of January 2023. This is nine months later than had been forecast in the original programme plan. A decision was however made during 2022 to de-couple releases one and two, with the majority of Release Two subsequently planned to 'go live' at the end of January 2023.

49. In my view, the imperatives of achieving planned simultaneous release dates for both releases were prioritised over lower-risk phased deployments which have a lower capacity impact on the end-user community.
50. The full implications of releasing major functionality, in particular in relation to the impact on the end-user community, should be more fully assessed and the risks and benefits of doing so clearly set out for governance-level decision making.
51. One of the key imperatives of the ITS programme was to minimise bespoke configuration of the applications being implemented. Achieving this imperative has critical implications for the scope and complexity of the testing and user acceptance processes. The introduction of bespoke functionality means that additional testing is required to determine whether other elements of functionality have been affected by the change.
52. One of the things that was produced to inform the decision to 'go live' was a Business Readiness Checklist. This Checklist identified the critical activities which must be completed before the 'go live' decision was made. I have a number of reservations however about the effectiveness of this document in relation to business-unit acceptance and sign-off of specific functionality. In particular, the Business Readiness Checklist did not focus sufficiently on specific business areas such as health and police, but instead presented a global view of functionality (for example finance and HR) as a whole. This meant that some of the nuances of differences in how specific business areas operate was not assessed adequately.
53. In addition, in the version of the Business Readiness Checklist dated 22 December 2022, 21 out of 100 sub-categories in relation to the RAG status were rated as 'Amber'. Given the quantity and potential impact of these sub-categories, it is not clear in the documentation provided to us how these were assessed further prior to the decision to 'go live'.
54. In October 2021 a document was produced that captured the lessons learned in relation to testing releases one and two at that time. This contained an impact analysis of these lessons for release three. The document we were provided with as evidence has not been updated since October 2021, although post 'go live' lessons learned have been captured.
55. In practice, several problems have been experienced following 'go live'. These have been captured by the programme team in a Ministerial briefing dated 27 January 2023.

Recommendations

- R8** Ensure business readiness checklists for future releases include a service-related dimension which provides evidence that each significant service area across the States of Jersey is satisfied that the functionality has been tested and signed off as meeting business needs.
- R9** Review the lessons learned documents to ensure they have captured all lessons learned in a single consolidated document.
- R10** Develop a clearly documented plan to prevent the issues and problems from releases one and two being repeated for future ITS releases and in future Government programmes.

Appendix One

Audit Approach

The review included the following key elements:

- review of relevant documentation provided by the Government of Jersey; and
- interviews with key officers within the Government of Jersey.

The documentation reviewed included the:

- Business Readiness Checklist and Connect Go-Live Decision supporting information
- C&AG Recommendations Tracker
- Connect Get Started Guide
- draft Technology Strategy
- Governance Boards Proposed Changes to Terms of Reference
- ITS Benefit Owners Guide and ITS Benefits Register
- ITS Communications Strategy and Delivery Plans
- ITS Full Business Case
- ITS Lessons Learned Log
- ITS Ministerial Briefing of 27 January 2023
- ITS Programme Received Assurance Inputs Log
- ITS RAG Guidance and Calculator
- ITS Risks and Issues Dashboard
- Outline Business Case 2022 template
- Presentations to the ITS Programme Board
- Presentations to the ITS SOB

The following people contributed information through interviews or by correspondence:

- Chief Internal Auditor

- Chief Operating Officer
- Group Director for People and Corporate Services
- Group Director, Integrated Services, Commissioning and Social Care
- Head of Business Support
- Head of ITS Commercial and Financial Management
- Head of the Intelligent Client Function
- ITS Programme Manager
- Treasurer of the States

The fieldwork was carried out by an affiliate working for the Comptroller and Auditor General.

Appendix Two

Summary of Recommendations and Area for Consideration

Recommendations

- R1** Finalise and publish the Technology Strategy.
- R2** Prepare and publish six-monthly update reports on progress in implementing the Technology Strategy.
- R3** Ensure that the monitoring and communication of benefits realisation is a centralised responsibility that endures beyond the closure of the ITS programme and continues to 2030.
- R4** Produce annual reports on benefits realisation from closed programmes to allow transparent reporting on long-term benefit realisation.
- R5** Include a 10-year cost and benefit horizon in all business cases for major programmes with long implementation timescales.
- R6** Ensure that the key strategic risks associated with programmes are identified, recorded and managed.
- R7** Enhance the CPMO guidance on programme performance to have greater alignment with wider best practice such as the UK's Infrastructure and Project Authority's programme review methodology.
- R8** Ensure business readiness checklists for future releases include a service-related dimension which provides evidence that each significant service area across the States of Jersey is satisfied that the functionality has been tested and signed off as meeting business needs.
- R9** Review the lessons learned documents to ensure they have captured all lessons learned in a single consolidated document.
- R10** Develop a clearly documented plan to prevent the issues and problems from releases one and two being repeated for future releases and in future Government programmes.

Area for Consideration

- A1** Use the reporting model adopted for the Strategic Oversight Board and the strong financial management and governance which it demonstrates for future programmes.



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