Chief Officers’ Response:

**Review title: PAC1-2018 Review of eGov Follow Up Report**

**One-government**

The Public Accounts Committee has said in its report that it wants to see cross-working between departments, which is essential to break down the ‘silo’ mentality of individual departments.

The e-Gov programme exemplifies cross-departmental working in its approach. The Design Authority has set the standards for a one government approach for data, infrastructure, security and services. This is fundamental to the States of Jersey functioning as one government rather than as multiple different departments with their own digital approach.

Tell Us Once services have stitched together service providers from across States of Jersey and beyond, including parishes, GPs, and the Jersey Financial Services Commission, to improve customer service and data sharing.

Digital Leadership training has been delivered across the organisation and one.gov.je website recently added services from the Taxes Office, the Superintendent registrar with an Education service to come soon.

The recent decision by the States Assembly has established a single legal entity for government, in place of the separate legal structures that currently exist for each department. This establishes the States of Jersey as a single, unified organisation, rather than a collection of silos. This will facilitate a collective strategy and make better use of resources.

**Value for Money**

The Committee also says the eGov programme must be efficient and effective and provide good value for money to the taxpayer, even if that means spending money up front to invest in streamlining services and updating technological support.

The programme adheres to the procurement process for major expenditure, and the selection criteria includes Value for Money and commercial assessment. All processes delivered on one.gov.je have been streamlined and are subject to continuous improvement methodology.

The Design Authority is creating ‘repeatable patterns’ of common technology requirements to standardise the way the organisation commissions technology and to drive down costs. Sharing technological solutions across the organisation, like digital ID, is significantly more cost effective than each department developing its own solution.

**Objectives**

The Committee says in its report that it has been frustrated in its efforts to see a clear strategy document serving as a focal point of reference for all people involved in delivering this programme.

The former CEO refuted this position, stating that the original strategy, as approved by the CoM remains sound whilst the approach to delivery has developed over the last few years.

The specific actions proposed are as follows:

Action Plan

|  |  |  |  |
| --- | --- | --- | --- |
| Action | Responsible officer | Target date | Recommendations addressed by action |
| Complete a post implementation review of the delivery of the programme against the objectives set out in the original business case. | COO | 30/06/2019 | 1, 3 |
| Set out strategy for government digital transformation and execution of proposed Target Operating Model (TOM) will bring teams together to deliver what is best for our customers.  The digital strategy will form part of the TOM and the new Chief Operating Office will clearly show the digital transformation. | COO | 31/12/2018 | 1,3 |
| Implement a set of performance standards for all services, so they can be benchmarked against those provided by high-performing public sectors elsewhere in the world. | CEO | From 31/01/2019 | 2, 3, 4 |
| Establish targets for senior leaders, teams and individuals across the organisation, including for the eGov programme, that reflect government aims and objectives | COO / CEO | 31/12/2018 | 2, 3, 4 |
| Regularly measure, monitor and report on key aspects of the organisation’s and individuals’ performance. | CEO | From 31/01/2019 | 2, 3, 4 |
| Provide an executive response setting out programme budgeting process | COO | 30/06/2018 | 5 |

**Conclusion**

The SoJ welcomes the review and support of the PAC and, whilst not agreeing with all findings, it accepts all recommendations. It remains important to make the distinction between the eGov programme (a specific programme with associated deliverables and budget) and how this programme enables broader and more far reaching government digital transformation.

The e-Gov programme was established to achieve the following:

|  |  |  |
| --- | --- | --- |
| **Deliverable** | **Progress** | **Next steps** |
| Customer portal | Launched to beta November 2017 | Integration with Customer Services Platform due mid 2018 |
| Integration platform | Product and implementation capability selected | Implementation with Customer Service Platform due Q3 2018 |
| People directory | Built and tested | Population of data and integration with Customer Services Platform due Q3 2018 |
| Digital ID | Preferred supplier appointed December 2017. Contract signed March 2018 | Isolated uses launched during Q2 2018, integration with Customer Services Platform due Q3 2018 |
| ePayments | Income Collection and Reconciliation providers selected in Q4 2017, contracts signed during Q1 2018. | Integration with Customer Services Platform due Q3 2018 |
| Business platform | Project initiated Q1 2018, scope includes portal, ID and directory | Integrated Business Services Platform due Q4 2018 |
| Design Authority | Established and operational in 2016 | BAU |

The Chief Executive has made it clear that the eGov programme is fundamental to the restructuring of Jersey’s public services and the provision of integrated, online services to islanders. We have now established one set of standards for all our online services. We have selected a digital ID system that allows islanders to interact with government on a confidential, secure basis. This programme supports the modernisation of the States of Jersey, and the development of a more effective, efficient and responsive public sector, with high quality services at its core.

With the eGov programme due to complete in 2018 and the significant changes to the SoJ structure proposed by the new CEO, the States of Jersey is well positioned to accelerate its digital transformation journey, the next phase of eGovernment.