Chief Minister

Government *of*
JERSEY

19-21 Broad Street | St Helier
Jersey | JE2 3RR

Deputy Sam Mézec
Chair, Corporate Services Scrutiny Panel

<u>BY EMAIL</u>

17 November 2023

Dear Chair,

Thank you for your letter of 23 October 2023 and please accept my apologies for the delay in replying. Please find the answers below to your questions.

Income and Expenditure

1. **The Cabinet Office is projected to have approximately £5.1 million of income earned through operations in 2024. Please could you provide detail about the source of this income?**

The 5.1 million represents income from:

- Internal M&D recharges to other Governmental Departments (bespoke software licences, networks and support)
- M&D re-charge to third parties for use of the HCS EMIS system (General Practitioners Clinics and other Government linked clinical bodies)
- Communications Marketing recharges to other Governmental Departments
- P&CS Keyworker Accommodation (service transfer from HCS in 2024) combination of third-party income and internal recharges
- Fee income from the Care Commission from regulated and other activities
- Miscellaneous income to be recovered from CLS, as part of the Control of Housing and Work Law (CHWL) fees.

2. **In a table format, if possible, please could you confirm the number of FTE (full time equivalent) roles, number of staff employed and current open vacancies as of 31st October 2023 in the following services:**

    a. **Modernisation and Digital**
    b. **People and Corporate Services**
    c. **CEO and Ministerial Office**
    d. **Communications**
    e. **Statistics and Analytics**
    f. **Public Policy**
    g. **Public Health**
    h. **Strategy and Innovation**
    i. **Delivery Unit and Governance**
    j. **Arm's Length Functions**

Chef Minnistre

Gouvèrnément d'Jèrri

	Budgeted FTE (as 2023 Government Plan)	Number of Staff Employed	Current Open Vacancies
Modernisation and Digital	186.7	174.1	12.6
People and Corporate Services	123.0	109.0	14.0
COO Directorate	5.0	0.0	5.0
Chief of Staff (including CEO, Ministerial Office, Risk and FOI)	33.0	30.00	3.0
Communications (Central Directorate and employed within departments)	37.0	37.0	0.0
Statistics and Analytics	20.9	14.7	6.2
Public Policy	28.0	28.0	0.0
Public Health	36.0	28.94	7.06
Strategy and Innovation	21.0	19.35	1.65
SPPP Executive and Governance (including Delivery Unit)	13.0	13.0	0.0
Arm's Length Functions	38.0	31.85	6.15
TOTAL	**541.6**	**485.94**	**55.66**

3. **Please could you provide a more detailed breakdown of the following expenditure, as detailed in the statement of comprehensive net expenditure for the Cabinet Office:**
    a. **Staff costs**
    b. **Other Operating Expenses**
    c. **Grants and subsidies payments**

Please see below breakdown of the statement of comprehensive net expenditure, by individual service area for 2024 estimates:

Statement of Comprehensive Net Expenditure

2024 £'000	Modernisation & Digital	People & Corporate Services	Chief of Staff	Communications	Statistics & Analytics	Public Policy	Public Health	Strategy & Innovation	SPPP Executive & Governance	Arm's Length Functions	Total Estimate
Revenue											
Levied by the States of Jersey	-	-	-	-	-	-	-	-	-	-	-
Earned through operations	1,452	2,482	-	565	-	33	-	-	-	588	5,120
Total revenue	**1,452**	**2,482**	**-**	**565**	**-**	**33**	**-**	**-**	**-**	**588**	**5,120**
Expenditure											
Social benefit payments	-	-	-	-	-	-	-	-	-	-	-
Staff costs	19,545	10,818	2,240	2,562	1,764	2,770	5,297	1,597	1,237	3,314	51,144
Other operating expenses	21,177	4,944	1,054	603	187	767	2,078	460	79	1,338	32,687
Grants and subsidies payments	-	-	-	-	-	12	-	22	-	455	489
Impairments	-	-	-	-	-	-	-	-	-	-	-
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Total expenditure	**40,722**	**15,762**	**3,294**	**3,165**	**1,951**	**3,549**	**7,375**	**2,079**	**1,316**	**5,107**	**84,320**
Net revenue expenditure (near cash)	**39,270**	**13,280**	**3,294**	**2,600**	**1,951**	**3,516**	**7,375**	**2,079**	**1,316**	**4,519**	**79,200**
Depreciation and amortisation	1,830	-	-	-	-	-	-	-	-	61	1,891
Net revenue expenditure after depreciation	**41,100**	**13,280**	**3,294**	**2,600**	**1,951**	**3,516**	**7,375**	**2,079**	**1,316**	**4,580**	**81,091**

Chief Minister

Value for Money Savings

4. **The previous Government Plan 2023-26 identified £273,000 of value for money savings for the Cabinet Office in 2023. Are you able to confirm if those savings have been made or are on track to be achieved and where savings were identified?**

Budgets have been reduced on a recurring basis and the individual departmental teams are reducing expenditure to meet these targets. Whilst these have been met in year, the areas are currently in different stages of implementing ongoing savings plans to meet these reductions on a recurring basis.

5. **The Cabinet Office has targeted £975,000 of value for money savings in 2024. Please could you provide a breakdown of where those savings will be achieved.**

Work will be undertaken over the coming months by the Senior Leadership Teams in each of the departmental areas to identify the recurring savings opportunities required to meet their respective share of the target allocated as part of the Government Plan 2024 process.

Information Technology Programme

6. **The capital programme includes Information Technology for which a proposed estimate of £20,162 has been allocated for 2024 in the Government Plan 2024-27. The previous Government Plan 2023-26 estimated an allocation of £9,925 for 2024 which was substantially less, can you explain why the previous estimate for 2024 varies significantly from what is now being proposed for 2024?**

The 2024 estimate in the 2023-26 Government Plan varies from the 2024 estimate in the 2024-27 Government plan primarily because of new projects starting in 2024. Underspend in prior years has been re-profiled to 2024, with no change to the overall cost of the project, which combined with new project spending results in the variation.

As context, the Government Plan in 2023 for the period 2023-26 included the last year of a four-year Technology Transformation Plan that started in the 2020-2023 Government Plan. This included programmes like Microsoft Foundations, Cyber Security and Service Digitisation which come to an end in 2023, and so were forecasting no project spend in 2024. The plan was also lodged soon after the formation of the Council of Ministers following the General Election of 2022, and so was largely a continuation of the pre-existing plan and did not include many new projects aligned to new Ministerial priorities.

The table below shows a comparison of 2024 estimates between the 2023-26 and 2024-27 Government Plans, along with an explanation where there are differences.

Chief Minnistre   Gouvèrnément d'Jèrri

Programme/Project	Sponsoring Dept	2024 (GP2023)	2024 (GP 2024)	Difference	Reason
MS Foundation (M)	CBO	0	0	0	
Cyber & Cyber ORI (M)	CBO	0	0	0	
Integrated Technology Solution Release 1 & 2 (M)	T&E	0	0	0	
ITS Release 3 & 4 (M)	T&E	0	0	0	
ITS Release 3 Additional (M)	T&E	0	0	0	
Other Government Wide IT Projects	CBO	500	1,277	-777	Re-profiling of Records Transformation with underspend from 2022 moving to 2024. No overall change in programme cost.
Revenue Transformation Programme (Phase 3) (M)	T&E	1,986	1,986	0	
Digital Care Strategy	HCS	5,305	5,305	0	
Jersey Care Model - Digital Systems	HCS	400	1,000	-600	Re-profiling of project spend moving underspend from prior years to 2024. No change to overall project cost
Next Passport Project	JHA	425	0	425	Re-profiling of project spend moving underspend from prior years to 2024. No change to overall project cost
Combined Control IT	JHA	0	0	0	
Electronic Patient Records	JHA	0	0	0	
Regulation Group Digital Assets	I&E	0	1,065	-1,065	
Replacement LC-MS System	OA	0	0	0	
Probation/Prison Case Management System	JHA	110	500	-390	Re-profiling of project spend moving underspend from prior years to 2024. No change to overall project cost
Pride Software	JG	0	0	0	
Phoenix Software	VD	0	0	0	
Court Digitisation	JG	1,199	1,700	-501	Re-profiling of project spend moving underspend from prior years to 2024. No change to overall project cost
Cyber Programme 2.0	CBO	0	1,096	-1,096	New project in 2024-27 Government Plan
Digital Services Platform (M)	CBO	0	2,194	-2,194	New project in 2024-27 Government Plan
Revenue Transformation Programme (Phase 4) (M)	T&E		3,230	-3,230	New project in 2024-27 Government Plan
Automatic Electoral Registration	SA	0	809	-809	New project in 2024-27 Government Plan
TOTAL		9,925	20,162	-10,237	

The differences fall into two main categories:

- New programmes and projects in the 2024-27 Government Plan that start in 2024, include:
    - Cyber Programme 2.0
    - Digital Service Platform
    - Automatic Electoral Registration
    - Revenue Transformation Programme (Phase 4).

- Existing programmes and projects where the overall cost of the programme or project has not changed, but the spend each year has been reprofiled and underspend from previous years have been profiled into 2024 (sometimes known as year-end flexibility), include for example:
    - Other Government Wide Projects (Records Transformation)
    - Jersey Care Model – Digital Systems
    - Next Passport
    - Probation/Prison Case Management
    - Court Digitisation.

Information Technology							
Project Total	**£'000**	**Spon Dept**	**Supp Dept**	**2023 Estimate**	**2024 Estimate**	**2025 Estimate**	**2026 Estimate**
10,871	MS Foundation (M)	CBO	CBO	1,300	-	-	-
16,358	Cyber & Cyber ORI (M)	CBO	CBO	5,000	-	-	-
54,740	Integrated Technology Solution Release 1 & 2 (M)	CBO	CBO	9,778	-	-	-
6,500	ITS Release 3 & 4 (M)	CBO	CBO	2,300	-	-	-
1,281	ITS Release 3 Additional (M)	CBO	CBO	17	-	-	-
	Other Government Wide IT Projects	CBO	CBO	3,399	500	500	500
9,425	Revenue Transformation Programme (Phase 3) (M)	T&E	T&E	3,105	1,986	1,316	-
16,185	Digital Care Strategy (M)	HCS	CBO	5,300	5,305	-	-
3,000	Jersey Care Model - Digital Systems	HCS	CBO	1,050	400	-	-
850	Next Passport Project	JHA	JHA	250	425	175	-
2,218	Combined Control IT	JHA	JHA	567	-	-	-
667	Electronic Patient Records	JHA	JHA	191	-	-	-
2,520	Regulation Group Digital Assets	IHE	IHE	1,252	-	-	-
650	Replacement LC-MS system	OA	OA	-	-	-	650
770	Probation/Prison Case Management system	Prob	Prob	440	110	110	110
-	Pride Software	JG	JG	-	-	-	-
345	Phoenix Software	VD	VD	300	-	-	-
5,315	Court Digitisation	JG	JG	1,639	1,199	869	245
131,695	**Information Technology**			**35,888**	**9,925**	**2,970**	**1,505**

Table 28: Information Technology
(M) – indicates a Major Project

> a. **Considering the large variation in the estimates, what impact, if any, would this increase in estimation for 2024 have on the overall funds for 2024?**

The estimated spend on Information Technology projects has been considered in the preparation of the Government Plan and is considered affordable.

> 7. **No funding allocations for the Integrated Technology Solution (Releases 1, 2,3 and 4) are in the Government Plan 2024 -27. Can you confirm that these Major Projects will reach completion in 2023?**

The approved scope of the ITS Programme is on target to be delivered by the end of 2023 and the Programme formally closed down, with the running of the Connect Platform passed across to the relevant Departments on an ongoing basis.

> a. **Can you identify the value and tangible outcomes accomplished from funding these Major Projects to completion to date and how this has been measured, considering the significant combined total cost of over £62 million?**

As per the approved Business Case, which was developed and agreed by the previous Government, the outcome of the ITS Programme was principally risk mitigation to replace unsupported and out of date technology systems as opposed to financially associated benefits. However, as part of the approved Business Case it was identified that there would be the ability to achieve benefits over the period to FY 2026 of £4.8m. As we come to the end of the Programme it is being forecast that by the end of that period, we will have the ability to achieve £5.1m of benefits. These are driven principally through the decommissioning and removal of support for old technology systems but also through the delivery of Social Value initiatives such as the provision of refurbished Laptops to schools for less privileged students, to the recruitment of 4 unemployed islanders within the Partner organisations, to Learn2Code courses working with Digital Jersey.

b. As a result of the completion of the Integrated Technology Solution what key services are now being delivered to Islanders that were not previously possible and what tangible benefits are Islanders receiving as a result?

With the exception of the Social Value initiatives, there are no new services being delivered to Islanders as a result of ITS. The intent of ITS was to support the organisation in becoming more efficient by providing standard ways of working aligned with modern, supported technology. It will take a while for the new ways of working to embed with colleagues and suppliers alike, but we have already seen that when the new ways of working are used correctly, suppliers are being paid in as little as 7 days from submitting an invoice.

c. Have all objectives of the Integrated Technology Solution been realised and, if not, which have not and what is the impact thereof?

One of the objectives was to create an Intelligent Client Function to act as the corporate memory for what was delivered by the ITS Programme and ensure that lessons were learnt, and a consistent team could implement good practice for major projects within government. This was not included in future Government Plans. Also, at this time the final element of Connect People (our standard HR ways of working and system) has not yet been implemented (this is due during November).

d. An aim of the Integrated Technology Solution was to provide greater efficiency – has this been realised and, if so, please can you provide examples to demonstrate this?

We are starting to see signs of greater efficiency. The example of suppliers using the new ways of working correctly enabling invoices to be paid in a little as 7 days being one. This will not happen immediately as it will take time for colleagues and suppliers alike to understand fully the benefits, they and the organisation gains through the use of standard ways of working and there are a number of operational initiatives, specifically within T&E, that are and will continue to be progressed. It should be recognised that simply standardising the way we operate and providing new technology is just the start of the journey and efficiencies will come over time with continuous improvements through the coming months and years.

e. Has the Integrated Technology Solution delivered value for money, please provide any detail to support your response?

The principal intent of the programme was risk mitigation. The old finance systems were out of support and had a high level of cyber security risk associated. Should these systems have failed, and we were unable to pay the people and suppliers that we do pay as well as been unable to bring in revenue, then the financial impact of this could have been far greater than the cost of the programme which has delivered standard ways of working and the Social Value outcomes over and above this risk mitigation.

f. What challenges were identified when delivering this Major project and what lessons have been learned as a result?

Programmes of this complexity and magnitude will always face challenges. It should also be noted that colleagues within the Public Service are already working incredibly hard and expecting them to take on board something of this nature, on top of what they were already doing was not feasible. This is why we had to rely on partner organisations to support us in delivering the outcomes we have. The timescales for something of this nature were optimistic and the Business Change that was done, whilst extensive, perhaps did not fully consider the incredibly complex nature of the whole organisation. This was identified after the deployment of Release 1 (Connect Finance and Connect Suppliers Ariba) and lessons were learnt to adapt how Business Change was undertaken for future Releases.

Major Projects

8. **A new Major Project within the Government Plan 2024-27 is Cyber Programme 2.0, this estimates a total cost allocation of £10,621 million. This is additional investment for a second Major Project to strengthen Cyber Security across government.**

   a. **With regard to the funding provided for in the Government Plan 2023-26 for the first Cyber Programme, can you detail the spend to date, the outcomes achieved as a result and whether all the intended aims have been met within 2023 within the total project cost?**

The Cyber Security Programme 1.0 (2020 to 2023) (CSP1.0) has executed spend in the previous years with the 2023 expenditure being £5.0 million. This covered the final projects of the CSP 1.0 as well as the final work packages under the Operational Response Initiative (ORI) in response to the Russian global provocation in the Cyber domain.

The Cyber Programme 1.0 (2020 to 2023) has delivered foundational capabilities in the areas listed below.

- Asset Management
- Managed Security Services Provision
- Governance

- People Security
- Identity and Access Management
- Retained Incident Response
- Managed Detection & Response (MDR)
- Network Security Services
- Ethical Hacking Framework (concluded in Q2 2023)
- Departmental Information Security Officer (DISO) Support Model (concludes at end of year 2023)
- Device and Systems Hardening (concluded in Q1 2023)
- Anti-Virus Enhancements
- Operational Response Initiative (ORI) (concludes end 2023)

A private briefing can be provided in the event that additional detail is required.

b. Cyber Programme 2.0 intends to build on the foundations of the Cyber Programme 2023, are you confident that the additional total estimated investment of £10,621 million will be efficient to meet the aims and objectives of the Major Project?

The Business Case, as articulated, will meet the aims and objectives of CSP2.0 as it has been informed by investment to date and independent assessments of current capabilities and where additional investment is required. This investment is an 'Option 2' from the Business Case, which involves a slower start to the work such that the risk level in 2024 is expected to be maintained and then start to reduce from 2025 with a weighting of effort towards the end of the investment period, which may present some risks to meeting the aims and objectives of the Major Project. For 'Option 2' to realise the benefits as outlined in the narrative, an additional revenue case may need to be made towards the end of the programme.

c. Can you provide further details about this Major Project (minimal detail is provided in the Government Plan)?

Building on the foundations of the Cyber Programme 1.0 will achieve an improved maturity level (over 3.0) across all National Institute of Standards and Technology (NIST) control domains. The maturity levels range from 1 to 5, with a level of 3.0 representing 'Defined' which is considered as good practice and a minimum bar for any large enterprise or public body.

Achieving a level of 3.0 will lead to benefits as follows:

- Increasing Customer Trust: Cybersecurity is an important contributor to improving customer trust in GoJ's services by ensuring the protection of their information and the reliability of the services provided to them and the security of the underlying infrastructure.

- Promoting Mindset for Protection: Cybersecurity promotes a secure culture against cyber threats and risks where everyone acts responsibly and does the right thing to protect GoJ's interests and our customers.
- Fostering Secure Enablement: Cybersecurity provides the means for GoJ to operate and achieve its strategic objectives in a secure and protected cyber space.
- Extending Sustainability and Responsibility: Cybersecurity supports GoJ's sustainability and social, economic, and environmental responsibility beyond the physical world by mirroring it in the digital and cyber world.
- Reducing Risk and Supporting Value/Profit: Cybersecurity is one of the most effective controls to reduce loses from operational risks, which consequently supports value.
- Strengthen Resilience: Cybersecurity enables GoJ to continue its operations and delivery despite adverse cyber events by preparing for, responding to and recovering from cyber-attacks in acceptable timeframes for the business.
- Improving Regulatory Compliance: Cybersecurity takes regulatory compliance further than a tick-box by helping GoJ in transforming our people, processes, and technology to fully comply with data related regulatory requirements.

d. Is there a business case for this major project, if so, can it be shared with the Panel?

The Business Case can be provided in the context of a private briefing due to the sensitive nature of the detail within the business case.

e. For 2024, an estimated allocation of £1,096 million has been provided, can you outline how this allocation will be used in 2024 and the anticipated outcomes as a result?

Asset and Configuration Management

Introduction of an asset and configuration management solution to replace the various disparate libraries in use today, providing all teams with a comprehensive, single source of truth.

- Configuration Management Database (CMDB)
- Asset identification
- Operational asset discovery
- Asset classification

Risk Management Process Development and Adoption

Maturation of risk management process, furnishing owners with accurate and clear risk advice to support informed decisions.

- Collaboration with Enterprise Risk Management
- Departmental Risk Management

- Third Party Risk
- Threat intelligence

Governance and Compliance

Development of a set of consistently applied compliance requirements for each department to inform enterprise architecture processes and risk management processes across the Government of Jersey. Introduction of reporting metrics to provide high level indicators of risk deviation.

- compliance requirements library
- metrics and reporting

f. What tangible impact will this major project have on Islanders and Island life?

Investment in cyber security is primarily related to the reduction of risk across the enterprise. These risks include (but are not limited to):

- Increased threat to life and physical welfare of the citizens of Jersey based on poor security of healthcare systems (e.g. WannaCry outbreak in the NHS 2017 & the more recent Irish HSE incident 2021).
- Significant economic disruption based on a loss of trust as a result of a major security incident affecting Government IT systems. This may lead some businesses to relocate their organisations away from Jersey.
- Large financial penalties and recovery costs from cyber security incidents totalling potentially £m based on poor security capabilities available to security personal information and expensive recovery from incidents affecting OT systems (e.g. telemetry or Energy From Waste plant disruption).
- Environmental damage based on poor cyber security capabilities protecting OT systems leading to a disruption in tourism (e.g. liquid waste processing).
- Effects on the welfare and protection of Jersey's citizens (especially children and vulnerable people) based on loss of sensitive personal information and disruption to welfare payments systems.

g. How does this project align with the Common Strategic Policies and your Ministerial priorities?

This project aligns with all of the CSP's Priorities for Change and the Ministerial priority of continuing to support the delivery of efficient, effective public services. Protecting government systems from data loss and cyber-attack supports every aspect of public service that is enabled in any way by technology.

9. **A further new Major Project within the Government Plan 2024-27 is Digital Services Platform are you confident that the total estimated investment of £6,257 million will be efficient to meet the aims and objectives of this Major Project and have any concerns been identified?**

The Digital Services Platform provides a cross government platform with common capabilities that can be used by all departments, which also provide a common approach and common experience for Islanders when engaging with services provided by different departments.

The estimated investment is sufficient to deliver the objective of delivering a cross government platform which supports delivery of the digital strategy.

a. **Digital Services Platform intends to build on the prior investments in service digitalisation. Has Service Digitisation 2 (previously within the Grouped Head of Expenditure - Other Government Wide IT Projects) become this Major Project?**

Service Digitisation 2 has not become this project, but the Digital Services Platform is a continuation of the Service Digitisation Programme that was initiated in the 2020-2023 Government Plan (Service Digitisation 2 was a second iteration of the business case for Service Digitisation). Service Digitisation 2 included the 'revenue' costs for running service digitisation platforms, for example the JerseyMe digital ID which was created by the programme, which are now Business As Usual ("BAU").

This Platform is purposed at improving access to and use of government services for Islanders.

b. **Can you provide further details about this Major Project (minimal detail is provided in the Government Plan)?**

The Digital Services Platform will revolutionise the way customers interact with government by providing an online channel to securely access all public services in one place, anytime, anywhere. It is a key aspect of delivering the Government's Digital Strategy.

Investment in this project builds on the Service Digitisation Programme and the work it delivered in 2022 and 2023 and will deliver the digital tools and the internal capability to undertake wholesale digital transformation of public services, working alongside government departments.

Digital transformation brings significant benefits to both customers and government by improving service delivery, reducing costs, increasing transparency and accessibility, and enhancing the overall customer experience.

c. **Is there a business case for this major project, if so, can it be shared with the Panel?**

The Strategic Outline Business Case for the Digital Services Platform is attached below.

Strategic Outline
Case for the Digital

> **d. For 2024, an estimated allocation of £2,194 million has been provided, can you outline in further detail how this allocation will be used in 2024 and the anticipated outcomes as a result?**

The Digital Services Platform will leverage the technology that has been implemented in the prior Service Digitisation Programme, with a significant proportion of the estimated £2.2m spend in 2024 deployed to implement the new technology required to build on progress to date and create a Data Services Platform for Government. The Data Services Platform is estimated to cost £1.25m in 2024 and will enable data from the multitude of separate line of business systems to be brought together to enable government services to be connected and provide better service delivery to Islanders. It will also support improved analytics which will deliver more insight for policy makers. Connected data is critical to delivering the Government's Digital Strategy.

The remainder of the funding in 2024 covers two broad areas. Firstly, the running costs for the technology, including the licence and support costs. Secondly, growing the internal digital development and transformation capabilities, and ultimately reducing reliance on external professional services contract resource as internal teams are built up within Modernisation & Digital.

> **e. What tangible impact will this Major project have on Islanders and Island life?**

As explained in the answer to point b of this question, this project will directly affect the way Islanders engage with government services, making it easier, simpler, more convenient and more accessible.

> **f. How does this project align with the Common Strategic Policies and your Ministerial priorities?**

This project aligns with the Ministerial priority to support the organisation to become more efficient, accountable, and responsive through the use of information technology.

Other Government Wide IT Projects

> **10. With regard to the funding provided for in the Government Plan 2023-26 for Service Digitisation 2 of £1,219 million in 2023 within the Grouped Head of Expenditure - Other Government Wide IT Projects, can you detail the spend to date, the outcomes achieved as a result and whether all the intended aims have been met within 2023 within the allocated funds?**

The objective of Service Digitisation 2 was to deliver a Minimum Viable Product for new online portal for delivering government services based on the cross-government capabilities identified in phase 1 of Service Digitisation, by the end of 2023. The project is on track to deliver this through an initial internal launch of an Online Services Hub.

11. A further £500,000 for Service Digitisation 2 was estimated for 2024 within the Government Plan 2023-26. This is not shown within the Government Plan 2024-27 Grouped Head of Expenditure - Other Government Wide IT Projects as in the preceding Government Plan, why is this the case?

The £0.5m per annum shown in the previous Government Plan is the ongoing revenue budget (i.e. run costs) associated to the Service Digitisation Project. The project element is closing at the end of 2023 and therefore the associated revenue budget becomes part of the base budget for Modernisation & Digital, so is no longer shown in the project allocation in the Government Plan. You will note that the Digital Services Platform business cases nets this £0.5m off from the total estimation of funds required.

12. Please can you provide an update on the progress of the Electronic Document Management Solution in 2023 and provide a breakdown of how the £2,180 million has been spent?

The Electronic Document Management Solution is now known as the Records Transformation Programme, reflecting a change in the purpose and direction of the programme towards addressing historical issues with records management, and digitising records on a needs basis rather than digitising all records regardless of whether they could or should be retained. £2.18m was allocated in the Government Plan for 2023. The £1.0m spent to date has delivered a records management framework which enables departments to undertake housekeeping and determine which records should be destroyed, retained in deep archive storage, sent to the Jersey Archive and/or digitised. This is supported by an internal online resource known as the Records Hub. The programme has also provided resources to departments to undertake housekeeping activities where this has not been possible within their existing resources. The programme has also worked on the requirements for a digital scanning solution and digitisation bureau for government. The refocus of the programme has resulted in an underspend, of which £0.7m has been repurposed to address cost pressures and a request is expected to be submitted to carry forward £0.5m to 2024.

13. The Records Transformation Programme (formally known as the Electronic Document Management Solution in the previous Government Plan) has been allocated an estimated £1,277 million for 2024 in the Government Plan 2024-27. However, no further allocation for 2024 was made in the previous Government Plan 2023-26, can you explain the rationale for this?

This is not new funding, but a reprofiling or carry forward of an underspend from 2022 of £1.3m into 2024. The underspend occurred because of the change in purpose and direction of the project explained in the answer to question 12.

14. **Can you detail how the £1,277 million allocated to Records Transformation Programme will be spent in 2024, whether you are confident that the estimated funding will be adequate to meet the projects aims and whether any concerns have been raised?**

The funding allocated to the Records Transformation Programme in 2024 will be spent in three main areas:

- Completing the housekeeping activities in government departments that prepare the records that it is necessary to digitise.
- Procuring and implementing the technology (software and hardware) for a digital scanning bureau within GoJ.
- Establishing the digital scanning bureau including facilities, people and process.

The programme is in the early stages of procurement, and whilst we are confident that the estimated funds will be sufficient to complete the programme, the overall funding for the project was set some years ago prior to recent increases in inflation and so the programme is managing a risk that funding may be insufficient and determining mitigating actions.

15. **As no further allocation has been estimated for 2025 onwards in the Government Plan 2024-27 for the Records Transformation Programme, is it expected that this will reach completion in 2024?**

The programme is planned to complete in 2024, although there is a risk of delay into 2025 if the procurement takes longer than anticipated, although we are planning carefully to avoid that.

Replacement Assets and Minor Capital

16. **With regard to the £3 million that was allocated to the Cabinet Office for Replacement Assets and Minor Capital in 2023, can you detail the spend to date and whether this funding was efficient to meet the aims and objectives for 2023. Will any of the allocated funding remain at the end of 2023 and if so, will this be carried over into 2024?**

The Asset Replacement budget has been used in 2023 to replace legacy hardware and software including laptops, CCTV, datacentre restructuring, network upgrades and Sharepoint upgrades. The budget is tight, so close management and monitoring of the fragile supply chain (we are seeing some recovery after 4 years of disruption) is allowing us to make required orders in time to meet the budget envelope. With additional funding there is further legacy debt that could be removed. The number of outstanding orders means that there should not be any budget remaining at the end of 2023.

17. **Replacement Assets and Minor Capital for the Cabinet Office is estimated at £2.5 million for 2024. Can you please provide a specified breakdown of how this funding will be allocated within the Cabinet Office and for what purposes?**

The Asset Replacement budget is in place to replace IT Hardware and Software that is end of life or needs upgrading. The funding will be used for laptop replacement, wireless and network improvements, Sharepoint upgrades and other required software maintenance. The detailed planning for this will begin in January as the budget is tight and prioritisation will need to take place.

Statistics Jersey – Administrative Data Linkage Team

18. **Can you confirm whether you are confident that the £393,000 will be sufficient to deliver the necessary requirements for 2024?**

19. **How does this investment align with your Common Strategic Policies and Ministerial Priorities?**

20. **Can you provide a breakdown of how the estimated funding for 2024 will be spent?**

21. **Why is the allocated estimate for 2024 less than that for subsequent years - 2025, 2026 and 2027?**

22. **Do you have any concerns or anticipate any challenges in respect of this project?**

23. **What tangible impact will this project have on Islanders and Island life?**

24. **The Annex to the Government Plan 2024-27 notes that this project may be able to deliver on the Panel's recommendation 2 in S.R.20/2022. Can you detail the determining factors for this to be successfully accomplished, the extent to which the recommendation would be actioned and the likelihood of it being achieved in part or entirely achieved as a result of this investment?**

The Corporate Services Scrutiny Panel wrote to the Chief Statistician on 13 October asking all of the above questions (apart from Questions 20 and 21). The Chief Statistician replied to the panel on 23 October. Please see the Chief Statisticians 23 October submission to the panel which has been published on the panels page 'Proposed Government Plan 2024 - 2027 Review - Corporate Services Panel' statesassembly.gov.je/scrutinyreviewsubmissions/submission - proposed government plan 2024 - 2027 review - statistics jersey - 24 october 2023.pdf. The Chief Statistician covered all of your above points, apart from questions 20 and 21, which were not included in the panel's letter to the Chief Statistician.

In response to question 20, the current project funding for 2022 and 2023 has been for four posts to develop population and migration estimates (published in June 2023 gov.je/SiteCollectionDocuments/Government and administration/R

PopulationAndMigrationStatistics 20230616 SJ.pdf and the impacts of Covid on particular sub-sets of the population (due to be published before the end of 2023). The business case is to retain this team on an ongoing basis to continue to produce annual admin data base population and migration data, and to develop further population and migration analyses, such as analyses of cohorts (e.g. five years after migrating to Jersey, are migrants still in the Island, which industries are they working in, etc).

In addition, the business case is for one post to develop admin data based economic statistics, such as exploration of admin data based low-income statistics, and person (rather than jobs) based labour market statistics. This would allow, for the first time, production of statistics on the characteristics of people with multiple jobs.

In response to question 21, the reason that the allocation for 2024 is lower than in subsequent years is in recognition that States Assembly approval will not happen until mid-December 2023. There are already four project-funded posts whose funding finishes at the end of 2023. Assuming that the States Assembly approves this allocation, the staff currently in post will continue in post.

The reduced allocation for 2024 recognises that it will not be possible to start to fill the additional post until January 2024, and that this is likely to take 3-6 months (depending on whether it is possible to identify successful candidates, and their notice periods). The spend during 2024 will therefore be below the ongoing run-rate, and this is reflected in the business case profile.

Additional Revenue Programmes - Government Plan 2023-26

Detailed New Revenue Expenditure Growth				2023	2024	2025	2026	PANEL	MINISTER
£'000 Department	Allocated or Held in Reserves	Reference	Description	Estimate	Estimate	Estimate	Estimate		
Cabinet Office	Allocated	I-COO-GP23-001	Enterprise Licences	1,600	1,600	1,600	1,600	CSP	CM
		I-COO-GP23-002	Software and Cloud Storage	1,200	1,200	1,200	1,200	CSP	CM
		I-COO-GP23-003	IT Support for unsupported products	200	200	200	200	CSP	CM
		I-OCE-GP23-001	Governance Capacity	85	85	85	85	CSP	CM
		I-SPPP-GP23-001	JACS Additional Workload	100	100	100	100	CSP	CM
		I-SPPP-GP23-002	Statistics Jersey - Capacity	318	318	318	318	CSP	CM
	Allocated Total			4,654	4,843	4,793	4,743		
	Reserves	I-COO-GP23-004	Additional Resourcing for the Recruitment team	250	-	-	-	CSP	CM
		I-OCE-GP23-002	Support for Ukrainians in Jersey	250	-	-	-	CSP	CM
		I-OCE-GP23-003	100 Day Plan - Cultural Centre	300	300	300	300	CSP	CM
	Reserves Total			830	330	330	330		
Cabinet Office Total				5,484	5,173	5,123	5,073		

25. For the listed Additional Revenue Programmes for 2023, where estimated allocations are provided for 2024, can you confirm that these will be continued into 2024 and in line with the estimations provided for 2024?

It is anticipated that that all programmes will continue into 2024 and in line with estimates provided in the 2024 Government Plan.

26. Please can you provide a progress update in respect of these and a breakdown of the spend to date for 2023?

Additional Revenue Programme	Spend to date £'000	Progress Update
Enterprise Licences	1,590	Funding will be spent in full
Software and Cloud Storage	1,099	Funding will be spent in full
IT Support for unsupported products	187	Funding will be spent in full
Governance Capacity	0	There have been delays in recruitment into the role supporting the Risk & Management area, this is now expected in early 2024.
JACS Additional Workload	100	Funding will be spent in full
Statistics Jersey – Capacity	225	Recruitment delays expected
Public Health Strategy	333	Funding will be spent in full
Jersey Care Commission – Phased Development	293	Recruitment has progressed, but with some delay, resulting in an underspend
Additional Resourcing for the Recruitment team	105	Forecast underspends at year end will be requested to be carried forward into 2024 to continue to support the programme which did not receive funding as part of the GP24 process
Support for Ukrainians in Jersey	179	Spend to date includes property maintenance and utilities incurred directly by the I&E department and funding for the Family Scheme (immediate medical support, monthly support payments and private accommodation rentals) incurred directly by the CLS team
100 Day Plan – Cultural Centre	42	

		Recruitment delays earlier in the year have resulted in delays in the programme being rolled out

27. Where challenges have been identified for these to date, can you provide further detail?

Support for Ukrainians in Jersey: Properties occupied are being maintained in line with JPH responsibility as landlord and any issues attended to as reported by the tenants. Utilities are being paid directly with the service provider and the costs collected separately. Costs will continue as long as the properties are occupied and due to the nature of the expenses they are estimates and could be higher or lower than stated.

100 Day Plan – Cultural Centre: Key challenges have been around recruitment, the JICC is a new service and roles and job descriptions have had to be created afresh. This has led to longer recruitment time, which has had an impact of the roll-out of other projects. Key posts will have been filled by the end of 2023, leading to more extensive service delivery in 2024.

Additional Resourcing for the Recruitment Team: whilst a business case was submitted in the GP24 process, the Council of Ministers acknowledged that there were several worthy initiatives that have not attracted additional recurring funding, and it is therefore anticipated that any underspends in year will be requested to be carried forward to support the programme into 2024.

Jersey Care Commission – phased development: key challenges have been around recruitment. The decision has been made to stagger the start dates of new recruits to ease the induction and training pressure on the current team. The aim is to have all posts filled by Q1 2024.

Yours sincerely

Deputy Kristina Moore
Chief Minister