

**2024**

**THE LEGISLATIVE ASSEMBLY FOR THE  
AUSTRALIAN CAPITAL TERRITORY**

**ELEVENTH ASSEMBLY**

**AUDITOR-GENERAL'S REPORT NO.6 OF 2024 – BUSINESS TRANSFORMATION PROGRAM:  
ICT RENEWAL ACTIVITIES – GOVERNMENT RESPONSE**

**Presented by  
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## Introduction

On 2 August 2024, the ACT Auditor-General tabled report No. 6/2024 Business Transformation Program: ICT renewal activities. The audit objective was to assess the effectiveness of the Public Trustee and Guardian for the ACT's (PTG) management of its ICT activities. The audit scope covered:

- a. the PTG's planning and implementation of ICT renewal activities following the merger of the former Public Trustee for the ACT and the Guardianship function of the former Public Advocate of the ACT in April 2016;
- b. the PTG's ICT infrastructure, with a particular emphasis on what the agency has referred to in its public accounts of its activities as its Customer Relationship Management system or 'CRM'
- c. activities from 1 April 2016 (the date of the merger) to the present
- d. the design, development, implementation and use of its CRM and in doing so examined the PTG's approach to project and program management and compares this with better practice principles.

## ACT Government Response to Recommendations

### Recommendation 1

As part of planning for future projects or programs, the PTG should determine and document an agreed project management methodology and associated governance arrangements. The project management methodology and associated governance arrangements should be fit-for-purpose and informed by robust cost estimates and risk assessments.

#### *Agreed*

Administratively, the PTG works closely with the Justice and Community Safety Directorate (JACS). For current and future projects, the PTG will use the JACS project management framework which addresses the issues referenced in this recommendation. Any required policy or procedure for the PTG to implement this recommendation will be completed by 30 June 2025.

## Recommendation 2

As part of planning for future projects or programs, the PTG should develop robust business cases that clearly identify:

- a) the full cost of implementation, including business solutions whole-of-life costs
- b) timeframes for implementation
- c) current and future organisational capacity and capability to implement the project or program; and
- d) potential options' alignment with a future desired state or target operating model.

As the project proceeds, cost estimates, budgets and funding options should be reviewed and revised against initial estimates and assumptions as needed.

*Agreed*

Administratively, the PTG works closely with the Justice and Community Safety Directorate (JACS). For current and future projects, the PTG will use the JACS project management framework and align with the JACS Information and Communication Technology (ICT) Strategic Plan 2024-2034. The JACS ICT Strategic Plan specifically follows the ACT Government *Technology Directions* and *Guiding Best Practice Design and Delivery* guidance. The adoption of this framework and plan will address the issues referenced in this recommendation. Any required policy or procedure for the PTG to implement this recommendation will be completed by 30 June 2025.

## Recommendation 3

For future projects or programs, the PTG should adequately document its Enterprise Architecture prior to, during and after the implementation of new or revised business solutions.

*Agreed*

The PTG is documenting its Enterprise Architecture and has developed an ICT Roadmap during the course of this audit. The PTG will implement a review of the Enterprise Architecture and make any updates required as part of the implementation of new or revised business solutions. This will be completed at critical points of any project in line with the JACS Project Management Framework and JACS ICT Strategic Plan 2024-2034 (that is, prior to, during and after implementation of new or revised business solutions). This recommendation will be completed by 30 June 2025.

## Recommendation 4

The PTG should ensure any future use and expenditure of the Guarantee and Reserve Account is adequately documented with reference to the potential uses provided for by the *Public Trustee and Guardian Act 1985*.

*Agreed*

The PTG will review its templates and procedures relating to the Guarantee and Reserve Account to ensure the documentation required is in place, including with reference to the potential uses provided for by the PTG Act. Any required policy or procedure for the PTG to implement this recommendation will be completed by 31 December 2024.

## Recommendation 5

The PTG should finalise its policy position on procurement by:

- a) documenting its policy on the *Government Procurement Act 2001* and its application to PTG activities; and
- b) building organisational capacity and capability with respect to procurement, including through the establishment of relevant governance arrangements.

*Agreed*

In 2023 the PTG directed all staff that the procurement law applies to PTG activities. Following the release of the audit report in August 2024, the direction to staff has been reiterated and staff have been issued with resources and instructions on how the PTG will comply with the law. The PTG has established a new position focused on procurement and is currently building capability across teams with respect to procurement. The Senior Leadership Group of the organisation is the key governance committee and will oversee procurement compliance for the agency. This recommendation is complete.

## Recommendation 6

As part of planning for future projects or programs, the PTG should:

- a) assess organisational capability and capacity when contemplating new or revised business solutions, particularly where a proposed business solution has a whole-of-enterprise footprint and is likely to impact standard operating practices; and
- b) adequately document and execute a stakeholder engagement plan.

*Agreed*

Administratively, the PTG works closely with the Justice and Community Safety Directorate (JACS). For current and future projects, the PTG will use the JACS project management framework and align with the JACS Information and Communication Technology (ICT) Strategic Plan 2024-2034. The JACS ICT Strategic Plan specifically follows the ACT Government *Technology Directions* and *Guiding Best Practice Design and Delivery* guidance. The adoption of this framework and plan will address the issues referenced in this recommendation. Any required policy or procedure for the PTG to implement this recommendation will be completed by 30 June 2025.

## Recommendation 7

As part of planning for future projects or programs, the PTG should:

- a) assess the strengths and weaknesses of its current business practices; and
- b) determine whether these provide an effective foundation for the business solution being proposed.

*Agreed*

Administratively, the PTG works closely with the Justice and Community Safety Directorate (JACS). For current and future projects, the PTG will use the JACS project management framework and align with the JACS Information and Communication Technology (ICT) Strategic Plan 2024-2034. The JACS ICT Strategic Plan specifically follows the ACT Government *Technology Directions* and *Guiding Best Practice Design and Delivery* guidance. The adoption of this framework and plan will address the issues referenced in this recommendation. The PTG will also access ACT Government solutions including the Digital, Data and Technology Solutions design service which focuses on business processes, user experience and outcomes. Any required policy or procedure for the PTG to implement this recommendation will be completed by 30 June 2025.

## Recommendation 8

As part of planning for future projects or programs, the PTG should determine and clearly document roles and responsibilities. In doing so, the PTG should:

- a) take into account relevant Justice and Community Safety Directorate and whole-of-government guidance on project management roles and responsibilities, and
- b) ensure that adequate separation of roles and responsibilities is achieved particularly with respect to the role of the project sponsor, those responsible for implementation and those responsible for oversight and assurance.

*Agreed*

Administratively, the PTG works closely with the Justice and Community Safety Directorate (JACS). For current and future projects, the PTG will use the JACS project management framework which addresses the issues referenced in this recommendation. Any required policy or procedure for the PTG to implement this recommendation will be completed by 30 June 2025.

## **Recommendation 9**

As part of planning for future projects or programs, the PTG should implement suitable assurance processes in accordance with DDTS and Justice and Community Safety Directorate guidance.

*Agreed*

Administratively, the PTG works closely with the Justice and Community Safety Directorate (JACS). For current and future projects, the PTG will use the JACS project management framework and align with the JACS Information and Communication Technology (ICT) Strategic Plan 2024-2034. The JACS ICT Strategic Plan specifically follows the ACT Government *Technology Directions* and *Guiding Best Practice Design and Delivery* guidance. The adoption of this framework and plan will address the issues referenced in this recommendation. Any required policy or procedure for the PTG to implement this recommendation will be completed by 30 June 2025.

## **Conclusion**

All nine recommendations made by the Auditor-General are agreed.

One recommendation is already implemented.

The remaining recommendations are all prospective. The policy and procedure work for the Guarantee and Reserve Account will be completed by 31 December 2024. Any policy and procedure work for the remaining areas will be completed by 30 June 2025. The PTG's governance committees (including project governance) will be accountable for ensuring the proper adoption of these changes for future programs and projects. Internal audit and the PTG Audit and Risk Committee will provide assurance of the adoption of these requirements.