

**Response to a Question Pursuant to Rule 14
of the Rules of Procedure of the States of Deliberation and their Committees**

Subject: IT Capability

States' Member: Deputy Andy Cameron

Date received: 7th April 2026

Date of reply: 20th April 2026

Question:

Further to the response provided to my deferred question, can the Committee confirm whether States IT employees are currently subject to any formal, completed assessment or benchmarking process to ensure they have the technical expertise and programme management capability required to deliver major digital projects?

For the avoidance of doubt, this refers to actual completed assessments of staff capability, rather than the development of role descriptions, frameworks or future accreditation plans.

If such assessments are in place:

- **what framework is used (e.g. SFIA),**
- **how many staff have been assessed to date, and**
- **what proportion meet the required competency levels?**

If no such assessments have yet been completed, when will they be carried out, and what assurance can the Committee provide that sufficient in-house capability exists in the meantime to manage major digital programmes, particularly in light of previous programmes that have experienced significant cost overruns or failed to deliver intended outcomes?

Answer:

Roles are appointed against competencies that are also used in assessment of performance through annual review processes. Probationary periods are actively managed and, as with all service areas, staff will leave employment with the States of Guernsey if probation is not passed.

Since the transition to a centralised Digital & Technology function within a multivendor model last August, the States have given priority to stabilising services, strengthening governance and assurance, and building the people, skills, and ways of working needed to

support the new operating model. This includes a continued focus on developing staff capability, professional competence, and technical expertise.

Formal assessment of Digital & Technology staff against an external IT competency framework is planned building from the job role competencies, and work to implement this is currently in progress. It will require careful introduction and management as the function comprises staff formerly with Agilisys, internal transfers and new joiners.

The SFIA competency framework, supported by SFIA+ and RoleModelplus, will be introduced to provide structured role definition and formal skills assessment across the function. Digital & Technology is establishing a small cohort of staff to work through the framework and complete initial development training, with a view to rolling the framework out more broadly from early 2027. This work will provide the organisation with an industry-recognised assessment of whether we have the right skills and roles and how we develop capability in a structured way. Discussions are also underway with the British Computer Society to support professional alignment and independent assurance, complementing formal SFIA based assessment.

Notwithstanding this ongoing work and the acknowledged historical challenges, arrangements are in place to ensure that major digital programmes are being overseen appropriately.

The function further draws on external expertise selectively, where this adds capacity, specialist skills, or additional assurance. Overall delivery is supported by clear governance, effective controls, and proportionate assurance arrangements that reflect the function's current stage of maturity and reflects experience from previous programmes.

The Committee receives monthly progress reports, providing visibility of key workstreams and progress against agreed priorities, which it reviews formally and discusses with the senior professional staff and Deputy Lainé as Chair of the Digital & Technology Advisory Panel to the Committee.