



## Foreword



**Richard Bell**  
Director General

After a year of unprecedented transformation across the whole of Treasury & Exchequer in 2019, our 2020 Operational Business Plan set out a year of building upon those foundations and continuing towards our aim of delivering more effective, efficient and insightful services to our customers. While we have achieved many of our 2020 objectives and a great deal of progress has been made, some of the department's focus has, understandably, been redirected to the global pandemic, delaying certain projects.

The Treasury and Exchequer have a pivotal role to play in supporting Government and the community during this unprecedented period; we had to quickly adapt and respond to the emerging risks in relation to the COVID-19 pandemic, and have focused on providing continued services to

Islanders while new schemes and projects were devised in response. We contributed to the development of financial measures to assist businesses and the community (such as the Co-Funded Payroll Scheme), made swift changes to financial legislation and ensured our health services in particular had access to the funds they needed. We do this always with one eye on the long-term financial security of the island. We have also provided real-time business partnering input in a number of areas, to support departments in a time of great pressure.

Operationally, we were also impacted greatly by the measures needed to protect the vulnerable and slow the spread of the virus. This was particularly the case for our Revenue Jersey colleagues and Shared Services teams, where there was a greater need than normal for support to be given to Islanders facing immediate financial hardship.

We successfully introduced Online Filing for personal taxpayers with take-up by around 30% of taxpayers; and launched the new Online Corporate Income Tax Return which now is used by all companies to support the introduction of new legislation on Economic Substance. Within our finance teams, we saw developments in process automation, which will revolutionise the way we work and how we deliver services. Revenue Jersey appreciates that we still have a challenge to improve our customer service, which has suffered due to resourcing constraints in our transformation.

Our 2021 Business Plan shows how the ongoing transformation of finance will continue, with the development of the Integrated Technology Solution (ITS) Programme. This is an integral part of the OneGov vision which is set to replace old and outdated finance, payroll, people services, asset management and commercial systems with an integrated solution. This will enable the government to modernise and make life easier for customers and colleagues. The ITS programme offers a unique opportunity to shift how colleagues, Islanders and suppliers think, streamline, simplify and modernise how things get done and lay the foundations for future services.

We have already seen significant improvements to the timeliness and quality of financial reporting. The 2019 Annual Report and Accounts show that 2019 closed with a strong balance sheet, however, I am extremely mindful of the effects Covid-19 has had on our balance sheet during 2020. In 2021 the department will again focus on improving the quality of financial reporting.

The 2021-24 Government Plan has built upon the first, linking the outcomes we are aiming to achieve with the investment plans put forward for approval. The Financial Planning team have worked with colleagues in SPPP to improve the level and quality of detail provided to ensure it is sufficient for the general public and Scrutiny to fully understand Government's plans for the next 4-year period.

Fundamental to the financial strategy of the government is sustainability, including meeting the need to enhance the Island's infrastructure. We will continue to develop a strategy to ensure not only that the Island's infrastructure is renewed but also to enable much needed investment in projects such as the new Hospital, the future of Fort Regent and housing.

Revenue Jersey continues to play an important role in enhancing the reputation of the Island through well considered policy making. Officers within the International Tax team are a critical part of ongoing successful interactions with international standard setters. By being a world-class tax administration, we aim to protect economic stability by maintaining international confidence in Jersey as a tax transparent jurisdiction.

The need to review the personal tax system has led to extensive consultation and information gathering, as a result a proposition will be debated in November to move Islanders onto paying tax on a Current Year Basis and will mean the delivery of a system appropriate for modern times.

Alongside experts across the government, our domestic tax experts are developing policies with the means to fund carbon neutrality whilst also encouraging behaviours that reduce people's own carbon footprint.

In 2020 we brought forward work on zero-based budgeting, which enables departments and Ministers to reconsider department budgets to assess and understand the costs of what government already delivers and to challenge whether those services continue to contribute to the Island's priorities and aims. In 2021 we will look to roll this approach out to further departments and ensure that teams are provided with the tools they need to zero-base budgets each year.

At the heart of our organisation and its success are the people who work tirelessly to deliver services to our customers and Islanders. With the Senior Leadership Team, I thank our colleagues for their patience and dedication through what may have been difficult times during this year for them both personally and professionally. On a personal note, I am deeply proud of what my colleagues in Treasury & Exchequer have achieved in the past year.

Like all islanders our colleagues rose to the challenges of home working and managed to adapt fantastically to different methods of communication and sometimes working non-standard hours. I have been hugely impressed by how our colleagues have demonstrated their willingness to work in new ways and find solutions in a crisis. Some had to juggle increased workloads and new roles, with caring for elderly family members and/or home-schooling. In addition, team members have continued to study and been successful in passing professional qualifications during lockdown which is an outstanding achievement.

I would like to take this opportunity to reiterate our continued promise to reward their dedication and perseverance by investing in them and the development of their skills. Our vision is for a career in public sector finance to be an attractive and rewarding choice for Islanders. In 2020 T&E had its ACCA Approved Employer status approved following an audit. Demonstrating that I support qualified colleagues in their continued professional development and also providing a supportive environment with the right experience to those studying towards qualification.

In 2021 I will be offering colleagues even more opportunities for training and career planning, so they feel supported and encouraged to progress, enabling us to “grow our own” capability and provide rewarding and fulfilling careers for our team. As we move into 2021 the department will continue to offer staff the opportunity to work in different ways, recognising their individual requirements and balancing them with the need to continue to make progress against our departmental objectives.

We will not be taking our foot off the pedal on transforming our department. This Operational Delivery Plan shows how we will move forward with innovating the way we work and providing a coherent and forward-looking service to our customers, both within government and to Islanders.

A handwritten signature in black ink, appearing to read 'RWB', written in a cursive style.

**Richard Bell**  
Director General

## Contents

Our purpose	8
Our key objectives for 2021	13
What will we do in 2021?	15
Government Plan initiatives	15
Departmental initiatives	18
Monitoring service performance - Our service performance measures	31
Our operating context	35
Our customers	42
Our people	45
Our financial context	49





## Our Mission Statement

The Treasury and Exchequer looks after the island's finances, collecting revenues to fund Jersey's public services and ensuring the protection and effective use of public funds to promote financial sustainability. The department aims to enhance the financial position of the Government and States of Jersey in order that it can deliver policies and initiatives and achieve the best value for money.

## Our purpose

The Treasury and Exchequer department aims to ensure long-term financial sustainability for the island by making sure every pound of public money is spent wisely and the financial implications of all decisions are understood.

Strong, transparent finances are key to excellent, good-value public services. The Treasury and Exchequer department is critical to the financial integrity of the Government of Jersey. It ensures the financial responsibilities of public servants are discharged correctly and that public service finances are well managed.

**Our vision is set across five ambitions that will not only transform the Treasury and Exchequer, but will champion culture change and approach to finances across the whole of Government:**



### **Long-term financial sustainability**

The department will give a strong emphasis to strategic finances of the island, with a focus on the organisation's longer-term goals and the impact on Government finances.



### **Revenue Collection**

We will become a world-class tax administration



### **Taxpayer's money is spent wisely**

We will make the best decision and investments to ensure that we deliver value for money and use our resources to deliver positive outcomes for islanders.



### **Financial implications of decisions are to be understood**

We will join up planning, policy, performance, and outcomes, working as one Government, to ensure that policies are costed and affordable, and that the intended outcomes, benefits and risks are understood and delivered.



### **An efficient and effectively customer focused department**

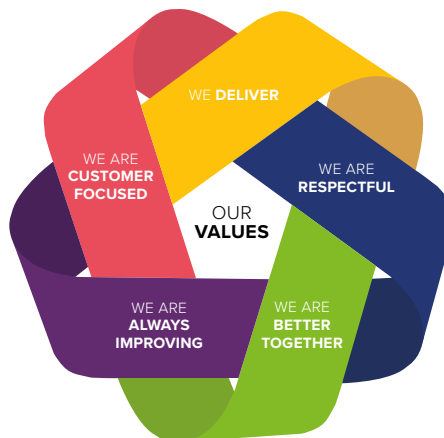
We will build processes around the customer, and harness technology to help us deliver our services more efficiently and effectively.



## Our Values

We are One Government, passionate about delivering public services for Jersey. Our 5 core values as an organisation are:

- We are respectful
- We are better together
- We are always improving
- We are customer focused
- We deliver



Our values are supported by a set of high-level behaviours, which guide us in our individual roles.

Our vision has our core values at the centre.

### **Always Improving**

In order to achieve financial sustainability for the island we strive for continual improvement across our services which is driven from T&E SLT level. Finance Transformation did not finish with our new Target Operating Model this project continues in 2021.

### **We deliver**

This can clearly be seen in our ambitious objectives and deliverables for 2021 and well as our delivery of 2020 objectives despite the challenges we have faced during the pandemic.

### **Customer-focused**

Having an efficient and effective customer focused department is one of the pillars of our vision and we listen and engage with Islanders in order to ensure we meet this core value.

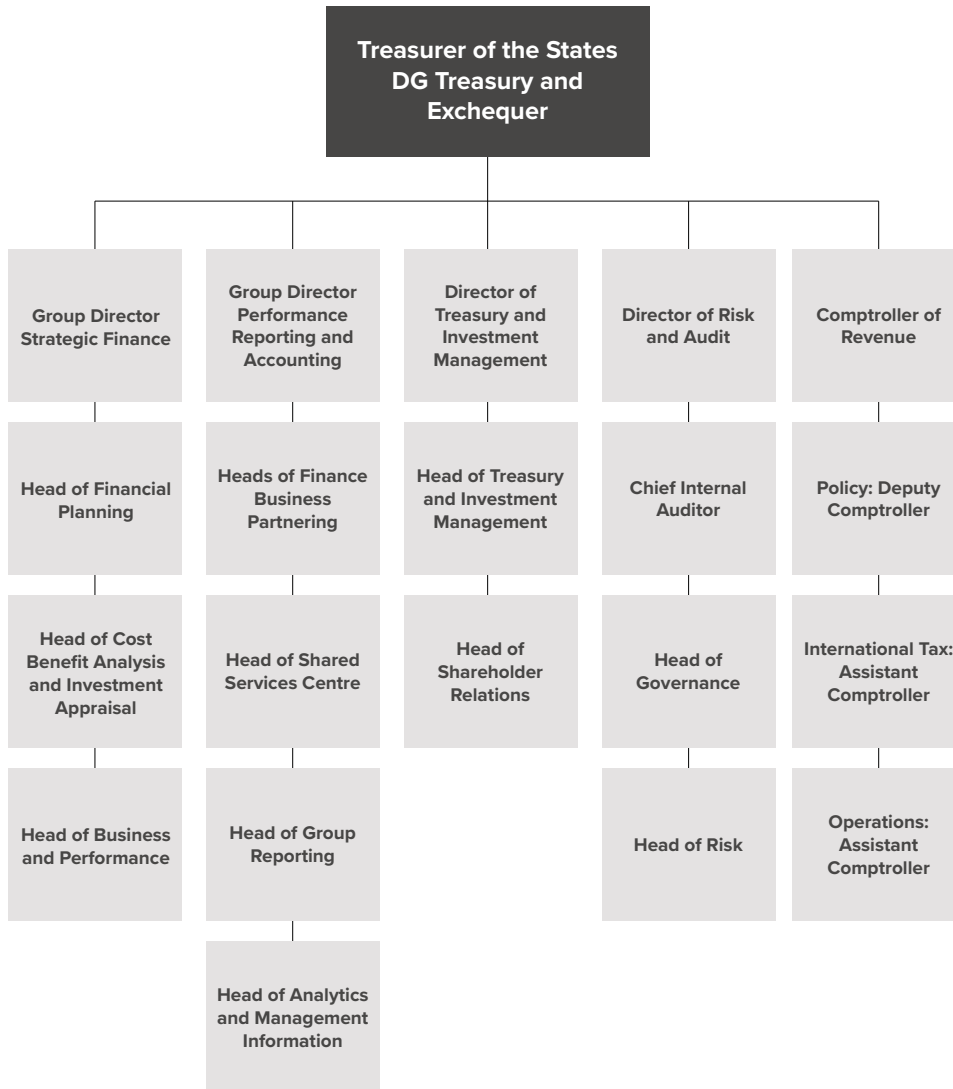
### **Better together**

We have made significant progress over the last two years to bring together T&E as one department and this will be further embedded over the coming year. In addition, the past year has refocused us in our aim to work well with our colleagues cross-departmentally – something we will continue to drive forward during 2021 in further Government projects.

### **Respectful**

Our department values its people and will further improve our People Strategy by developing and enacting our Culture Development

## Our Department Structure



**Strategic Finance** brings a greater focus to the long-term financial sustainability of the Government and are the custodians of public finances both today and in the long-term future.

**Financial Planning team** develops medium- and long-term financial plans to ensure resources are allocated optimally and in partnership with Strategic Policy Performance and Population (SPPP), they deliver the Government Plan, bringing policy, planning, performance and outcomes together to drive value for money.

**The Cost Benefit Analysis and Investment Appraisal team** provide a robust and transparent investment appraisal framework to support investment decisions across Government. This improves prioritisation, value for money and ensures that the implications of investment decisions are understood, enables robust tracking of benefits and contributes to positive outcomes for Islanders.

**The Business and Performance team** leads our work to improve the efficiency, effectiveness and financial control within our financial processes. The team is responsible for putting in place plans, developing our team to ensure we have the right mix of skills and qualifications, creating

Finance professionals for the future equipped with the right tools to perform their role to the highest standard.

**Performance, Accounting and Reporting** is responsible for all financial reporting and providing expert advice and support to departments. It is the home of the operational engine room of management and financial accounting. They will drive the modernisation of finance, leveraging new technologies, systems and leading practice to improve and standardise financial processes, leading to greater efficiency and effectiveness of services provided for both internal and our external customers and suppliers.

**Finance Business Partners** are ambassadors across all departments providing valued financial insight, and influencing strategic decision making, to achieve best value for money and develop a culture of accountability. The service they provide is at the heart of our customer focus, working alongside every Director General as part of their departmental leadership team, acting as a critical friend and a trusted advisor.

**The Shared Services team** provides the core services of the finance function's transactional activity from Accounts Payable & Income Collection to Finance Processing, Debt Management, Pension Fund Administration. It provides services to internal stakeholders and direct to a diverse range of customers from suppliers to pensioners.

**The Group Reporting team** provides transparent financial performance information and reporting for both internal and external stakeholders to enable accountability and transparency, working with partner departments to enable Islanders to understand how taxpayers' funds have been used to provide services and deliver outcomes.

**The Analytics and Management Information team** provides standardised, consistent, timely and insightful reporting to stakeholders across the whole of Government, leveraging the financial data available to provide insights into performance, modelling and forecasting.

**Treasury and Investment Management** oversees cash and investment management, and shareholder relations. Management of these financial assets is key to long-term sustainability.

**Treasury and Investment Management** manages the cash and investment of the significant financial assets of government and employee pension schemes. Working with the investment advisor and independent Treasury Advisory Panel, the team establishes, monitors and reviews the strategies for those funds as well as monitoring the performance and governance of our external investment managers.

**Shareholder Relations** manage the interests of the Government of Jersey in several wholly and partly owned companies. The team aims to ensure the interests of the shareholder are maximised and that the significant financial activities and risks of the companies are understood, including assessment of plans, investments and borrowing to ensure governance in line with legislation, policies and best practice.

**Risk and Audit** facilitates the assessment and management of the risks which might significantly or adversely impact upon the organisation's objectives. It also helps States entities understand opportunities in the global and local risk landscapes and capture lessons learned. The Risk and Audit team combines internal audit and government-wide risk activities and aligns these with a clearly communicated framework for financial governance. The team is also responsible for the management and oversight of the States of Jersey's insurance requirements.

**Risk management** is a strategically important team for the Government of Jersey which is developing, embedding and monitoring an enterprise-wide risk management framework.

**Insurance** is responsible for overseeing the daily management and strategic oversight of the States of Jersey's insurance portfolio. This includes claims handling arrangements, annual renewals process, tendering of insurance requirements, and the implementation of an Insurance Strategy through an action plan. The team is supported through advice from the Law Officer's Department, and brokers/consultants Marsh.

**Internal Audit** provides challenge, insight and confidence to Officers and Ministers on the control and risk environment, by conducting risk-based audits in accordance with professional standards.

**Financial Governance** focuses on formal rules and regulations, and their communication, continuous maintenance and review. The team is responsible for the management of the Public Finances Law and the Public Finances Manual, which is at the heart of the financial governance framework.

Counter-fraud and corruption – the team have been tasked with developing the approach to anti-fraud and corruption including anti-money laundering arrangements across Government.

**Revenue Jersey** comprises the Revenue Operations, Revenue Policy and Technical, International Tax and Operations, and Tax and Information Governance teams.

**The Policy and Technical team** focus on modernising tax legislation, to meet the needs of customers and the international stage. Specialists provide deep insight in both domestic and international tax matters and provide technical support for complex investigations and tax rulings.

**The International team** are responsible for meeting rapidly increasing demands of International Exchange of Information Agreements and the specialist compliance activities they generate with a particular focus on FATCA/CRS and Country by Country reporting. The team develop and implement strategies that ensure financial institutions comply with their obligations and manage all aspects of reporting domestically and internationally and ensure they meet international standards set by assessment bodies such as the OECD.

**Revenue Operations** is the engine room of Revenue Jersey, delivering assessment and collection services grouped to suit customer needs across all revenue types. This team also seeks to improve taxpayer compliance, to ensure that all customers pay the right amount of tax at the right time. Within operations the Tax Governance and Professional Standards team develop and deliver a broad comprehensive programme of bespoke training for Revenue Jersey, partnering with other government departments, revenue authorities and professional bodies. It also ensures we meet all governance requirements, from data protection to programme management.



## Our key objectives for 2021

Key Objectives	Lead Service/ Directorate
We will identify measures to achieve balanced budgets by 2024, to close the forecast budget deficit and achieve rebalancing targets. Included in that is a target of at least £10 million per annum to be delivered through tax measures.	Strategic Finance / Revenue Jersey
We will investigate the introduction of additional Tax Measures: medicinal cannabis, corporate income tax and stamp duty.	Revenue Jersey
We will begin to move all personal taxpayers to a Current Year Basis.	Revenue Jersey
We will roll out the introduction of Independent Taxation with joint access to tax information will be introduced for couples in a legal relationship.	Revenue Jersey
We will roll out Zero Based Budgeting to all remaining departments.	Performance, Accounting and Reporting
We will develop, embed and monitor an enterprise-wide risk management framework.	Risk and Audit
We will embed Finance Business Partnering.	Performance, Accounting and Reporting
We will improve the governance and working relationships with Subsidiaries.	Treasury & Investment Management
We will develop integrated financial and performance reporting, working collaboratively with colleagues across Government to integrate financial and performance reporting and set standards.	Performance, Accounting and Reporting
We will develop a Debt Strategy with a further set of principles around efficiencies or receipts not previously identified, ring-fencing them to repay the debt.	Strategic Finance / Treasury & Investment Management

Key Objectives	Lead Service/ Directorate
We will develop an Insurance Strategy and implement a detailed action plan.	Risk & Audit
We will identify and further develop ways to achieve the department's efficiency target of £1.28m during 2021 and efficiencies brought forward from 2020.	Treasury and Exchequer
We will finalise and implement our Culture Development plan based on the results of the Be Heard survey.	Strategic Finance

## What will we do in 2021?

The tables below set out the means by which the objectives for the department will be translated into action.

### Government Plan Initiatives

This table shows the Government Plan initiatives that we will deliver in order to support the Government of Jersey's strategic priorities as set out in the Common Strategic Policy.

For more information on each of the initiatives, please see [Government Plan 2021-24 and Government Plan Annex 2021-24](#), and [Government Plan 2020-23 and the Government Plan additional information report 2020-23](#).

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
CSP5-1-01	Parking Charges	As part of the Sustainable Transport Plan a rapid analysis review of car parking is being undertaken that will consider how we encourage behaviour change and modal shift away from private car use, including the current and future cost of parking.	Performance, Accounting and Reporting (with IHE)	Project	31/12/2021	Environmental Wellbeing	Sustainable resources

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
CSP5-1-01	Coastal Management Strategy/Shoreline Management	Jersey's Shoreline Management Plan outlines how the Island's low-lying coastal areas will be defended from flood risk and erosion over the next 100 years. It sets out a framework to manage these risks to the community, environment and economy of Jersey in a sustainable manner up to 2120, over three time periods in line with future climate projections and sea level rise. Some capital is available for implementing short-term infrastructure maintenance and improvement, but further funding will need to be sought over the longer term, accepting that 'maintaining the line' is the minimum policy and in some cases, we would seek to 'adapt' or 'advance the line'. Work will need to be undertaken to assess how to secure the required funding.	Performance, Accounting and Reporting (with IHE)	Programme	31/12/2021	Environmental Wellbeing	Natural environment
CSP0I4-01	Delivering effective financial management	Builds on ongoing work as part of a three-to-five-year programme to support the substantial change needed to deliver the vision for Treasury and Exchequer, and enable it to fulfil its critical role in the Government, efficiently and effectively.	Treasury & Exchequer	Programme	31/12/2021	Economic Wellbeing	Business environment



CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
CSP014-01	Finance Transformation	Continue Finance Transformation, including embedding: <ul style="list-style-type: none"> <li>and revisiting our target operating model, giving us an opportunity to assess its effectiveness</li> <li>best practice, enhancing our approach to analytics of both financial and operational information</li> <li>the HM Treasury 5 Case Model, delivering training in business cases.</li> </ul>	Treasury & Exchequer	Programme	31/12/2021	Economic Wellbeing	Business environment
CSP014-2	Insurance Strategy	Review of the insurance governance structure, ensuring compliance with the public Finances Manual, to implement a systematic approach. Implementation of a detailed action plan which will link insurance to risk appetite and will include a review of claims handling arrangements.	Risk & Audit	Project	31/12/2021	Economic Wellbeing	Business environment

## Departmental Initiatives

This table shows departmental initiatives not included in the Government Plan that we will deliver in 2021.

Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
Enhancement of Strategic Finance Team	Provide greater long-term financial insight, through the enhancement of our Strategic Finance team. This will strengthen our ability to ensure financial sustainability not only through the lifetime of this plan but for years to come.  Develop a medium (10 years) and longer term (25-50 years) plan for revenue and capital.	Strategic Finance	Programme	31/12/2021	Economic Wellbeing	Business environment
Financial Maturity Assessment	Conduct a further financial maturity assessment.	Strategic Finance	Project	31/12/2021	Economic Wellbeing	Business environment
Improve governance and working relationships with Subsidiaries	There will be continuous improvement of the governance and working relationships between the Government of Jersey and subsidiary companies to maximise value within the context of those organisations' contributions to the development of the local economy. This will be guided by new Memorandum of Understanding and improvements in public reporting following recommendations from the C&AG.	Treasury & Investment Management	BAU	31/12/2021	Economic Wellbeing	Business environment
Better Business Cases Training	Through an established framework and improving the quality of business cases by training colleagues across Government and we will enable better informed decision-making to maximise the value delivered to Islanders.	Strategic Finance	Project	Starting Q4 2021	Economic Wellbeing	Business environment

Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
Improve the financial control framework	Continually improve the financial control framework, including the Public Finances Manual, and targeting internal audit programmes for the maximum impact. The Manual will be continuously improved in the light of feedback from users, operational need and the review of breaches and exemptions. It will be reviewed regularly with sections of the Manual updated on a three-year cycle.	Risk & Audit	BAU	31/12/2021	Economic Wellbeing	Business environment
Corporate Governance Framework	Deliver a populated governance framework with consultation to cross-departmental governance group. Develop amended governance return documents.	Risk & Audit	Project	31/03/2021	Economic Wellbeing	Business environment
Tracker Database	Tracking recommendations made to Government from the Comptroller and Auditor General, Public Accounts Committee and Scrutiny to ensure that they are being put into place.	Risk & Audit	BAU	Ongoing	Economic Wellbeing	Business environment
Invest in our people - Departmental	Continue to invest in our people - embed the Training and Capability Strategy, hold Agile wall stand-ups, continuing finance for non-finance training, the T&E induction offering, a Placements and Internship scheme and a full skills audit.	Treasury & Exchequer	BAU	Ongoing	Economic Wellbeing	Business environment
Implement Fraud Strategy	Develop the Strategy and supporting tools, fraud risk assessment tools, the anti-corruption and AML policy, training materials and a fraud information programme.	Risk & Audit	Project	31/12/2021	Economic Wellbeing	Business environment
Income Tax Assessing Cycles	Complete the Personal and Corporate Income Tax Assessing Cycles by November 2021.	Revenue Jersey	Project	30/11/2021	Economic Wellbeing	Business environment

Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
Revenue Compliance Programme	Embed the Revenue Compliance Programme 2020 in order to improve overall levels of compliance with Jersey's revenue laws so that more revenues become sustainable annually.	Revenue Jersey	Programme	Ongoing	Economic Wellbeing	Business environment
Improve Financial Management Skills	<p>Support budget holders to improve their financial management skills by investing in skills development and tools relevant to their roles, via:</p> <ul style="list-style-type: none"> <li>• A Public Finances Manual eLearning module as part of the corporate induction</li> <li>• Public Finances Manual training available for everyone who manages or spends public money</li> <li>• self-directed eLearning portal available to all colleagues containing financial modules</li> <li>• financial acumen training for those with financial responsibility.</li> </ul>	Treasury & Exchequer	Project	31/12/2021	Economic Wellbeing	Business environment
Process Improvement	Process improvement work will be conducted, and process automation implemented to provide faster and more automated transactional processes. This will make the department more efficient allowing us to shift our focus outside of our own department to our customers and islanders and to value adding activities rather than processing transactions. In 2021 there will be a particular focus on the adoption of best-practice processes as part of the implementation of the new Integrated Technology Solution. Improvement work will be ongoing as we continue to modernise services.	Treasury & Exchequer	Programme	31/12/2021	Economic Wellbeing	Business environment



Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
Embedding Finance Business Partnering	<p>Provide enhanced strategic insight by embedding finance business partnering to:</p> <ul style="list-style-type: none"> <li>input into organisational strategy, working with Ministers and Directors General to create plans and ensure these are delivered</li> <li>aid financial planning by translating the Government Plan into outcomes</li> <li>make recommendations and resolve business problems</li> <li>foster risk awareness and management.</li> </ul>	Performance, Accounting and Reporting	BAU	31/12/2021	Economic Wellbeing	Business environment
Risk Management Framework	Develop, embed and monitor an enterprise-wide risk management framework, reporting on the Corporate Risk Register quarterly at Executive Management Team and Council of Ministers and providing challenge and peer review of Departmental risk registers at the Departmental Risk Group. This will ensure strategic risks are being managed in line with best practise and are aligned to the Government plan objectives. Risk-based compliance activity will deliver additional revenues which will support Government's priorities; secure economic growth and financial stability; and pay for our public services.	Risk and Audit	Project	31/12/2021	Economic Wellbeing	Business environment
Internal Audit Strategy	Aligned with the organisation's goals and enterprise-wide risk management framework.	Risk and Audit	Project	31/12/2021	Economic Wellbeing	Business environment

Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
Implement faster and higher quality closedown of annual reports and accounts	To enable more timely reporting, improved financial management, and to allow finance staff to turn their focus to continuous improvement and the new year sooner.	Performance, Accounting and Reporting	Project	31/12/2021	Economic Wellbeing	Business environment
Strengthen the long-term management of public finances and assets	As part of the Government Plan process, continue to strengthen the long-term management of public finances and assets, including developing our approach to maintain the strength of the balance sheet to allow for vital investment while protecting the long-term sustainability of the Island's finances. Also looking at opportunities with Arm's Length Organisations ensuring that the norms are being challenged about how best to provide services to islanders and how those relationships work.	Strategic Finance / Treasury & Investment Management	BAU	31/12/2021	Economic Wellbeing	Business environment
An Infrastructure Fund for Jersey	We will seek approval of the States to create the Infrastructure Fund as a way to fund major projects, including setting out how it could operate and the necessary safeguards, governance and transparency measures in 2021.	Treasury and Investment Management / Strategic Finance	Programme	31/12/2021	Environmental Wellbeing	Sustainable resources

Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
Additional Tax Measures:	<p>The Council of Ministers has set an initial target of £10 million per annum of additional taxation by 2021 from work in respect of taxation of medicinal cannabis, broadening the base of corporate income tax and reviews of commercial and residential stamp duty.</p> <p>Taxing the profits of companies in the medical cannabis sector so as to be in a position to bring forward a scheme for the taxation as soon as a proposal is fully developed, an amendment is being made to the Income Tax Law which allows the development of a scheme for taxing the profits of companies within the medicinal cannabis sector through the making of Regulations.</p>	Revenue Jersey	Programme	31/12/2021	Economic Wellbeing	Business environment
Domestic Compliance	Additional income arising from more efficient collection of taxes income, and reducing non-compliance among taxpayers. Improved collection, as part of the Efficiencies Programme, is estimated to increase revenues by £6.35 million in 2020, rising to £13.4 million in 2024.	Revenue Jersey	Programme	Ongoing	Economic Wellbeing	Business environment
Current Year Payment Basis	Consultation has recently closed regarding the proposals, and the Minister has lodged a proposition to move all personal taxpayers to a Current Year Basis. The regulations will need to be made by the Assembly no later than 31 March 2021.	Revenue Jersey	Programme	31/03/2021	Economic Wellbeing	Jobs and growth

Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
Introduction of Independent Taxation	As a transitional step, it is anticipated joint access to tax information will be introduced for couples in a legal relationship in 2021. The States Assembly agreed a proposed roadmap for changes to Jersey's personal tax system, ultimately to introduce a system of independent taxation. This is a significant change to the personal tax system that will affect all taxpayers in a marriage or civil partnership and have financial implications for thousands of taxpayers who are currently jointly assessed.	Revenue Jersey	Programme	31/12/2021	Economic Wellbeing	Jobs and growth
Proposals for New Business Interest Rates	A detailed framework is being developed for consultation. It is anticipated the project will conclude in 2021. Following work with Jersey Finance Limited and affected sectors, it is proposed to increase International Services Entities fees across the board as they currently do not participate in the GST system.	Revenue Jersey	Project	31/12/2021	Economic Wellbeing	Business environment
Improving Tax Administration	The intention is that 2021 account information would be first reported to the Comptroller in 2022, by banks in the first instance.	Revenue Jersey	BAU	Ongoing	Economic Wellbeing	Business environment
Review Tax Residency Rules	The review will examine international best practice and guidance and will ensure that any new regime for establishing tax residence underpins Jersey's future competitive position as an international finance centre.	Revenue Jersey	Project	31/12/2021	Economic Wellbeing	Affordable living
Taxation of Transaction Involving Enveloped Property	Proposals for the taxation of 'Enveloped Property' share transactions are now fully developed. It is expected the draft law will be debated by the States Assembly in early 2021.	Revenue Jersey	Project	31/03/2021	Environmental Wellbeing	Built environment

Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
International Tax Reform at the OECD	Jersey continues to engage constructively and extensively in discussion at the OECD. Working with industry representatives so that the Island will be ready to respond to any requirements arising from new international tax standards. International tax reform at the OECD. The increasingly digitalised economy has created new business models which continue to challenge international tax rules. We are also working with industry representatives in Jersey so that the Island will be ready to respond to any requirements arising from new international tax standards if it transpires that any future changes are needed. Work in this area is a cross-department effort between Revenue Jersey, External Relations and Financial Services and Digital and is also referenced in CSP 3.	Revenue Jersey	BAU	Ongoing	Economic Wellbeing	Business environment
Review of Stamp Duty	Examination of the rates of tax payable on residential and commercial property and whether the gap between these rates should be changed. Stamp duty is charged on transactions involving the transfer of Jersey real estate from one person to another. Currently, the same rates of stamp duty apply to residential property and commercial property where the property's stamp duty value does not exceed £500,000. Where the value exceeds £500,000, higher rates of stamp duty are applied to residential property. The government is looking at the rates of tax payable on residential and commercial property and whether the gap between these rates should be changed.	Revenue Jersey	Project	31/12/2021	Economic Wellbeing	Affordable living

Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
Tax Measures and Long-Term Climate Action	The use of tax measures and other levers is likely to be pivotal in encouraging changes in behaviour by ensuring polluters and/or users pay for their actions and there is sufficient revenue for investment in infrastructure or mitigating measures. Work will assess the suitability of tax measures to meet these objectives and bring forward proposals for public consultation.	Revenue Jersey	Programme	31/12/2021	Environmental Wellbeing	Natural environment
Classification of Government Spending	Continue to progress classifying all States' expenditure in accordance with the United Nations Classification of the Functions of Government system, so that the Annual Accounts of the States of Jersey 2020 and all subsequent government documents presenting financial information (including the Government Plan 2022) classify public spending in accordance with this standard framework.	Performance, Accounting and Reporting	Project	31/12/2021	Economic Wellbeing	Business environment
Refinancing of Pension Debt	Subject to further work and borrowing capacity, consultation with stakeholders and further technical work and exploration of other options, proposals will be progressed with a view to early repayment and refinancing of pension debts by the Government Plan 2022-25.	Treasury & Investment Management / Performance, Accounting & Reporting	Programme	31/12/2021	Economic wellbeing	Business environment

Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
Review of Fuel Duty	In Budget 2019, it was identified by the Council of Ministers that a shift towards increased purchase and usage of electric and hybrid vehicles will at some point in the future result in reducing revenues from road fuel duty and Vehicle Emission Duty. It is therefore necessary to consider options to deliver the fairest and most sustainable means of taxing vehicle usage and ownership in the longer run. Tackling the climate emergency is likely to accelerate this decline in revenues and increases the urgency for options to be considered. Work will continue and be considered over the period of this plan.	Revenue Jersey	Project	31/12/2021	Economic Wellbeing	Affordable living
Zero Based Budgeting	In 2021 Zero-Based Budgeting will be rolled out to all remaining departments in the Government, as part of establishing a rolling programme of zero-basing to inform decision making in future government plans.	Performance, Accounting and Reporting	Programme	31/12/2021	Economic Wellbeing	Business environment
Digital Revenue Jersey Systems	Deliver fully functioning digital Revenue Jersey systems and services, to collect revenues from people and businesses, including online services that, for example, will enable customers to complete personal tax returns online and receive assessments within minutes.	Revenue Jersey	Programme	31/12/2021	Economic Wellbeing	Jobs and growth
Modernise Personal Income Tax	Implement agreed actions emerging from the personal tax review. Following extensive public consultation in 2018/19, and agreement on reforms needed, in 2020 we will take actions to modernise aspects of the Island's personal income tax system, in particular addressing the anachronistic tax treatment of married women and people in same sex relationships.	Revenue Jersey	Programme	Ongoing	Economic Wellbeing	Business environment



Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
Revenue Jersey Operating Model	Further develop the Revenue Jersey operating model, by assuming responsibility for further income streams, with possible integration of domestic excise duties (impôts) into the Revenue Management System to achieve the benefits of a holistic revenue collection function.	Revenue Jersey	Programme	Ongoing	Economic Wellbeing	Business environment
Integrated financial and performance reporting	Treasury and Exchequer will work collaboratively with colleagues across Government to integrate financial and performance reporting and set standards in terms of how we organise our data and what tools we use to understand it. The performance framework will use a range of performance indicators and measures to understand both how Jersey is doing and how the Government Plan activities have made a difference. Combining this with the finance resources used to deliver services will allow us to better understand not only what we spend, but what we delivered with taxpayers' money. This in turn will enable informed decision-making on priorities, efficiencies and resource allocation.	Performance Accounting and Reporting	Project	31/12/2021	Economic Wellbeing	Business environment
Rebalancing targets	Measures to achieve balanced budgets by 2024. Work will progress through the year to identify measures to close the forecast budget deficit. Included within that is a target of at least £10 million per annum to be delivered through tax measures, including broadening the tax base, the taxation of medicinal cannabis growing and production and stamp duty.	Strategic Finance/ Revenue Jersey	Programme	2023	Economic Wellbeing	Business environment

Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
Debt Strategy	The Debt Strategy will show how we plan to repay the borrowing. Although these plans are still being developed, we expect to establish a sinking fund for the debt and use receipts from property disposals, and from the change to Prior Year Basis taxation system - subject to approval by the States Assembly - to fund the repayment of the debt proposed in this Government Plan. We will develop a further set of principles around efficiencies or receipts not previously identified, ring-fencing them to repay the debt.	Strategic Finance / Treasury & Investment Management	Project	31/12/2021	Economic Wellbeing	Business environment
Fees and Charges Framework	Implement a framework within which a fair, economically sound and strategic approach to fees and charges levied is agreed, and regularly reviewed. To ensure the best possible value for money, and establish the fairest possible approach to charging and cost recovery, the framework will set out that charges for discretionary services will be set to fully recover their costs unless there is a specific decision or well-established reason to subsidise the service provision. The decision on whether to make a charge, and the amount of the charge, is not always in the Government's control, but where it is, it is important that the implications of the charging decisions being taken are fully understood.	Revenue Jersey	Project	Ongoing	Economic Wellbeing	Business environment
ITS Programme – Onboarding of Supplier	Use change readiness deliverables to onboard Integrated Technology Solution supplier.	Performance, Accounting & Reporting	Project	31/12/2021	Economic Wellbeing	Business environment

Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
Sustainable Funding Solutions HCS	<p>In partnership with SPPP and HCS, design and implement a sustainable funding model for future health care costs.</p> <p>Undertake a full review over the next six months to determine an appropriate model for future health funding, with particular reference to the funding of primary care, incorporating the low-income access scheme and the extended primary care services envisaged within the Jersey Care Model. Proposals will be incorporated into the Government Plan 2022.</p>	Strategic Finance	Project	31/07/2021	Economic Wellbeing	Health and wellbeing
Sustainable Funding Solutions Social Security Fund	<p>In partnership with SPP, undertake an urgent review of the sustainability of the Social Security Funds, including a long-term plan and funding model for the Social Security Fund given the ageing population, the need to encourage greater retirement saving and the pressure on its reserves brought about by the economic impact of Covid-19 and social restrictions. As part of the review, identify an appropriate balance of income into the Fund between contributions from employers and workers, and the annual grant from the consolidated fund.</p>	Strategic Finance	Project	31/07/2021	Economic Wellbeing	Affordable living

## Monitoring service performance – our service performance measures

Our services are having a direct impact on Islanders' lives. It is important to us to monitor how we are doing across the department. We have selected key performance measures that reflect how we are doing across our services.

Lead service / directorate	Performance Measure Description	Data Availability	Reporting frequency	Baseline	What we want to achieve	International Benchmarking possible
Strategic Finance	% of outcomes achieved for projects commissioned over £5m	2021	Annually	TBA End Q1 2021	Increase	No
Performance, Accounting and Reporting	% of reports delivered on time	2021	Quarterly	Not yet available Target: 100%	Increase	No
Performance, Accounting and Reporting	% of reports/papers assessed as high quality	2021	Quarterly	Not yet available Target: 100%	Increase	No
Performance, Accounting and Reporting – Business Partnering	Clear focussed offer: DG/ SLT perception of quality of input and contribution – (consider) Net promoter score	2021	Annually	TBA End Q1 2021	Increase	No
Performance, Accounting and Reporting – Finance Hub	% of invoiced debt recovered within 90 days	2019	Quarterly	Not yet available Target: 90%	Increase	No

Lead service / directorate	Performance Measure Description	Data Availability	Reporting frequency	Baseline	What we want to achieve	International Benchmarking possible
Performance, Accounting and Reporting – Finance Hub	Suppliers paid within an average of 30 days	2019	Quarterly	Target: >90%	Increase	No
Performance, Accounting and Reporting – Finance Hub	% reduction in overdue Government debtors	2019	Quarterly	Target: 25%	Increase	No
Performance, Accounting and Reporting – Finance Hub	% of Income received via digital channels	2019	Quarterly	Target: >87%	Increase	No
Performance, Accounting and Reporting – Finance Hub	% of invoices paid electronically	2019	Quarterly	Target: >95%	Increase	No
Treasury and Investment Management – Shareholder Relations	5 year moving average % increase in shareholding value YoY	2021	Annually	TBA End Q1 2021	Increase	No
Treasury and Investment Management	Rate of return of investment portfolio vs benchmark	2018	Quarterly	Q3 2020: -0.9%	Increase	Yes

Lead service / directorate	Performance Measure Description	Data Availability	Reporting frequency	Baseline	What we want to achieve	International Benchmarking possible
Treasury and Investment Management	% of states funds achieving their long-term strategic objectives	2018	Quarterly	Target: 100%	Increase	Yes
Treasury and Investment Management	Coverage ratio for pension funds (>3 target)	2018	Annually	Target >3	increase	Yes
Revenue Jersey	Additional Revenues Assessed (efficiency)	2018	Quarterly	2021 target: £1.25m	Increase	No
Revenue Jersey	Cost to collect £1 of revenue	2020	Annually	2020: 0.7 pence	Decrease	No
Revenue Jersey	% of International data exchanges < 90 days	2019	Quarterly	Target 65%	Increase	No
Revenue Jersey	% of Personal Tax returns completed online	2020	Annually	2020: 30%	Increase	No
Risk and Audit	% quarterly updates on progress and recommendations to Risk and Audit Committee on Internal Audit Plan.	2020	Quarterly	Target 100%	Maintain	No
Risk and Audit	% of internal audit recommendations agreed and completed by departments	2020	Quarterly	Q4 2020: 74%	Increase	No

Lead service / directorate	Performance Measure Description	Data Availability	Reporting frequency	Baseline	What we want to achieve	International Benchmarking possible
Risk and Audit	% of updates complete for quarterly reporting of Treasury and Exchequer Risk register at Senior Leadership Team and peer reviewed at Departmental Risk Group	2020	Quarterly	Target 100%	Maintain	No
Performance, Accounting and Reporting – Analytics and Management Information	Average hours taken to produce month end report templates from ledger close	2021	Monthly	TBA End Q1 2021	Decrease	No
Performance, Accounting and Reporting – Analytics and Management Information	% of departmental forecasts with underpinning data models	2021	Quarterly	TBA End Q1 2021	Increase	No
Performance, Accounting and Reporting – Analytics and Management Information	% budget holders accessing standardised budget reporting packs	2021	Quarterly	Target 100%	Increase	No



## Our operating context

### Key Strategies and Service Plans for the Department

This section summarises what we do day-to-day by setting out our key departmental delivery strategies and service plans.

Lead Service	Strategy/Plan	Planned / Developed	Delivery Timeframe
Risk and Audit	Enterprise-wide risk management framework	Developed	Ongoing throughout 2021
Risk and Audit	Fraud Strategy	Developed	Ongoing throughout 2021
Risk and Audit	Insurance Strategy	Developed	Ongoing throughout 2021
Risk and Audit	Internal Audit Strategy	Delivered	Ongoing throughout 2021 - refreshed yearly
Treasury and Investment Management	Debt Strategy	Developed	Ongoing throughout 2021
Revenue Jersey	Outcomes of Pillar 2	Developing	Ongoing throughout 2021
Revenue Jersey	Independent Tax Review	Developing	Ongoing throughout 2021
Revenue Jersey	Change to Current Year Basis Taxation	Developing	Ongoing throughout 2021
Revenue Jersey	Integration of Social Security Contributions	Assessing and Collecting	Ongoing throughout 2021
Strategic Finance	Continue the review of our Fiscal Strategy and Fiscal Framework, in consideration of changes being introduced	Developed	Will be reviewed yearly
Strategic Finance	Finance Training and Capability Strategy	Delivered	Ongoing throughout 2021 - refreshed yearly

<b>Lead Service</b>	<b>Strategy/Plan</b>	<b>Planned / Developed</b>	<b>Delivery Timeframe</b>
Strategic Finance	Finance for Non-Finance Strategy	Delivered	Reviewed yearly to assess need within departments
Strategic Finance	Deliver improved Government Plan	Delivered	Continuous process of improvement
Performance, Accounting and Reporting	Co-implementation of the Integrated Technology Solution	Developed	Ongoing throughout 2021-2022
Performance, Accounting and Reporting	Continued Development of the Close of Accounts	Developed	Continuous Process of Improvement

## Working with others

The achievement of many of our objectives relies on successful collaboration with colleagues across Government. Critical inter-dependencies with other departments, agencies and non-governmental organisations which we depend on in helping to deliver services and strategic priorities are:

Our senior leadership team recognise that we cannot transform financial management in isolation, and we will work closely with other parts of our organisation to drive the changes contained in this plan. While the Treasury and Exchequer works closely with all departments in order to maintain good governance, the Treasurer has final responsibility for financial matters.

COVID-19 has demonstrated our enthusiasm for cross-departmental working and the Treasury and Exchequer have been and will continue to be involved in a number of projects working with other departments to tackle and recover from the pandemic. This has challenged teams to find new ways to collaborate – with the ability to meet people in person to clarify things not a possibility – instead we have embedded and embraced new ways of working in partnership such as utilising TEAMS and Agile working practises.

Our Finance Business Partners are trusted advisors and critical friends to all Senior Leadership Teams across government and we plan on further promoting and developing the role of Business Partner during 2021. The advice and guidance of business partners during the Government Plan process and collaborative working with Policy Leads has been very successful with strong working relationships forming.

The Analytics & Management Information team sit within an organisation wide analytics network. The team and wider finance transformation programme are closely aligned and contributing to the Government Analytics Transformation Programme (SPPP). Our shared aim is to utilise data efficiently and effectively to drive continuous service improvement and service efficiencies through data driven intelligence and insight led decision-making. 2021 will see the creation of a central analytics team to provide leadership and co-ordination of departmental analytics teams, along with driving consistent software utilisation and training opportunities. A&MI work closely with many other departmental analytics teams to combine activity and financial data to produce insightful analytics. The analytics transformation programme is further embedding existing practices to collectively improve our data maturity, use of technology and analytical skills across Government.

Other departments	Linked Service/ Directorate	Deliverables
CEO	All Directorates All Directorates Risk and Audit Strategic Finance	Comms and engagement support One Gov approach BREXIT scenarios Income forecasting
COO	Strategic Finance Performance, Accounting and Reporting Strategic Finance	Workforce Strategy Integrated Technology Solution Rebalancing planning
SPPP	Strategic Finance Performance, Accounting and Reporting	Government Plan Policy costing work
IHE	Revenue Jersey	Carbon Neutrality
IHE	Performance, Accounting and Reporting	Coastal Management Strategy / Shoreline management
IHE	Performance, Accounting and Reporting	Parking Charges
CLS	Revenue Jersey	Integration of Social Security Contributions into the personal tax system
External Relations & Financial Services and Digital	Revenue Jersey	International Tax reform at the OECD
CPMO	Strategic Finance	Investment Appraisals/Benefit Management
OCE	Risk and Audit	C&AG, PAC & Scrutiny Trackers
M&D	All Directorates	Revenue Jersey Systems and Integrated Technology Solution

## Monitoring Progress of delivery of the Business Plan

Government has developed and published a performance framework, which is used to monitor and maintain progress against the outcomes and service improvements set out in the Government Plan, making performance transparent to all.

The performance framework uses a range of performance indicators and measures to understand both how Jersey is doing and how the Government Plan activities have made a difference. The Performance Measures included in this Operational Delivery Plan will provide detail on the service that Treasury and Exchequer provides, and the quality of the service provided to the department's customers.

All programmes/projects are reported monthly in the corporate portfolio reporting tool (Perform). Departmental portfolio reviews will be undertaken on a monthly basis, to review and assess the delivery of programmes/projects within the directorate. Major or strategic programmes/projects tracking Red or Amber are escalated by CPMO to Executive Leadership Team along with any issues or risks which cannot be resolved at the departmental level. The CPMO also provides a quality assurance function to assess and health check strategic and major programmes/projects on an on-going basis and provides governance oversight along with best practice standards, tools and techniques.

The Treasury and Exchequer Senior Leadership Team (SLT) will review progress against the Operational Business Plan objectives monthly at the Transformation SLT. This review will utilise up to date project information recorded by Project Managers on Perform (the Government's project monitoring system). They will share learning and challenges experienced within and across teams to support the development of a learning organisation. Prior to SLT, directors will review their objectives and provide RAG status and explanation of progress in the period.

Key Performance Measures included in the Operational Business Plan will also be collated and discussed at SLT quarterly. Key measures and others on exception will be reported upwards quarterly as part of the Corporate Performance report to Executive Management Team (EMT).

In order to ensure colleague understanding, buy-in and therefore delivery of the Operational Business Plan the department holds an annual launch event at the start of the year to remind the entire department of our overarching vision and for directors to sell the work of their section. In addition, with the exception of 2020 due to Social Distancing requirements, we will hold a year-on event annually to recognise colleagues work and celebrate progress in delivery of our objectives.

The Comptroller of Revenue is responsible for monitoring all aspects of the operational performance of Revenue Jersey (and some other revenues) and administers this through the Revenue Jersey Management Board which includes key stakeholders from other departments. Revenue Jersey uses the Jersey Lean System approach to monitoring performance, combined with traditional reporting of key data; performance measures and metrics.

The Comptroller reports progress with the annual Tax Policy Development Programme at least quarterly to the Treasurer of the States; the Treasury Minister; and to the (Ministerial) Revenue Policy Development Board.

Performance with regard to international-tax operations is monitored by the Comptroller and reported to the Treasury Minister as ultimate Competent Authority. Quarterly reports are made to the International Advisory Group, chaired by the Chief Minister.

## Risk Management Reporting Arrangements

The Treasury & Exchequer Department follows best practice as set out in the Risk Management (RM) Strategy and Guidance, ensuring that we embrace and embed a positive risk culture by following the steps in the Risk Management Framework set out in figure 1. The purpose of risk management is to help our Department and, in turn, the Government, to make informed risk-based decisions, achieve our objectives, and to protect the interests of our customers and Islanders. The risk management process is a continuous cycle. It aims to help manage threats that may hinder delivery of priorities and to maximise opportunities to deliver them.

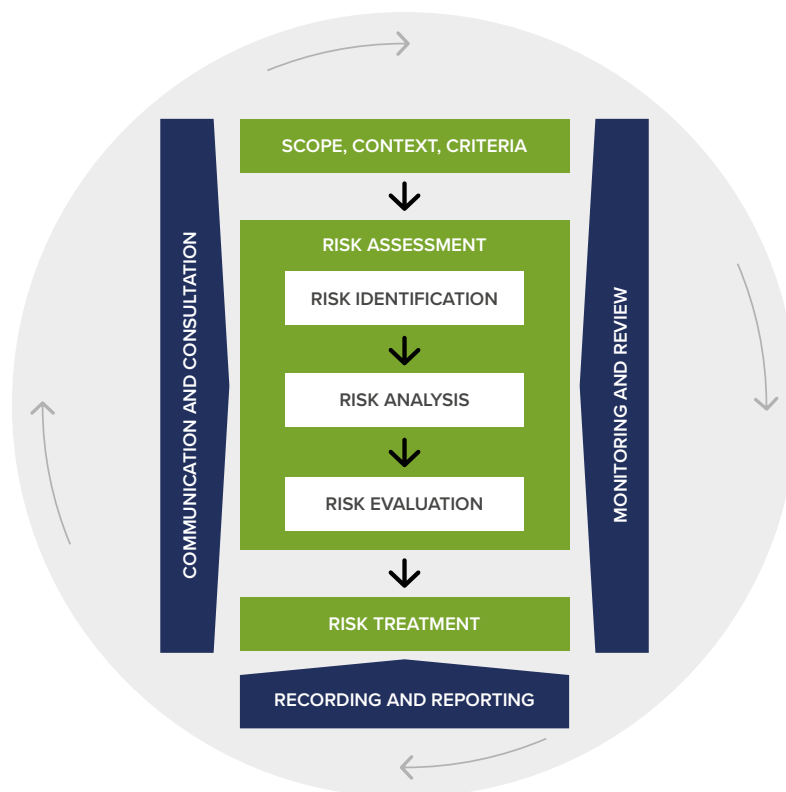


Figure 1. Risk Management Framework

We define a risk as:

‘Something that might happen that could have an effect on GoJ objectives’

This means that a risk can be seen as either a negative threat or a positive opportunity. The Risk Management Framework is as follows:

- **Risk Identification** - takes place regularly as part of the business planning process. Risks identified at the strategic level are aligned to the tactical and departmental objectives of the Treasury and Exchequer Department to establish interdependencies.
- **Risk Analysis and Evaluation** - risks are analysed to identify the Cause, Event and Impact and evaluated using the impact and likelihood ratings set out in the RM Guidance. These ratings set out the levels at which tolerances and thresholds for each risk are set in line with

the Risk Appetite of the Government. Risks are recorded on our departments risk register, and risk action owners assigned.

- **Controlling Risks and Treatment** - risks owners are responsible for controlling the risk(s). Risk controls and risk treatment options are identified by those who are directly involved in the management of the activity or by experts who have detailed knowledge of the underlying risks and who have actively engaged in the risk identification and evaluation process. Risk owners review the risk treatment routinely to ensure that; any changes to the risk are identified and re-evaluated, and, the treatment has effectively treated the risk and continues to deliver the business' requirements.
- **Monitoring and Review** – the monitoring and review of key risks and key controls is carried out by risk owners and our Departmental Senior Leadership Team with the ongoing support from the Risk and Audit Function. The Treasury & Exchequer Department Senior Leadership Team review the Departmental Risk Register monthly. Risk reporting is part of the individual performance appraisal process.
- **Recording and Reporting** - The Treasury and Exchequer Department risk review and reporting cycle is:
  - Risks are recorded in the Departmental Risk Register held on the corporate SharePoint site and they are reviewed and reported on the following basis;
  - Annual - Risk Identification and Risk Register Review as part of business planning process –including lessons learnt
  - Quarterly - Key Risks are reviewed quarterly by the Senior Leadership Team and assessed as part of Risk Management cycle
  - Ad-hoc - Key risks or operational level risks that are more dynamic in nature form the basis of one to one meeting between the Treasurer and Senior Leadership Team members and between Senior Leadership Team Members and their direct reports

Significant risks that need to be escalated are reported directly to the Chief Executive and the Executive Leadership Team through the Director General, the Risk and Audit Committee or through the Departmental Risk Group – depending on the proximity and level of risk against identified tolerances.



## Our customers

This section outlines who our customers are, and the projected demand for our department's services. This section also outlines how we have/will engage our customers and what we will deliver as part of the customer strategy. The customer strategy provides a framework on how we will continue to deliver improvements for our customers and is based around four principles – make it easy, make it consistent, make it accessible and think ahead.

### Service Users and Projected Demand for Services

The Treasury and Exchequer department's activities hope to provide insightful support to decision makers across government and reporting to Islanders. This is a shift away from a manual, paper based, transactional model into one which adds value through being customer focussed, digitally enabled, risk informed and forward looking.

Dedicated finance business partners act as ambassadors for finance across all departments and translate complex financial information for our stakeholders. The centralised Shared Services function provide financial processing services to the entirety of the Government. Treasury and Exchequer staff utilise a broad range of knowledge to provide users with expert support in achieving their objectives, considering both the longer and short-term needs of the organisation.

Digital advances are expected to create new opportunities for the Treasury and Exchequer department, including the ability to combine financial and non-financial data to provide greater insights to the business, using different technologies to drive improved output and business outcomes and efficiencies, helping Government to invest in the right areas. The implementation of the Integrated Technology Solution will be key to the department leveraging technology to improve both its efficiency and effectiveness, enabling modern practice such as self-service and reducing manual processes.

The demands on Treasury and Exchequer teams have increased, for example, the increasing role of Strategic Finance within corporate business planning integrating finance, policy, planning, performance and outcomes, and the investment appraisal framework.

The rebalancing programme included in the Government Plan places a heavy reliance on finance colleagues to support our customers in finding, recording and reporting savings as well as providing expertise to unlock them, for example through zero based budgeting.

The organisation's focus upon identifying and mitigating risks wherever appropriate by continually developing our approach to enterprise risk management is set to increase demand on the Risk and Audit function to provide expert advice on risk mitigation and how to embed risk management in decision making processes.

Each year, Revenue Jersey oversees tax returns from around 41,500 corporate taxpayers and around 70,600 personal taxpayers; and actively exchanges information with around 70 tax administrations. The shared services team processes around 196,000 supplier invoices paying over £480 million on behalf of departments, raises around 42,000 invoices totalling around £50 million to users of Government services, processes around 39,000 cheques (over £80 million) received for payment of tax, social security and invoices, and allocates around 55,000 payments (over £400 million) made direct into Government bank accounts by our customers, taxpayers and service users.

The Pensions team provides around 2,200 benefit calculations for active and deferred members of the Public Employees' Pension Fund each year, around 2,100 quotations to active members and around 100 transfers out to other pension schemes for former employees. The Pensions Team administer the payment of pension benefits for 6,800 former employees paying pensions totalling over £99 million per annum.

## Engagement and consultation exercises planned for 2021-2024

Exercise	Informal/formal	Who we will engage with	What we want to achieve with the engagement / consultation
Stakeholder consultations - Tax Policy Development Programme	Formal and Informal	Key stakeholders	Engagement with key stakeholders on tax policy areas which have been prioritised for review to ensure customer perspective is heard and understood.
Stakeholder consultations – personal tax system	Formal and Informal	Key stakeholders	Engagement with key stakeholders on details of legislation to enable the changes to Jersey's personal tax system to be delivered that fully considers impacts on islanders.
Roadshows – focus on online filing	Informal	The public, professional bodies and tax agents	Focus on the implementation of online filing and the ability to file online. The 2020 roadshows were cancelled due to Covid-19. We may consider running public engagement events in Spring 2021 to further boost online take-up.
Educational videos programme	Informal	The public	Engage and educate taxpayers in various elements of tax to support the customer experience strategy.
Comprehensive communications programme	Formal & Informal	The public, professional bodies and tax agents	Engage and inform taxpayers in various elements of tax in support of both the Invest to Raise programme and the Customer Experience strategy.

Exercise	Informal/formal	Who we will engage with	What we want to achieve with the engagement / consultation
Stakeholder forums – inclusive access	Informal	Key stakeholder groups e.g. charities	Engage with relevant department, and external groups and bodies to ensure inclusive access to Revenue Jersey services.
Jersey Skills Show – virtual event	Informal	Students, parents and jobseekers	Promote T&E as an employer and engage with attendees to prompt them to consider a career in the department.
Government Plan	Formal	Key stakeholders Ministers	To work in partnership with SPPP and all other Departments. To identify and harness opportunities and initiatives that support Government Plan key objectives.
Independent Tax Proposals	Formal	The public	Further public consultation to understand and support customers to prepare for and manage the financial impact on individuals
Training – schools and other groups	Informal	Students, jobseekers and government employees	Engage, educate and advise students, jobseekers and government employees in their tax responsibilities.

## Our people

This section outlines how we will develop our people, their capabilities, a positive workplace culture that supports us to succeed, and our approach to diversity and inclusion.

### People and Cultural Development

In support of the People Strategy our department commits to:

- develop and implement a department workforce plan to ensure a targeted approach to resourcing and talent management to build the capability of our department
- ensure that all staff members understand their objectives and the behaviours required of them and receive regular feedback on their progress and performance and ensure development plans are in place. We will do this by embedding MyConversation MyGoals, embed positive behaviours and Government of Jersey values through engagement in the Team Jersey programme, supporting our people to attend colleague and leadership workshops, and teams to use the 'Our Values' toolkit. In addition, we will sponsor and mentor our department Team Jersey lead community to deliver interventions that respond to the Be Heard survey and support a positive workplace culture,
- welcome new starters and ensure they receive appropriate support throughout their probation through the provision of a clear induction plan using the My Welcome online induction programme,
- ensure the health and safety of our people ensuring adherence to all health and safety requirements and actively support wellbeing and mental health through an agreed programme of activity, and
- ensuring a strategy is in place to improve staff engagement responding to issues highlighted through the Be Heard survey.

### Finance training for Non-finance colleagues

During 2020, we developed and rolled out our Finance for non-finance Strategy, including online and face to face training for non-finance managers across Government to improve financial management and develop finance materials for the corporate induction programme.

During 2021, the department will work with People Services to ensure that standard objectives for financial management are set for all staff with financial management responsibilities at each grade.

### Corporate learning and development

We will continue to champion the Team Jersey programme for line managers and colleagues and will work with the delivery team to ensure that sessions are delivered in a way that all staff can access this opportunity. We will encourage our team to become involved in the wider Team Jersey initiatives including the senior leadership development working and project groups. We will ensure the development of Team Jersey leads within our workforce providing them leadership support to enable them to deliver programme activities. The department has 20 Team Jersey Leads (10% of the department total FTEs), including 3 members of our Senior Leadership Team.

We will ensure all new starters engage in the My Welcome corporate induction programme and provide new starters with the framework, support and training they need to be successful in their role. During 2020 the department took its own departmental induction online, with virtual welcome videos to enable new starters to gain an understanding of the different parts of the department.

We will continue to encourage our employees to use the personal development portal 'MyDevelopment' as a flexible accessible platform that provides self-directed learning opportunities.

We are committed to support and engage in central learning initiatives and will ensure department representation on the corporate learning and development forum to ensure a joined-up approach to the creation and delivery of generic learning and development activities. We will continue to work with People Services to ensure the embedding of 'My Conversation My Goals' ensuring all staff are provided with regular opportunities to discuss their performance and development.

#### T&E People and Culture Development Plan

We will regularly review our internal capacity and capability via Skills Audits to ensure that we have the right people and skills to deliver key activities for Government. A detailed Skills Audit is planned for when the ITS supplier has been onboarded (Q1 2021), with an associated training curriculum to address any skills gaps identified to follow.

During 2020 we finalised and embedded our Training and Capability Strategy which focuses on strengthening skills in new areas of the organisation and the development of the broader skillsets that Government finance and tax professionals of the future will require, including analytics, consultancy, technology, commercial, and leadership skills. During 2020, we made sure that COVID-19 did not affect people's development and launched our 'Learning Byte' programme of short training sessions, which we will continue in 2021 focusing on tools for the future such as data analysis and visualisation.

The department offered mentoring opportunities to all levels of the function from the start of 2020 and we plan on offering a further mentoring opportunity during 2021. Our training strategy does not just consider the training and CPD requirements of our qualified staff and trainees but also of other colleagues who are not pursuing a qualification.

The department will focus on improving our career and talent paths for all staff, enabling Government to "grow our own" capability and make career movement more fluid and flexible by having more uniform capabilities. Talent management will include a trainee program and secondments within and outside Government to increase culture change and reduce the potential for silo working. Our trainee scheme welcomed 8 new trainees to the department during 2020 and despite uncertainty and cancellations of exams during COVID-19, we have already seen some exam successes from this group and the wider finance team.

In response to COVID-19, the department launched its New Ways of Working survey which aimed to collate colleague and manager views on topics such as working from home. We held a Learning Byte session to training colleagues in use of TEAMS. Our Team Jersey Leads held a Virtual Breakfast for all colleagues to allow them to discuss challenges they were facing and ask questions. During 2021, the group will focus on the results of the Be Heard survey and how they can support the department.

We will shortly be finalising our Culture Development Plan following a series of SLT workshops in which we focused on how we have worked as a team during Covid-19, what we have learnt

in terms of our workplace culture and what we need to put in place to support our colleagues and managers, and finally what we have learnt about the services we provide and how we deliver them to our customers. This will be shared with colleagues and implemented during 2021.

#### Tax professionalism

Within Revenue Jersey there will be support towards professional qualifications, development opportunities through rotation of roles in Revenue Jersey's job family together with integrated technical and soft skill training to enhance capabilities in the areas of compliance and risk. Tax professionalism will be maintained and improved by the Tax Professionalism and CPD programme. Bespoke tax technical training will be delivered, and staff will also be encouraged to seek externally accredited tax and management qualifications. Revenue Jersey will be represented at the British Isles Tax Authority Forum skills and interchange group and will continue to embed the Jersey Lean System.

#### Diversity and Inclusion

We value diversity and are committed building a safe, supportive inclusive working environment, free from bullying and harassment where our people feel valued as individuals and are able to express and be themselves.

We will do this by:

- promoting agile working and practices that support diversity, attract and retain talent and support increased wellbeing;
- engaging in 'I Will', supporting our people to attend their events and participate in the mentoring, shadowing and Board apprenticeship schemes;
- embedding the organisation values and behaviours and ensuring these are role modelled by the department leadership team;
- holding to account those who do not meet the required standards of behaviour;
- providing training where necessary to raise awareness of equality and diversity and ensure compliance to organisational standards;
- ensuring that all recruitment and appointment procedures are unbiased and provide interviews for all disabled applicants who meet the essential criteria for the role; and
- developing and implementing an action plan to address the gender pay gap in our department.

The Treasury and Exchequer department's Senior Leadership Team supports the work of the Government's Women Into Leadership network (IWILL) in supporting and inspiring women into leadership roles, and a member of our SLT is on the Steering Group.

The department's Training and Capability Strategy offers more training opportunities for all staff and provide clarity on career pathways. This is particularly critical in empowering groups of colleagues that may not have had access to these resources to pursue career progression into leadership roles.

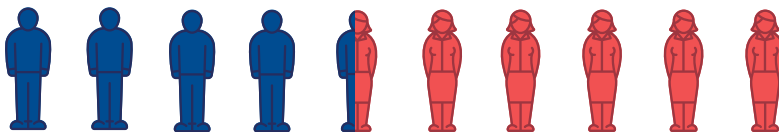
Treasury and Exchequer rolled out a mentoring programme during 2020, 17 mentoring relationships were formed for the duration of 2020. A new intake is planned for 2021. Under the scheme, colleagues will have the opportunity to choose their mentors based on gender, age group and background, so that mentees can select mentors who may have had a similar

experience to them, or experiences which are completely different, and ultimately derive the full benefits of the programme.

The Treasury and Exchequer rolled out trainee and internship schemes in 2020. As part of the internship schemes, we will liaise with local disability charities, as well as services such as Back to Work to encourage those who may find it hard to enter or return to work to apply.

T&E Staff Profile:

We currently employ 266 people



43% of our workforce are men 57% of our workforce are women

The gender pay gap, as defined by the UK Government, is the difference between the average earnings of men and women in the organisation. The gender-pay gap in T&E is calculated, as of 30 June 2019, to be 28.7%: on average, male employees in T&E are paid 28.7% more than women in the department.

T&E has a majority female workforce. Men and women in the same roles are paid the same amount, as established by the Civil Service PayScale set out by the States Employment Board (SEB). However, women occupy a higher proportion of roles in lower tiers, and conversely, only 29% of roles in the department's Senior Leadership Team (SLT) are occupied by women.

The initiatives highlighted above demonstrate T&E's commitment to empower more women to pursue leadership positions in the department, and to build a diverse and inclusive talent pipeline.

COVID-19 has taught the department many things – not least the importance of understanding other people's differing circumstances and needs – in 2021 we will consider how we can better embrace these differences and allow colleagues to bring their whole selves to work. We will continue to consider requests for flexible and home working patterns (in line with corporate policies) to enable people to achieve a good work-life balance.

In the department we have roles with a varied skillset – roles requiring people to be excellent communicators (for example Business Partnering) to those requiring more analytical skills (Analytics and Management Information). Therefore, in order to recruit and retain the best talent we need to be able to support and leverage these different skills. In the next year and into the future we need to consider how we can best support people who may have different ways in which they think about and process information and work in alternative ways.

## Our financial context

Financial Table 1 shows the split of Treasury & Exchequer government plan money by the 6 divisions within T&E; Performance, Accounting & Reporting, Revenue Jersey, Strategic Finance, Risk and Audit, Treasury and investment management and Grants to Social Security funds. The main change from 2020 is the £65m reduction in Grants to Soc Sec funds revenue expenditure which is due to a decision to cancel the payment to the Social Security fund in 2021. The total FTE in T&E is 305.5 as per the TOMS which have been implemented in 2019/2020.

### Departmental Service Analysis - Treasury and Exchequer

Service Area	Near Cash			Non Cash 2021 Net Revenue Expenditure	Total 2021 Net Revenue Expenditure	2021 FTE
	Income	DEL	2021 Net Revenue Expenditure			
	£'000	£'000	£'000	£'000	£'000	
Performance, Accounting and Reporting	2,652	21,791	19,139	67	19,206	133
Revenue Jersey	157	9,478	9,321	858	10,179	121
Strategic Finance	53	1,439	1,386	0	1,386	27
Risk and Audit	1,665	7,460	5,795	0	5,795	12
Treasury and Investment Management	734	1,252	518	0	518	13
Grants to Soc Sec Funds	0	30,996	30,996	0	30,996	0
<b>Net Revenue Expenditure</b>	<b>5,261</b>	<b>72,416</b>	<b>67,155</b>	<b>925</b>	<b>68,080</b>	<b>306</b>

### Statement of Comprehensive Net Expenditure - Treasury and Exchequer

		2021 Net Revenue Expenditure
		£'000
<b>Income</b>		
Levied by the States of Jersey		503
Earned through Operations		4,758
<b>Total Income</b>		<b>5,261</b>
<b>Expenditure</b>		
Social Benefit Payments		30,996
Staff Costs		20,396
Other Operating Expenses		9,681
Grants and Subsidies Payments		2,700
Impairments		5
Finance Costs		8,638
<b>Total Expenditure</b>		<b>72,416</b>
<b>Net Revenue Near Cash Expenditure</b>		<b>67,155</b>
Depreciation		925
<b>Total Net Revenue Expenditure</b>		<b>68,080</b>



## Covid Head of Expenditure - Treasury and Exchequer

Service Area	Near Cash		Total 2021	2021 FTE
	Income	DEL	Net Revenue Expenditure	
	£'000	£'000	£'000	
Revolving Credit Facility	0	3,746	3,746	0
<b>Total</b>	<b>0</b>	<b>3,746</b>	<b>3,746</b>	<b>0</b>

## Government Plan 2020 Growth - Treasury and Exchequer

CSP Priority	Sub-priority	GP Ref	Programme	Minister	2021 Revised Allocation (£000)
Vibrant Economy	Enhancing our international profile and promoting our Island identity	GP20-CSP3-1-08	Tax Policy and International Team investment	Minister for Treasury and Resources	1,753
	Enhancing our international profile and promoting our Island identity Total				1,753
	Future economy programme	GP20-CSP3-2-05	Digital Jersey growth	Minister for Treasury and Resources	-303
	Future economy programme Total				-303
<b>Vibrant Economy Total</b>					<b>1,450</b>
Protect our Environment	Embracing environmental innovation and ambition	GP20-CSP5-1-01	Climate Emergency Fund	Minister for Treasury and Resources	2,700
	Embracing environmental innovation and ambition Total				2,700
<b>Protect our Environment Total</b>					<b>2,700</b>
Modernising Government	A modern, innovative public sector	GP20-OI3-01	Building Revenue Jersey Team	Minister for Treasury and Resources	1,545
		GP20-OI3-03	Domestic Compliance ('Spend to Raise')	Minister for Treasury and Resources	1,457
		GP20-OI3-05	Government of Jersey Bank charges	Minister for Treasury and Resources	300
		GP20-OI3-08	Increased audit fees	Minister for Treasury and Resources	75
	A modern, innovative public sector Total				3,377
	A sustainable, long-term fiscal framework and public finances	GP20-OI4-01	Delivering effective financial management	Minister for Treasury and Resources	2,500
A sustainable, long-term fiscal framework and public finances Total					2,500
<b>Modernising Government Total</b>					<b>5,877</b>
<b>Grand Total</b>					<b>10,027</b>

## Government Plan 2021 Growth - Treasury and Exchequer

CSP Priority	Sub-priority	CSP Ref	Programme	Minister	2021 Allocation (£000)
Modernising Government	A sustainable long-term fiscal framework and public finances	OI4-2	Insurance premium	Minister for Treasury & Resources	2,194
<b>Modernising Government Total</b>					<b>2,194</b>
<b>Total</b>					<b>2,194</b>

CSP Priority	Sub-priority	CSP Ref	Programme	Budget Minister	2021 Allocation (£000)
Modernising Government	Government Covid-19 Response	OI4-C-1	Covid-19 Revolving Credit Facility	Minister for Treasury & Resources	3,746
<b>Modernising Government Total</b>					<b>3,746</b>
<b>Total</b>					<b>3,746</b>

## Government Plan 2021 Capital - Treasury and Exchequer

Capital Programme Area	Head of Expenditure	CSP	2021 (£000)
Central Planning Reserves	Central Planning Reserves		3700
Reserve for Central Risk and Inflation Funding	Reserve for Central Risk and Inflation Funding		1500
<b>Total</b>			<b>5,200</b>

## Rebalancing Government Expenditure

The Government Plan 2020-23 set out a commitment to deliver £100 million of efficiencies, now increased to £120 million with the inclusion of 2024. The objective for 2021 is to deliver £20 million of efficiencies in addition to any efficiencies not delivered in 2020.

Several of the efficiencies delivered in 2020 require continued focus including a number of the Modern and Efficient Workforce activities to manage overtime, sickness, agency and fixed term contract expenditure

### Efficiencies in 2021

In 2021 the T&E department's contribution towards the Government's £20 million objective is £68,000.

The specific efficiencies are:

Summary description	Recurring or one-off?	£'000
Reduce cash handling fees by increasing non-cash payment options	Recurring	30
Share of £750k non staff budget reductions	Recurring	38
Revenue Jersey - Increase tax revenues through the continued enhancement of domestic tax compliance	Recurring	1,250
<b>Total</b>		<b>1,318</b>

The rebalancing government finances efficiencies are:

Summary description	Recurring or one-off?	£'000
ISE Fees	One off	3,500
Vacancy Management Share	Recurring	77
<b>Total</b>		<b>3,577</b>

## Efficiencies brought forward from 2020

The following efficiencies were not delivered in 2020 and will be delivered during 2021:

Summary description	Recurring or one-off?	£'000
Contract Efficiency	Recurring	100
Reduction in costs arising from system Transformation	Recurring	230
Modern and efficient Workforce	Recurring	190
<b>Total</b>		<b>520</b>