



2022

Contents

Our purpose	8
What will we do in 2022?	14
Our Key Objectives	14
Government Plan Initiatives	16
Departmental Initiatives	19
Monitoring Service Performance – Our Service Performance Measures	31
Our operating context	35
Our customers	39
Our people	43
Our financial context	46

Foreword



Richard Bell
Director General, Treasury & Exchequer

After a year of unprecedented challenge across the whole of Government in 2020, the pandemic was also a significant element of our work in 2021. This will continue to be the case in 2022 and we have already seen the re-introduction of payroll support for certain sectors; we shall be providing support to further changes that may be needed to test and tracing; and investment in the next Government Plan for contingency and to enable further support for the recovery for our community and the Island's economy.

2021 continued to be an exceptionally busy year, on top of the impacts of Covid 19. The introduction of Current Year Basis taxation and legislation being passed to introduce Independent Taxation were momentous milestones in the modernisation of our personal tax systems. The transformation of finance continues, most notably with the development of the Integrated Technology Solution (ITS) Programme, which is a key element of our ongoing transformation and in 2022 will continue to be a main priority for Treasury and Exchequer

(T&E) teams and will involve a substantial amount of effort to launch, update processes and support colleagues across government with their use of the new system. It offers a unique opportunity to shift the way we work with our colleagues, Islanders and suppliers, to streamline, simplify and modernise how things get done and lay the foundations for future services.

Improvement has continued across a number of areas, including Group Reporting, who worked very well with our new auditors whose feedback was favourable as to the accounts production and preparation for audit. Work will continue to classify government spending in accordance with United Nations Classifications of the Functions of Government systems.

The Financial Planning team worked with colleagues in SPPP to improve the level and quality of information provided in the Government Plan resulting in its approval by the States Assembly of plans for the next 4-year period.

The Building Revenue Jersey Programme has continued to develop the new Revenue Management System and to take advantage of the opportunities arising from our second year of online personal income tax returns. Considerable effort has been put into abolishing the prior year basis of taxation to reduce the impact on taxpayers potentially economically affected by the Covid pandemic and the programme has refocused its efforts on major projects continuing into 2022. The first of these is to move social security contributions into the new system, then to begin the rollout of a full suite of online revenue services and implement further modernisation of the tax laws. Work is also well under way to introduce Independent Taxation, in three phases commencing in 2022 and we will continue to monitor OECD work on the taxation of the digitalised economy, to consider the impact of any new international standards arising from that work.

Although the main priority for T&E will be the Integrated Technology Solution, we will also be delivering a number of other initiatives this year.

The Finance Business Partnering and Analytics Team will continue to roll out Zero-Based Budgeting and embedding Finance Business Partnering across the organisation. They will also play a very important role in supporting colleagues with

the introduction of ITS. The Analytics and Management Information team will be building their capability to continue delivering operational excellence, combining performance and financial information.

The Finance Hub will be exploring the changes required in income collection due to the move from Prior Years Basis to Current Years Basis tax payments. They will be looking at implementing the refinancing pension increase debt as well as the actuarial valuation of the pension schemes. Work will be conducted with colleagues in Revenue Jersey to look at the processes surrounding Social Security contributions and debt management functionality.

We will continue to roll out the Government's Anti-Fraud and Corruption Strategy and review our insurance strategy to further protect public finances appropriately.

The Treasury and Investment Management Team have a busy year ahead including work on the management, monitoring and issuance of government debt, cash-flow forecasting model and charitable funds reorganisation. Our work with States Owned Entities will conclude our review of their Articles of Association. The team will also be exploring how best to measure Environmental, Social and Governance standards (ESGs) in the States' portfolios as part of our service measures to be reported publicly to enable us to evaluate whether Government money is being invested in the most responsible way.

Of particular priority for Strategic Finance this year will be the delivery of the 2023-26 Government Plan, which will be even more challenging with not only a new Government, updated Common Strategic Priorities, but in particular a much tighter timeline due to the elections. Work will also be done on the Parish Review, where we will review the relative responsibilities and funding of Government and Parishes.

We have now welcomed the Commercial Services from the Chief Operating Office. This will better align our financial end to end process, while improving commercial and financial thinking and development through utilising the synergies and close working relationships already in place, bolstering our commercial and financial governance.

The Risk Management function, will report into the Office of the Chief Executive from 1st January 2022, reporting to the Chief of Staff, placing risk management closer to the heart of Government.

The Treasurer of the States remains responsible for the Internal Audit function under the Public Finance Law; but as from the 1st January 2022 the Internal Audit team operationally reports into the Chief of Staff (OCE) on behalf of the Treasurer, reflecting recommendations made for Internal Audit to be closer aligned to the Office of the Chief Executive, whilst respecting the requirements under legislation.

Internal Audit remains part of T&E and will continue to deliver a Risk Based Audit Plan that provides independent assurance to the Chief Executive, the Treasurer and Risk and Audit Committee on key systems and controls as well as making recommendations for improvements and actions to be taken.

We also must not forget the substantial contributions that T&E make supporting other departments in achieving their deliverables, these include, but are not limited to: Carbon Neutrality Roadmap; Waterfront Development; Jersey Care model; Our Hospital Project; Review of Social Security Funds; New Office Project and the Education Reform Programme.

Further to these projects to improve and transform our services, colleagues will be continuing with the day-to-day work involved in the operation of T&E.

In recognition of all the hard work put into each year by colleagues we will continue providing development opportunities and we will carry out a number of tasks aiming to improve the department culture and colleague experience of those working in Treasury and Exchequer.

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

Richard Bell
Director General, Treasury & Exchequer

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

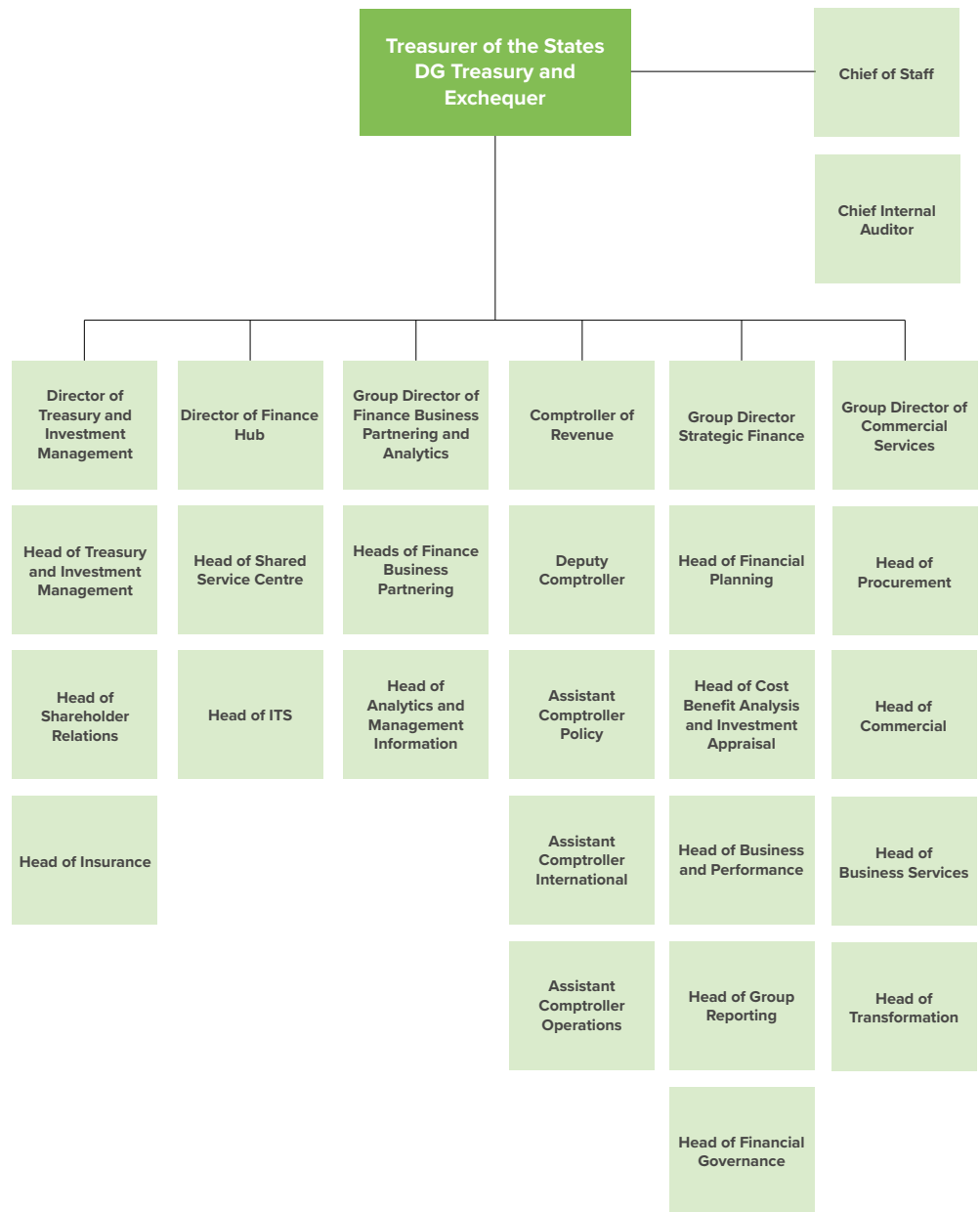
We are One Government, passionate about delivering public services for Jersey. Our 5 core values as an organisation are:

- We are respectful - Our departmental values its people and will further improve our People Strategy by developing and enacting our Culture Development
- We are better together – We have made significant progress over the last three years to bring together T&E as one department and this will be further embedded in the coming year. In addition, we will continue to drive forward working well with our colleagues’ cross-departmentally.
- We are 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 2022.
- We are 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.
- We deliver – This can be clearly seen in our ambitious objectives and deliverables for 2022 and as well as our delivery of 2021 objectives.



Our values are supported by a set of high-level behaviours, which guide us in our individual roles and how we work together to achieve our objectives.

Our Department Structure



Internal Audit Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The delivery of the Risk Based Audit Plan provides assurance to the Chief Executive, the Treasurer and Risk and Audit Committee on key systems and controls as well as making recommendations for improvements and actions to be taken.

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, Planning and Performance (SPPP) and it delivers the Government Plan, bringing policy, planning, performance and outcomes together to drive value for money.

The Cost Benefit Analysis and Investment Appraisal team provides 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. This enables the robust tracking of benefits to take place 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. It 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.

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 are at the heart of the financial governance framework.

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.

Finance Business Partnering and Analytics 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 our stakeholders.

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

The Analytics and Management Information team provides standardised, consistent, timely and insightful reporting to stakeholders, leveraging the financial data available to provide insights into performance, modelling and forecasting. The team are looking to develop and improve approaches to reporting and management information using technology and automation.

The Finance Hub is the centralised finance function delivering standardised financial processes to internal and external customers. They work to optimise the existing and future finance systems capability to deliver cost effectiveness, quality, and control of finance operations. The Finance Hub processes financial transactions with effectiveness and efficiency.

The Shared Services Team provides the core services of the finance function's transactional activity from Accounts Payable and 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 ITS Team strategically leads all aspects of the T&E element of the Integrated Technology Solution (ITS) programme, promoting, sponsoring and actioning major change across the whole of the Government of Jersey as the Treasury transforms itself from a procedural provider of financial support to an influencing leading edge financial services provider.

Treasury and Investment Management oversees cash, investment management, the States debt portfolio 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. The team are also responsible for the States debt portfolio, which will include the issue and management of debt instruments following the approvals provided at the end of the Our Hospital debate.

Shareholder Relations manages 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, risks and governance of the companies are understood, including assessment of strategic business plans, investments and borrowing to ensure governance in line with legislation, policies, and best practice.

The team are also responsible for the management of and advice on the States of Jersey's insurance portfolio, including General Insurance and Medical Malpractice. This covers government and States owned entities, as well as some Arm's Length Organisations.

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

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.

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

The International team is 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 develops and implements strategies that ensure financial institutions comply with their obligations and manage all aspects of reporting domestically and internationally and ensure it meets international standards set by assessment bodies such as the OECD.

The Tax Governance and Professional Standards team develops and delivers a broad and 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.

Commercial Services helps enable the organisation to realise its full potential by re-imagining the way in which we operate from the transactional to the strategic; moving away from the reactive and tactical, to the planned and the innovative by building a capability that is flexible and tailored to specific departmental needs. The team provides a visible, credible, and commercially focused function, delivering real commercial advantage to the organisation and Island, and increasing the value for money and quality from Government spending.

Commercial Services brings together the complimentary and intrinsically linked disciplines of Commercial, Procurement, and Business Services. Our aim is to support the Government in the delivery of its commitments as set out in the Government Plan, and to expand the commercial maturity of the organisation by making it easier for people to understand the commercial and procurement profession.

A collaboratively led transformation design was agreed, and a matrix Commercial Services Directorate established comprising of three enduring functional areas:

Procurement: the development of a strategic procurement approach, and the establishment of strategic category management across Capital and Revenue, as well as providing advisory support towards multiple strands of expenditure. The procurement team aim to deliver value for money and quality outcomes for both Government and wider States by adopting a strategic role in all procurement matters, mitigating risk, increasing supply chain efficiency, and building strong relationships within the supply chain.

Commercial: a new and exciting function, providing a high-quality advisory service and support in such areas as Grant Schemes, Fiscal Stimulus, governance and standards development for Arm's Length Organisations, and key strategic programmes. Also available to provide ad-hoc technical queries on social value, financial support, business case development, contractual and commercial issues.

Business Services: the establishment of clear and accurate on-demand data, process management and consolidation, ITS support and development, governance, and commercial training. The Business Services team is the 'engine room' of the Directorate, delivering best practice and ease of use across the service and commercial lifecycle.

What will we do in 2022? Our key objectives

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

Key Objectives

The Integrated Technology Solution will significantly affect the majority of the Treasury and Exchequer during its implementation in 2022 and their ongoing work into the future. Supporting the COO in their delivery of ITS and embedding the change in T&E and the wider government is therefore our Key Objective and focus for 2022.

It is estimated that at least 60 colleagues will spend a large proportion of their time in the year supporting the implementation (estimated to be on average 50% of each individual's time). This work will include input to the design, testing of the new system, roll out and training for finance staff, requisitioners, suppliers and budget holders, not to mention new process design following implementation and supporting budget holder's self-service using the new system.

Following the elections in 2022, we will have a new States Assembly and Council of Ministers. The department will be supporting the newly formed Council to develop their own Common Strategic Policy, and the 2023-2026 Government Plan. As well as developing the Government Plan on a much-reduced timetable, there will be a greater need for input from the department to support the Council's strategy, for example Revenue Policy, Investment in any new priorities and potential re-balancing of expenditure.

During 2022 Revenue Jersey continues to have a challenging policy-implementation programme with the phased implementation of Independent Taxation having perhaps the most significant impact on personal taxpayers since the introduction of income tax in 1928.

Important operational implementations include the introduction of the Combined Employer Return; the integration of collection of social security contributions into the personal-tax system; preparations for the extension of GST registration to offshore (online) retailers from 2023; the extension of the Economic Substance Law to business partnerships; a review of the tax-appeals process; a major review of stamp duty; and work on long-term climate action and fuel duty.

The move of Commercial Services from the Chief Operating Office to Treasury and Exchequer has been agreed to better align the financial end to end processes and encourage better development through the synergies and close working relationships already in place. In 2022 the department will focus on integrating the commercial function and its processes into the department. This move will allow improved optimisation of commercial and financial thinking, process design and resource development, whilst bolstering commercial and financial governance.

Key Objectives

The States Assembly approved borrowing of up to £756 million to fund the new hospital. In addition, the approved Government Plan includes the refinancing of Pension past service liabilities and Covid debt. The Treasury will therefore be leading a substantial programme of debt issuance, as well as ensuring that suitable governance is in place for the ongoing maintenance and monitoring of this debt.

Government Plan and Departmental 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 the published Government Plans , which include:
- Government Plan 2022-25 and the Government Plan Annex 2022-25,
- 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 Reference	Initiative	What we will do in 2022?	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date
GP22-CSP3-1-10	<p>International Tax</p> <p>We will provide additional investment in order to ensure that our corporate tax system that is fair, provides for the Island’s needs, aligns with international standards, and supports the Island’s long-term prosperity.</p>	<p>International tax standards are always evolving. This means Jersey’s corporate tax regime needs to evolve over time too. Jersey has a proven track record of successfully adapting to such changes by remaining agile and flexible.</p> <p>The Organisation for Economic Co-operation and Development (OECD) is carrying out work on international tax reform. Pillar 2 is of most direct relevance for Jersey and includes proposals for ensuring that large multinational enterprises pay agreed minimum effective taxation on cross border profits (Pillar 2). The OECD is therefore examining how cross border profits within large multinational enterprises (MNEs) are taxed and what global effective corporate tax rates they pay.</p>	Government has sustainable finances	Islanders benefit from a strong, sustainable economy and rewarding job opportunities	Treasury and Exchequer (T&E)	Revenue Jersey	Minister for Treasury and Resources (MTR)	Programme	Ongoing

CSP Reference	Initiative	What we will do in 2022?	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date
GP22-OI14-4	<p>Extend GST registration requirements to large offshore (online) retailers</p> <p>Deliver “point of sale” charging of GST to large offshore retailers and reduce the GST de Minimis Level from £135 to £60</p>	<p>We will align Jersey policy on the treatment of low value consignments with national and international standard practice which will establish a more level playing field in terms of GST between goods sold on the high street in Jersey and those imported via online sources.</p>	<p>Government has sustainable finances</p>	<p>Islanders benefit from a strong, sustainable economy and rewarding job opportunities</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Revenue Jersey</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Programme</p>	<p>Dec-23</p>
GP22-OI14-5	<p>Insurance Premiums Increase and Inflation</p> <p>Reviewing our insurance arrangements</p>	<p>We will ensure that:</p> <ul style="list-style-type: none"> the Government has adequate medical malpractice insurance and other resources in place to cover the risks it is facing with regard to its activities. sufficient budget is in place to provide insurance for the public work undertaken by the medical consultants to reduce the likelihood for potential uninsured losses; the Insurance Fund has sufficient resources to cover current and potential claims insurance claims in line with the recommendations of a recent actuarial review 	<p>Government has sustainable finances</p>	<p>Islanders are safe and protected at home, work and in public</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Risk, Audit & Reporting</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Dec-22</p>

CSP Reference	Initiative	What we will do in 2022?	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date
GP22-OI3-35	<p>Revenue Jersey Resources</p> <p>We will improve and maintain customer service standards to first meet and then exceed sector-standard response times by March 2024.</p>	<p>Additional temporary resources will be hired to clear the backlog arising from the Revenue Transformation Programme, the change to Current Years Basis (CYB) and the Covid-19 Pandemic (including lockdown) by March 2024.</p>	<p>Perception of government</p>	<p>Islanders benefit from a strong, sustainable economy</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Revenue Jersey</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Mar-24</p>
GP22-OI4-6	<p>Hospital Financing Costs</p> <p>We will put in place a financing solution in line with the States Decision on Our Hospital.</p>	<p>The Government's debt strategy includes the intention to borrow in order to fund the construction of Our Hospital. The costs of servicing the debt will be met through future gains made on the Strategic Reserve.</p>	<p>Government has sustainable finances</p>	<p>Islanders benefit from a strong, sustainable economy and rewarding job</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Strategic Finance</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Programme</p>	<p>Ongoing</p>

Departmental Initiatives

This table shows departmental initiatives not included in the Government Plan that we will deliver in 2022.

Initiative	What we will do in 2022?	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
<p>Integrated Technology Solution</p> <p>We will deliver the ITS finance and commercial functionality, improving finance, procurement and inventory management processes and embed those new processes.</p>	<p>We have worked to ensure Business Readiness and design of the system is in place. In 2022 we will support the build, test and rollout of the first release of the system.</p> <p>This will involve substantial user acceptance testing and training. We will seek to understand the change impact and will support the change in business processes, behaviours and culture across the Organisation.</p> <p>Due to the changes involved, a review of processes and roles will be required.</p>	Perception of Government	Business Environment	Treasury and Exchequer (T&E)	Treasury and Exchequer	Minister for Treasury and Resources	Project	Ongoing	On track
<p>Delivery of the Government Plan</p> <p>We will seek to deliver a Government Plan that is costed and affordable.</p>	<p>A new Council of Ministers during 2022 will require the team to work to a compressed Government Plan timetable and ensure it reflects the ambitions contained in the new Strategic Plan.</p>	Government has sustainable	Business Environment	Treasury and Exchequer (T&E)	Strategic Finance	Minister for Treasury and Resources	Project	Dec-22	On track
<p>Phased Implementation of Independent Taxation</p> <p>Following the proposals to implement Independent taxation being approved, work will continue.</p>	<p>Phase 1 Implementation together with preparation for Phases 2 and 3. 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.</p>	Government has sustainable	Business Environment	Treasury and Exchequer (T&E)	Revenue Jersey	Minister for Treasury and Resources	Programme	Dec-22	On track
<p>Commercial Services enhanced capabilities</p> <p>Embedding the Commercial changes made within the Public Finances Manual</p>	<p>Following inclusion of Commercial changes within the Public Finances Manual, embed changes across the organisation to improve business conduct and drive enhanced compliance.</p>	Modernising government	Business Environment	Treasury and Exchequer (T&E)	Commercial Services	Minister for Treasury and Resources	BAU	Dec-22	On track

Initiative	What we will do in 2022?	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
<p>Issuance, Management and monitoring of Government Debt</p> <p>To manage the GoJ debt programme to raise the approved amount of funding at the lowest possible cost over the medium to long term, consistent with a prudent degree of risk.</p>	<p>Issue debt in accordance with our strategic objectives. Re-issue the debt strategy accounting for new levels of borrowing and update the reporting metrics to reflect the current balance sheet position and any independent recommendations, e.g. Fiscal Policy Panel.</p>	<p>Government has sustainable</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Treasury & Investment Management</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Dec-25</p>	<p>On track</p>
<p>Parish review</p> <p>We will review the relative responsibilities and funding of Government and Parishes"</p>	<p>Although certain functions, particularly regarding roads are the legislative responsibility of the Minister for Infrastructure, potential benefits might be realised by transferring some responsibilities to the Parish of St Helier.</p> <p>We will work with the Parish to finalise the review and explore whether there is any advantage to be had through the delegation or transfer of certain responsibilities to the Parish.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury & Exchequer (T&E)</p>	<p>Strategic Finance</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Dec-22</p>	<p>On track</p>
<p>Refinancing of Pension Increase Debt</p> <p>Proposals will be progressed with a view to early repayment and refinancing of Employee Pension Scheme debts as approved in the Government Plan 2022-25.</p>	<p>We have reviewed options for repayment of the pension increase debts and included proposals in the Government Plan and Debt Strategy. We will consult with the pension fund governing bodies to determine the actual repayment date(s) based on their views, Government cash flow and debt issuance programme.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Finance Hub</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Programme</p>	<p>Dec-22</p>	<p>On track</p>
<p>An analysis will be performed that will compare the assets and liabilities of the pension plans in order to assess the long-term sustainability and aid in decision-making.</p>	<p>We will work with the Scheme Actuary and pension fund governing bodies in 2022 to meet the actuarial valuation timetables and deliver the triennial actuarial valuation by the statutory deadlines.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Finance Hub</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Mar-23</p>	<p>On track</p>

Initiative	What we will do in 2022?	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
<p>Review of States Owned Entities Articles of Association</p> <p>We will seek to implement a 'best practice' Shareholder model which will enable the Treasury to exercise improved oversight over the investments in the States Owned Entities</p>	<p>Legal advice will be sought to facilitate the adoption of new Articles of Association for the wholly-owned States Owned Entities that reflect modern corporate governance standards, the updated new Memorandum of Understanding, best practice and the latest amendments to the Companies (Jersey) Law 1991.</p>	<p>Perception of government</p>	<p>Business Environment</p>	<p>Treasury & Exchequer (T&E)</p>	<p>Treasury and Investment Management</p>	<p>Minister for Treasury & Resources (MTR)</p>	<p>Project</p>	<p>Dec-22</p>	<p>On Track</p>
<p>Zero-Based Budgeting continued roll-out</p> <p>A Government of Jersey Zero-Based Budgeting (ZBB) toolkit will be progressed so that it can be rolled out further to departments.</p>	<p>ZBB has already been rolled out to T&E, JHA and HCS and we will continue to deliver this in house and embed this knowledge in the departments. ZBB will be aligned to Government Plan initiatives.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Finance Business Partnering & Analytics</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Programme</p>	<p>Dec-22</p>	<p>Delayed</p>
<p>Rebalancing – fees and charges framework</p> <p>Support Departments in reviewing their Fees and Charges, within the agreed Fees & Charges Framework, in order that they can identify opportunities and delivery plans to increase revenue which will help to meet their Rebalancing Targets.</p>	<p>Review opportunities with Departmental SLTs. Assess analytics and insights to support which opportunities should be taken forward and timeframes. Assist in the development of appropriate & compliant plans to implement changes to fees and charges.</p> <p>Ensure appropriate decisions and approvals are in place for agreed changes.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Finance Business Partnering & Analytics</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Dec-22</p>	<p>On track</p>

Initiative	What we will do in 2022?	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
<p>Embed Finance Business Partnering</p> <p>We will embed Finance Business Partnering by inputting into organisational strategy, working with Ministers and Accountable Officers to create plans and ensure these are delivered; Aiding financial planning by translating the Government Plan into outcomes; Making recommendations and resolving business problems; and Fostering risk awareness and management.</p>	<p>Work has begun on the Pillars of Finance Business Partnering and will continue in to 2022. We will work to ensure that there is a clear focus on roles and responsibilities, systems and tools. With the introduction of Integrated Technology Solution in 2022 we will need to re-evaluate the effect of this and how we will work within the organisation.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Finance Business Partnering & Analytics</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>BAU</p>	<p>Dec-25</p>	<p>Delayed</p>
<p>Developing A&MI Capability</p> <p>Invest in our people so that they have the right skills to maximize the potential value of analytics and information to deliver operational excellence, agility and growth.</p>	<p>We will recruit further and upskill in order to build the team and will be closely involved in the introduction of the Integrated Technology Solution so that we can ensure to maximize the potential of analytics available.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Finance Business Partnering & Analytics</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Programme</p>	<p>Dec-22</p>	<p>On track</p>
<p>Revenue Jersey Debt Management functionality</p> <p>Tax debt management functionality will be implemented into the Revenue Management System delivering automated tax and social security debt management workflows.</p>	<p>We have scoped tax debt management functionality in RMS and are expecting it to be delivered in 2022. We will review our tax debt collection processes with the implementation of this new functionality.</p>	<p>Perception of government</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Finance Hub</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Dec-22</p>	<p>On track</p>

Initiative	What we will do in 2022?	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
<p>Classification of Government Spending</p> <p>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 and all government documents presenting financial information (including the Government Plan 2022) classify public spending in accordance with this standard framework.</p>	<p>We have met with the office of national statistics to learn how this is done in the UK. In 2022 we will align this with the implementation of the Integrated Technology Solution.</p>	<p>Overall economic performance</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Strategic Finance</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Ongoing</p>	<p>Delayed</p>
<p>Anti-Corruption and Anti-Money Laundering</p> <p>Embed the Anti-Corruption and Anti-Money Laundering Policies across the departments.</p>	<p>We will review policies covering Anti-Corruption and Anti-Money Laundering, and roll out training to all appropriate personnel to ensure that these policies are understand and applied.</p>	<p>Perception of government</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Strategic Finance</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Ongoing</p>	<p>On track</p>
<p>Cash-Flow Forecasting Model</p> <p>We will enhance our current cash-flow forecast model.</p>	<p>We will utilise the new ITS functionality to enhance our cash flow model to deliver better forecasting of our short-term funding requirements.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Treasury & Investment Management</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Dec-22</p>	<p>On track</p>
<p>Charitable Funds Reorganisation</p> <p>We will commence a review in respect of the potential for an Office of the Public Trustee (OPT) to assess options for the ongoing reorganisation of the Administration of the States Charitable Funds</p>	<p>We will produce a report summarising existing OPT models and include an assessment of the most appropriate solution for the future administration of Charitable bequests, building on the changes made in 2021.</p>	<p>Overall economic performance</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Treasury & Investment Management</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Dec-22</p>	<p>On track</p>

Initiative	What we will do in 2022?	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
<p>Formalising a Dividend Strategy for States Owned Entities</p> <p>We will seek to formalise a Dividend Strategy for States Owned Entities in order to provide clear parameters and expectations for the payment of future dividends.</p>	<p>We will engage external advisors to assist with the formulation of a dividend policy document to be applicable to and provide a framework for the wholly-owned States Owned Entities.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Treasury & Investment Management</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Dec-22</p>	<p>On track</p>
<p>Pension Fund Readiness Work</p> <p>Review the investment strategies of the Pension Schemes.</p>	<p>To reflect the different future liabilities of the Pension Schemes and the potential for repayment of the £450m liability we will need to review the current investment strategies and amend them accordingly.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Treasury & Investment Management</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Dec-22</p>	<p>On track</p>
<p>Local Manager Investment Pool</p> <p>Initiate a tender process for local investment managers.</p>	<p>To identify local investment managers who would be able to partner with Government of Jersey to manage an element of the overall investment portfolio. We will determine the tender and portfolio management criteria and run the tender process.</p>	<p>Perception of government</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Treasury & Investment Management</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Dec-22</p>	<p>On track</p>
<p>Develop Longer-term Capital Planning</p> <p>We will lead development of a medium (10 years) and longer term (25-30 years) plan for capital to ensure financial sustainability not only through the lifetime of this plan but for years to come.</p>	<p>We will work with colleagues across government (including Infrastructure, Housing and Environment to and CPMO) to develop a medium-term (10 years) capital plan.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Strategic Finance</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Dec-23</p>	<p>Delayed</p>
<p>Embedding Better Business Cases</p> <p>We will continue to improve the quality of business cases across Government to enable better informed decision making to maximise the value delivered to Islanders.</p>	<p>In 2021 we rolled out Better Business Case training across Government. In 2022 we will build on our established framework and continue to train and develop officers' capability across Government.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Strategic Finance</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Dec-23</p>	<p>Delayed</p>

Initiative	What we will do in 2022?	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
<p>Upskill Finance and Non-Finance Professionals</p> <p>In conjunction with People Services we will develop a finance competency framework for finance and non-finance colleagues. We will seek to align this to the My Conversation My Goals online form. We will work with the Integrated Technology Solution delivery partner to ensure colleagues across Government have the financial management skills to manage their budgets using the new ITS functionality.</p>	Work with the ITS delivery partner to roll out financial management and system training to budget holders and finance colleagues.	Government has sustainable finances	Business Environment	Treasury and Exchequer (T&E)	Strategic Finance	Minister for Treasury and Resources (MTR)	BAU	Dec-22	On track
<p>T&E People and Culture Plan</p> <p>The department will carry out a number of actions aiming to improve the department culture and colleague experience of working in Treasury and Exchequer following feedback from our BeHeard survey."</p>	We will focus on key improvement themes of: Visible leadership; Workforce Planning; Communication; Recognition; Professional Development and Wellbeing.	Perception of government	Be Heard survey results for department	Treasury and Exchequer (T&E)	Strategic Finance	Minister for Treasury and Resources (MTR)	Project	Dec-22	On track
<p>Revenue Compliance Programme</p> <p>Embed the Revenue Compliance Programme 2022 in order to improve overall levels of compliance with Jersey's revenue laws to ensure that the right amount of tax is collected.</p>	It is estimated that additional tax revenue of £12.9m will be collected for the year 2022.	Government has sustainable finances	Business Environment	Treasury and Exchequer (T&E)	Revenue Jersey	Minister for Treasury and Resources (MTR)	Programme	Dec-22	On track

Initiative	What we will do in 2022?	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
<p>Additional Tax Measures</p> <p>The Council of Ministers has set an initial target of £10 million per annum of additional taxation by 2024 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>The Assembly approved the establishment of additional stamp duty for buy-to-let, second and holiday home ownership, to be achieved by 2023.</p>	<p>A review of stamp duty is expected to conclude in 2022, starting firstly with the additional stamp duty measures agreed by the Assembly.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Revenue Jersey</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Programme</p>	<p>Dec-23</p>	<p>On track</p>
<p>Partnerships (business)</p> <p>Introduce the administrative arrangements required to support the new Economic Substance legislation for partnerships passed by the States Assembly on 29 June 2021.</p>	<p>In conjunction with this, streamline the tax administration of partnerships. Industry engagement and public consultation will be undertaken as appropriate.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Revenue Jersey</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Programme</p>	<p>Dec-22</p>	<p>On track</p>
<p>Introduce arrangements for payment of Previous Year Basis (PYB) frozen liabilities</p> <p>Following a policy decision for these frozen liabilities to be accounted for and managed in the new ITS system. We will explore the process changes required in relation to income collection with the change from PYB to CYB to make payment plans available from 2024 and provide the opportunity for early repayments.</p>	<p>We will complete the appropriate transfers of information and assist, where appropriate, with the collection of customers repayment option preferences. We will also provide an option to transfer ITIS income tax overpayments to this debt. Meanwhile, we will continue to automate and enhance the processes to collect revenues in a timely manner. Exploratory work will be undertaken to understand the changes required and make available an early repayment option in 2022.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Revenue Jersey and Finance Hub</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Programme</p>	<p>Dec-22</p>	<p>On track</p>

Initiative	What we will do in 2022?	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
<p>Introduce a Combined Employer Return</p> <p>2022 will see the introduction of a single employment return, combining the 4 main reporting obligations of employers into one. A review of income collection processes will then be required.</p>	<p>By the end of 2022, Social Security Contributions will be moved into the same system as ITIS and BIK creating greater compliance oversight and efficiencies for the team administering these revenues.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Revenue Jersey & Finance Hub</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Programme</p>	<p>Dec-22</p>	<p>On track</p>
<p>Revenue Jerseys Governance Statement</p> <p>Develop a Governance Framework for Revenue Jersey</p>	<p>This will articulate Revenue Jersey's corporate management structures ensuring strategic planning is aligned with the annual Government Plan and T&E Departmental Plan.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Revenue Jersey</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Programme</p>	<p>Dec-22</p>	<p>On track</p>
<p>Revenue Jerseys Customer Charter</p> <p>Develop Revenue Jersey's Customers' Charter with the intention of fostering a relationship of mutual trust, respect and responsibility between Revenue Jersey and Islanders.</p>	<p>The Charter will apply to the service Revenue Jersey provides in respect of all taxes and duties for which it is responsible. It will apply equally to all customers – individuals, companies, partnerships and all types of corporate structures.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Revenue Jersey</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Programme</p>	<p>Dec-22</p>	<p>On track</p>
<p>Review of tax appeals process</p> <p>Review Revenue Jersey's appeals process – timeliness, transparency, and clarity of process.</p>	<p>Publish guidance on taking a case to appeal – to enable Government of Jersey to promote transparency and encourage taxpayers to avail of the service – and publish decisions made by the Commissioners of Appeal.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Revenue Jersey</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Programme</p>	<p>Dec-22</p>	<p>On track</p>

Initiative	What we will do in 2022?	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
<p>Review of Policy Programme - Long-Term Climate Action and Fuel Duty</p> <p>Working with SPPP we will explore the use of tax measures and other levers 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.</p>	<p>Tackling the climate emergency is likely to accelerate the decline in revenues and increases the urgency for options to be considered. Work will continue and be considered over the period of this plan.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Revenue Jersey</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Programme</p>	<p>Dec-22</p>	<p>On track</p>
<p>Increase the take up of online filing</p> <p>Work with colleagues across government to deliver improvements to the accessibility of services requiring a verified digital ID so that the online tax return take up can be further increased.</p>	<p>Use behaviour insights and public engagement and education activities to reduce late filing and convert apprehensive digital users to online filers.</p>	<p>Government has sustainable finances</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Revenue Jersey</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Programme</p>	<p>Dec-22</p>	<p>On track</p>
<p>Social Value</p> <p>Embed a phased implementation of the Social Value Framework.</p>	<p>Share knowledge on Social Value across the organisation and support users to deploy Social Value principles in all that they do.</p>	<p>Government has sustainable finance</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Commercial Services</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>BAU</p>	<p>Dec-22</p>	<p>On track</p>
<p>Arms Length Organisations</p> <p>Develop an Arm's Length Organisation (ALO) Central Governance Framework.</p>	<p>Develop consistent and clear guidance for stakeholders on best practice working arrangements with ALOs.</p>	<p>Modernising Government</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Commercial Services</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Programme</p>	<p>Dec-22</p>	<p>On track</p>
<p>Supplier and Contract Management</p> <p>Develop and implement the first phase of a Supplier and Contract Management Framework.</p>	<p>Design and pilot a Supplier and Contract Management Framework before roll-out for the first phase of usage.</p>	<p>Government has sustainable finance</p>	<p>Business Environment</p>	<p>Treasury and Exchequer (T&E)</p>	<p>Commercial Services</p>	<p>Minister for Treasury and Resources (MTR)</p>	<p>Project</p>	<p>Dec-22</p>	<p>On track</p>

Initiative	What we will do in 2022?	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
Improved ways of working Commercial Genius programme.	Roll out of new processes and launch a phased implementation of training and support for new ways of working via the Commercial Genius programme.	Modernising Government	Business Environment	Treasury and Exchequer (T&E)	Commercial Services	Minister for Treasury and Resources (MTR)	Programme	Dec-22	On track
Commercial Services enhanced capabilities Phased development of documents, toolkits and initiatives to modernise Public Sector ways of working, aid planning and improve compliance.	Design and develop a new and improved set of documents, toolkits and initiatives.	Modernising Government	Business Environment	Treasury and Exchequer (T&E)	Commercial Services	Minister for Treasury and Resources (MTR)	Project	Dec-22	On track
Commercial Services enhanced capabilities - people development Complete Phase 2 of Commercial Services Target Operating Model (TOM).	Recruit roles within Phase 2 of the TOM; roll out the Development Framework; increase maturity of the team.	Modernising Government	Business Environment	Treasury and Exchequer (T&E)	Commercial Services	Minister for Treasury and Resources (MTR)	BAU	Dec-22	On track

Legislation Programme

Name of Legislation	Description	Lead Department / Directorate	Lead Minister	Associate Policy / Strategy	Target Delivery Date
---------------------	-------------	-------------------------------	---------------	-----------------------------	----------------------

Excepting certain tax measures, and given that the election is planned for June 2022, there are no plans to lodge legislation which would have a significant effect of reform on any institution or process because it would not pass within the remaining sitting dates of the Assembly. It is possible that the Government may wish to legislate on a range of matters after the election in June, therefore T&E will undertake preparations to advise and support Ministers should they wish to do so.

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. These are listed below and will be published with data in Jersey's Performance Framework.

Lead service / directorate	Performance Measure Description	Data Availability	Reporting frequency	Baseline	What we want to achieve	International Benchmarking possible
Treasury and Exchequer	% of Treasury and Exchequer internal audit recommendations agreed since 2020, completed by departments by agreed due date	2020	Quarterly	Q4 2020: 74%	Target: increase	No
Treasury and Exchequer	% of Treasury and Exchequer C&AG, PAC and Scrutiny recommendations outstanding at the start of the year implemented during the year	2021	Quarterly	50%	Target: 80%	No
Strategic Finance	% financial monitoring reports delivered to ELT by working day 10	2021	Quarterly	2021: 100%	Target: 100%	No
Internal Audit	% of planned assurance audits completed as per the approved internal audit plan	2020	Quarterly		Target: 80%	No
Internal Audit	Validation of closed Internal Audit, recommendations on follow up reviews	2022	Quarterly		Target: 100% based on risk-based sampling methodology	No
Internal Audit	Validation of closed PAC and C&AG recommendations	2022	Quarterly		Target: 100% based on agreed validation methodology	No

Lead service / directorate	Performance Measure Description	Data Availability	Reporting frequency	Baseline	What we want to achieve	International Benchmarking possible
Business Partnering and Analytics and Management Information	Average number of days taken to send all month end departmental financial reports to departmental Senior Leadership Teams	2021	Monthly		Target: 9 working days	No
Finance Hub	% of invoiced debt recovered within 90 days	2019	Quarterly	Baseline: 93%	Target: 90%	No
Finance Hub	% suppliers paid within an average of 30 days and average number of days	2019	Quarterly	Baseline: 83%	Target: 80%	No
Finance Hub	% reduction in collectable Government debt by end of year	2021	Annual	Baseline: 1% reduction	Target: 10% reduction	No
Finance Hub	% of Income received via digital channels	2019	Quarterly	Baseline: 90%	Target: 90%	No
Finance Hub	% of invoices paid electronically	2019	Quarterly	Baseline: 98%	Target: increase	No
Finance Hub	% of public service pension scheme administration tasks completed within target: 90% of tasks in 5 days	2018	Quarterly	Baseline: 90%	Target: 90%	No
Treasury and Investment Management – Shareholder Relations	5 year moving average % increase in shareholding value year on year	2018	Annually	Baseline set at end of 2014: £285.4m	Target: increase	No

Lead service / directorate	Performance Measure Description	Data Availability	Reporting frequency	Baseline	What we want to achieve	International Benchmarking possible
Treasury and Investment Management	Rate of return of investment portfolio vs benchmark -Outturn % (% above/below target) -1 year performance	2018	Quarterly	Baseline Q4 2020: 0.8% above benchmark Target: Jersey RPI + 2.5%	Target: maintain	Yes
Treasury and Investment Management	Rate of return of investment portfolio vs benchmark -Outturn % (% above/below target) -3 year performance	2018	Quarterly	Baseline Q4 2020: 0.8% above benchmark Target: Jersey RPI + 2.5%	Target: maintain	Yes
Revenue Jersey	Additional Revenues Assessed (efficiency)	2018	Annually	£2m in 2017	2021 Target: £12.9m	No
Revenue Jersey	Cost to collect £1 of revenue	2020	Annually	2020: 0.7 pence	Target: decrease	No
Revenue Jersey	% of International data exchanges < 90 days (predicted % until year end)	2020	Quarterly	2020: 72%	Target: 75%	No
Revenue Jersey	% of personal tax returns completed online	2020	Annually	2020: 30% 2021: 42%	No target. Take all opportunities to increase	No
Revenue Jersey	Average time to answer calls (year to date)	2021	Quarterly	2021: 6 mins 30 secs	Maintain at <7.5 mins and reduce further	
Revenue Jersey	Personal tax returns - % assessed within 30 days (year to date)	2021	Quarterly	2021: 78%	Target: 80%	

Lead service / directorate	Performance Measure Description	Data Availability	Reporting frequency	Baseline	What we want to achieve	International Benchmarking possible
Strategic Finance	% of 2022 Government Plan Business Case authors trained in writing better business cases in line with Government of Jersey templates	2022	Annually		Target: 75%	No
Strategic Finance	Hours of Continuous Professional Development available for colleagues within Treasury and Exchequer finance function	2021	Quarterly		Target 10 hours per quarter	No
Commercial Services	Number of open Internal Audit Actions for Commercial Services	2021	Monthly	2 in total	No more than 1 over 3 months old	No
Commercial Services	Number of exemptions received by Commercial Services	2021	Monthly	Average of 13 per month	Increase	No
Commercial Services	Number of internal requests received through the Commercial Services inbox and responded to	2021	Monthly		85% response within 10 working days	No
Commercial Services	Number of contracts stored centrally within the central repository	2021	Quarterly	130 stored	>300 stored	No
Commercial Services	Number of contracts registered centrally within the central repository	2021	Quarterly	550 registered	>750 registered	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
Treasury and Investment Management	Insurance Strategy	Developed	Ongoing throughout 2022
Internal Audit	Internal Audit Strategy	Delivered	Refreshed yearly
Strategic Finance	Continued Development of Close of Accounts	Developed	Continuous Process of Improvement
Treasury and Investment Management	Debt Strategy	Developed	Ongoing throughout 2022
Revenue Jersey	Outcomes of Pillar 2	Developing	Ongoing throughout 2022
Revenue Jersey	Independent Tax Implementation	Developing	Ongoing throughout 2022
Revenue Jersey	2019 Frozen PYB Liability	Implementing recovery mechanisms	Ongoing throughout 2022
Revenue Jersey	Integration of Social Security Contributions	Assessing and Collecting	Ongoing throughout 2022
Strategic Finance	Continue the review of our Fiscal Strategy and Fiscal Framework, in consideration of changes being introduced	Developed	Reviewed yearly
Strategic Finance	Finance Training and Capability Plan	Delivered	Refreshed yearly

Lead Service	Strategy/Plan	Planned / Developed	Delivery Timeframe
Strategic Finance	Finance for Non-Finance Plan	Delivered	Reviewed yearly to assess need within departments in particular in light of ITS
Strategic Finance	Deliver improved Government Plan	Delivered	Continuous process of improvement
Strategic Finance	People and Culture Plan	Developing	Ongoing throughout 2022
Strategic Finance	Workforce Plan	Developing	Ongoing throughout 2022
Finance Business Partnering & Analytics	Continue to develop functional strategy and implement improvements to processes, data and reporting	Developing	Ongoing throughout 2022
Finance Hub	Co-implementation of the Integrated Technology Solution	Developed	Ongoing throughout 2022
Commercial Services	Commercial Services Strategy	Developed	To be launched in Q1 2022
Commercial Services	Functional Strategies within Commercial Services	Developing	Ongoing throughout 2022
Commercial Services	Category Plans	Developing	Ongoing throughout 2022

Monitoring Progress of delivery of the Business Plan Change Initiatives

All GoJ programmes and projects are reported monthly to the Corporate Portfolio Management Office (CPMO) via the portfolio reporting tool, Perform. Departmental portfolio reviews are undertaken on a monthly basis, to review and assess the delivery of programmes/projects within the directorate.

- Major and strategic programmes/projects tracking Red or Amber are escalated by the CPMO to the Executive Leadership Team along with any issues or risks which cannot be resolved at the programme or project board/ departmental level. The CPMO also provides a Governance and Control 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, templates, tools and techniques, which are set out in the GoJ Project Delivery Framework.

Risk Management Reporting Arrangements

The Government of Jersey has a corporate approach to risk management that can be found online at gov.je. It describes the guidance that helps operationalise the Risk Management Strategy, and defines the approach, procedures, roles and responsibilities for managing risks associated with the Government of Jersey.

Treasury & Exchequer follows the corporate risk management framework.

Each Directorate within Treasury and Exchequer is responsible for capturing its risks, existing controls and planned actions under the framework and through the use of the new ERM Risk SharePoint Site which was introduced in December 2020. The SharePoint tool provides a “OneGov” consistent methodology for capturing, escalation and reporting of risks in line with the ERM Strategy.

In addition, in line with recommendations to departments from the Head of Risk, the department has formed an “OpCo” whose mandate includes regular monthly review of the risk register. OpCo is comprised of the Heads of departments and is responsible for:

considering key issues

- Risk Reviews:
 - Review new risks and associated controls and actions entered onto the T&E Risk Register and confirm their acceptance onto the register as Active risks.
 - Undertake “Deep dives” of up to 3 risks with the relevant risk owner to understand the effectiveness of active risk management around each risk, making suggestions where appropriate to help the risk on its “path to green”.
 - Review the Department’s performance in terms of risk management, including risk scores, number of ineffective risks, and number of overdue actions.
 - a. Horizon-scan for any new or emerging risks.
 - b. Review departmental training needs in terms of risk management.
 - c. Review performance data against risks through key risk indicators

OpCo can escalate risks and issues to the Department's Senior Leadership Team which meets quarterly through its SLT Governance and Risk meetings.

Any risks that need to be escalated to a Corporate level (i.e. Executive Leadership Team or ELT) are escalated to the Corporate Risk Register through the ERM SharePoint site.

Corporate Risks are considered quarterly at the Risk and Audit Committee, ELT and Council of Ministers. This is facilitated by the Head of Risk who provides quarterly reports on departmental risks across Government of Jersey (Ministerial and Non-Ministerial Departments); the Corporate Risk Register; Heat mapping of risks against the 6 Government Plan Common Strategic Priorities; and a section from the CPMO on modernisation risk themes.

In addition, the Head of Risk meets with Director-Generals regularly to discuss their top risks and corporate risks as well as departmental heads of risk. Departmental risk leads also sit on the Departmental Risk Group (DRG) which meets quarterly to discuss risk, the Corporate Risk Register, and consider presentations and key risk themes. The DRG also is presented with insurance updates.

The Risk and Audit Team led by the Head of Risk also facilitates workshops with departments across government on risk management and provides training on the use of the SharePoint site.

Since the beginning of 2021 the Head of Risk also meets quarterly with States-owned entities (SoEs) to discuss their risk registers and seek assurance in terms of the management of risk and alignment with Government of Jersey strategic objectives.

The Head of Risk also provides updates as required to the Comptroller and Auditor General and the Public Accounts Committee on progress in respect of the ERM Programme.

Health and Safety

The Government of Jersey has a corporate approach to Health and Safety managed through the Chief Operating Office People and Corporate Services division. H&S risk is reported through the ERM SharePoint tool. All departments are expected to comply with the minimum standards found in the H&S policy. These include:

- a forum to regularly discuss H&S issues
- active management of H&S risks, including the actions and controls to mitigate them
- allocated staff to coordinate and manage H&S activity
- active investigation of all H&S incidents, accidents, and near-misses
- provision of all departmental role-specific training

Our customers

This section outlines who our customers are, and the projected demand for our department's services.

Service Users and Projected Demand for Services

All Islanders and businesses use the Treasury & Exchequer.

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 department provides 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 department to provide expert advice on risk mitigation and how to embed risk management in decision making processes.

Each year, the department oversees tax returns from around 41,500 corporate taxpayers and around 70,600 personal taxpayers; and actively exchanges information with around 75 tax administrations.

Around 196,000 supplier invoices are processed by the Treasury & Exchequer paying over £480 million on behalf of departments, raising around 42,000 invoices totalling around £50 million to users of Government services, around 26,000 cheques (over £60 million) are received and processed for payment of tax, social security and invoices, and then allocates around 70,000 payments (over £400 million) made direct into Government bank accounts by our customers, taxpayers and service users.

The department 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. We administer the payment of pension benefits for 6,800 former employees paying pensions totalling over £100 million per annum.

This section also outlines how we will ensure our services align with the principles detailed in the customer strategy. The strategy provides a framework on how we will continue to deliver improvements for our customers and is based around four principles – make it accessible, make it consistent, make it easy and think ahead (ACE+)



<p>MAKE IT ACCESSIBLE:</p> <p>Ensure customers can access services and information in the way that’s best for them</p>	<ul style="list-style-type: none"> Increase online and self-service availability with additional support where necessary Make services, information and facilities accessible and inclusive for all our diverse customer groups Make personal information we hold easy to access and update Share customer information between departments with consent Connect customers to other services or information relevant to their needs
<p>MAKE IT CONSISTENT:</p> <p>Make every customer interaction consistently positive</p>	<ul style="list-style-type: none"> Give customers a consistently good experience no matter which service they need Ensure our staff are trained to be knowledgeable and accurate Provide clear and accurate information however we communicate Protect customer’s confidential information Use customer feedback to improve services and experiences
<p>MAKE IT EASY:</p> <p>Make it easy for customers to interact with us</p>	<ul style="list-style-type: none"> Offer simple and straightforward processes and services Respond to customer’s requests promptly and efficiently Tell customers clearly what we need from them and when we need it Spend time listening and responding to customer’s individual needs Proactively supply accurate and up to date information to suit customers
<p>+ THINK AHEAD</p> <p>Design and deliver services to meet customers’ future needs</p>	<ul style="list-style-type: none"> Create services that work for all our customer groups Work together to provide insightful and innovative customer focused services Align our services around life events to make it easy for customers to get what they need Group services and information in one easily accessible place Actively use technology to meet current and future customer needs

Service description	How will you make it more Accessible?	How will you make it more Consistent?	How will you make it Easier	+ How will you think ahead?
Personal tax return filing	We will work with other government departments to improve the activation process for secure onegov customer accounts, making the online tax return accessible to more islanders	We will update customer enquiry guide notes and ensure all staff are familiar with and use is resource to answer customer queries	We will monitor feedback on the process and take action where possible in response to emerging themes to further improve the service. Proactively seek out feedback and views on the usefulness of analysis and i	
Prior Year Basis payment option elections	We will offer online and paper election forms allowing collection of all information needed to complete all parts of the task in one process	We will periodically review and update website and customer support team guidelines to ensure advice and support is consistent across all channels	We will work across teams and departments to link together customer tasks and the internal processes behind them effectively, providing one smooth customer experience	We will use insights from our customers and our own staff, to identify and design out possible areas of frustration for the customer. We will work with other departments to develop plans that align to the ITS transformation programme
Online information and services at gov. je.	We will review the structure of the website and redesign the navigation to make it easier for customers to access and use the top 10 most frequently used information topics / services	We will use customer and staff feedback to guide us in establishing a defined, easy to use structure for navigation and ensure all staff are familiar with it.		We will work with colleagues across government to identify and link together related services, making it easier for the customer to deal government when they experience changes of circumstance

Service description	How will you make it more Accessible?	How will you make it more Consistent?	How will you make it Easier	+ How will you think ahead?
FATCA and CRS reporting system	We will introduce portfolio accounts for service providers so they can view all the clients for which they are responsible in one place.	We will update our published guidance notes to ensure that both staff and users have access to clear instructions for using the system.	Service providers will be able to register all their clients on the system at the same time, instead of registering them individually.	By making it easier for customers to tell us why they do not need to file a report, we will be able to reduce the number of queries we send users.
Introduction of a Customer Relationship Manager model for Corporate Income Tax for tax agents	We will improve accessibility to services and relevant knowledge for tax agents, by offering a specific point of contact for Corporate Contacts' tax agents, increasing satisfaction for the agents.	Relationship managers will have a more complete, consistent and detailed level of knowledge enabling quicker issue resolution between tax agents and RJ Better relationships will result with the tax agent.	We will monitor feedback on the processes and relationships, and take action where possible in response key themes to further improve communication and service delivery	We will use insights and communications from agents to improve our general web guidance content and accessibility, to improve the self service offering for CIT customers, agents and non-agents.

Our people

The Government of Jersey People Strategy was developed by our people, for our people and sets out our ambitions of what sort of organisation we want the Government of Jersey to be.

These are our four commitments as set out in our Government of Jersey People Strategy:



People Strategy

In support of the People Strategy, our department commits to:

- developing and implementing a People and Culture Plan that will support the department to embed the People Strategy. As part of the People and Culture Plan we will develop a workforce plan to ensure a targeted approach to resourcing and talent management to build the capability of our department. 2022 is a year of massive change within the department with the implementation of the ITS system, and also a new Government meaning a significantly reduced timetable to produce the Government Plan 2023-26. Therefore, we will ensure that we do all we can to consider the wellbeing of colleagues who are already under pressure to deliver these deliverables as well as business as usual. It will be crucial to ensure colleagues are able to take their annual leave and that we prioritise workloads to mitigate against colleague burnout.

From these plans and the results of our Be Heard employee survey, Treasury and Exchequers Team Jersey Leads are working to finalise our plans and create People and Culture actions to address these key areas:

1. Visible Leadership – we will work to increase leadership visibility at all levels of the department, ensuring we have a common purpose and clear identity and culture. Our leaders will make time to talk and listen to colleagues, including them in department decisions and creating a culture of inclusion, whilst also empowering colleagues to take ownership for delivery.

2. Workforce Planning – we will focus on our recruitment and attraction strategy, ensuring that new starters have a good welcome to the department and that we are selling the vision of Treasury and Exchequer. Our workforce plan will also focus on succession planning and how we retain and manage our talent – making Treasury and Exchequer a place people want to work, with a clear identity in the careers market.
3. Improve Communication – we will ensure there are regular updates on achievements and performance across the department, that colleagues are kept up to date on work in different teams and in transformation to drive continuous improvement.
4. Recognition – we will work to improve our means of celebrating department and individual success, how we show appreciation and value each other’s contributions. We will look to learn from teams that do this well across the department and wider Government, finding ways to say thank you and reward colleagues for living the values.
5. Wellbeing – we will form a Wellbeing Group for the department to enable us to plan, promote, and implement wellness initiatives for colleagues to improve their mental and physical health
6. Professional development – we will give colleagues the opportunity to step up and learn through delegation, allocating time for professional and managerial development. We will roll out mentoring, shadowing, and secondments across the department.

We also commit to:

- 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 the corporate appraisal process, My Conversation My Goals,
- 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 employee 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 that all employees complete mandatory training requirements
- 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.
- Ensuring a strategy is in place to improve staff engagement responding to issues highlighted through the Be Heard employee survey

Diversity and Inclusion

We value diversity and are committed to 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:

- Supporting flexible and agile working and practices that support diversity, attract and retain talent and support increased wellbeing;
- engaging in the Inspiring Women Into Leadership and Learning 'I WILL' initiative, 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
- As part of the People Strategy, take action to address inequality and disparity and to address the gender pay gap.

Our financial context

Financial Table 1 provides an analysis of our budget across each of our service areas. For more information on the activities of each of the service areas, please see Part 1.

Financial Table 1 – Detailed Service Analysis

Service Area	Income	DEL	Near Cash 2022 Net Revenue Expenditure	Non Cash 2022 Net Revenue Expenditure	Total 2022 Net Revenue Expenditure	2022 FTE
	£'000	£'000	£'000	£	£	
FBP & A&MI	7	4,329	4,322		4,322	58
Finance Hub	1840	13,680	11,840		11,840	58.5
Revenue Jersey	157	9026	8,869	1,218	10,087	136.5
Risk, Audit & Reporting	107	9,716	9,609		9,609	19
Strategic Finance	67	1,731	1,664		1,664	26
Treasury & Investment Mgmt	734	1,226	492		492	13
Grants to Funds	0	31,802	31,802		31,802	0
Net Revenue Expenditure	2,912	71,510	68,598	1,218	69,816	311
Commercial Services	175	4,443	4,268		4,268	50
Total Net Revenue Expenditure	3,087	75,953	72,866	1,218	74,084	361

We have included a “below the line” inclusion for commercial services which is to be transferred from COO to T&E but this will not be included in the published government plan.

Financial table 2 provides the budget allocations for our department that are held separately within the Covid-19 Head of Expenditure.

Financial Table 2 – Covid-19 Allocations

Service Area	Income	Near Cash DEL	Total 2022 Net Revenue Expenditure
	£'000	£'000	£'000
Revolving Credit Facility		7,136	7,136
Total		7,136	7,136

Financial Table 2.1 – Finance Cost Head of Expenditure

Service Area	Income	Near Cash DEL	Total 2022 Net Revenue Expenditure
	£'000	£'000	£'000
Finance Costs		21,000	21,000
Total		21,000	21,000

Financial table 3 provides a breakdown of the different types of expenditure within our budget.

Financial Table 3 – Statement of Comprehensive Net Expenditure

	2022 Net Revenue Expenditure	Commercial Services
	£'000	£'000
Income		
Levied by the States of Jersey	-	-
Earned through Operations	2,912	175
Total Income	2,912	175
Expenditure		
Social Benefit Payments	31,802	3,622
Staff Costs	19,747	
Other Operating Expenses	10,346	821
Grants and Subsidies Payments	-	-
Impairments	5	-
Finance Costs	9,610	-
Contingency Expenses	-	-
Total Expenditure	71,510	4,443
Net Revenue Near Cash Expenditure	68,598	4,268
Depreciation	1,218	0
Total Net Revenue Expenditure	69,816	4,268

We have included a “below the line” inclusion for commercial services which is to be transferred from COO to T&E but this will not be included in the published government plan.

Financial tables 4 and 5 show the additional investment in our services included in previous Government Plans.

Financial table 4 – Government Plan Investment

CSP Priority	Sub-priority	GP Ref	Programme	2022 Allocation (£000)
Modernising Government	A modern, innovative public sector that meets the needs of Islanders effectively and efficiently	O13-26	Revenue Jersey Resources	722
	A modern, innovative public sector that meets the needs of Islanders effectively and efficiently Total			722
	A sustainable long-term fiscal framework and public finances that make better use of our public assets	O14 -05	Insurance Premiums Increase and Inflation	997
		O14 -05	Hospital financing costs	21,000
	A sustainable long-term fiscal framework and public finances that make better use of our public assets Total			21,997
Modernising Government Total				21,997
Vibrant Economy	enhancing our international profile and promoting our Island identity	CSP3-1-10	International Tax	504
	Reduce income inequality and improve the standard of living Total			504
Vibrant Economy Total				504
Grand Total				23,223

CSP Priority	Sub-priority	GP Ref	Programme	2022 Revised Allocation (£000)
Modernising Government	A modern, innovative public sector	O13-03	Domestic Compliance ('Spend to Raise')	1,400
		O13-05	Government of Jersey Bank charges	300
		O13-08	Increased audit fees	75
	A sustainable long-term fiscal framework and public finances	O14-2	Insurance premium	2,612
		O14-01	Delivering effective financial management	2,000
		Modernising Government Total		
Vibrant Economy	Vibrant Economy	CSP3-1-08	Tax Policy and International Team investment	1,650
Vibrant Economy Total				1,650
Grand Total				8,037

Financial table 5 – COVID-19 investment

CSP Priority	Sub-priority	CSP Ref	Programme	2022 Allocation (£000)
Modernising Government	Government Covid-19 Response	O14-C-1	Covid-19 Revolving Credit Facility	7136
Modernising Government Total				7136
Total				7136

Financial table 6 shows the budget for projects and capital works to be undertaken by the department in 2022.

Financial table 6 – Projects and Capital expenditure

Capital Programme Area	Head of Expenditure	CSP	2022
			£'000
Revenue Transformation programme (Phase 3)	T&E	013	3,385
Reserve for Central Risk and Inflation Funding	T&E	013	1,800
Central Planning Reserve	T&E	013	900
Total			6085

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 2022 is to deliver £20 million of efficiencies and rebalancing measures in addition to any efficiencies not delivered through recurring measures in 2020 and 2021.

In 2022 the department's contribution towards the Government's £20 million objective is £0.6m. Financial Table 7 contains a breakdown of this figure.

Financial table 7 – Rebalancing and efficiencies

Summary description	Recurring or one-off	Spend Reduction/ Income	2022 (£000)
Modern & Efficient workforce	Recurring	Spend Reduction	386
Modern and Efficient processed and systems	Recurring	Spend Reduction	31
Efficient commercial operations	Recurring	Income	14
Total			431
Commercial Services efficiency savings	Recurring	Spend reduction: Non-Staff	125
Total			556

Rebalancing items brought forward from 2021.

The following rebalancing items were not delivered through recurring measures in 2021 and will be delivered during 2022

Financial table 8 – Rebalancing items brought forward from previous years

Summary description	Recurring or one-off	Spend Reduction/ Income	2022 (£000)
Modern & Efficient workforce	Recurring	Spend Reduction	148
Modern and Efficient processed and systems	Recurring	Spend Reduction	230
Efficient commercial operations	Recurring	Income	195
Total			573