

Delivery Plan

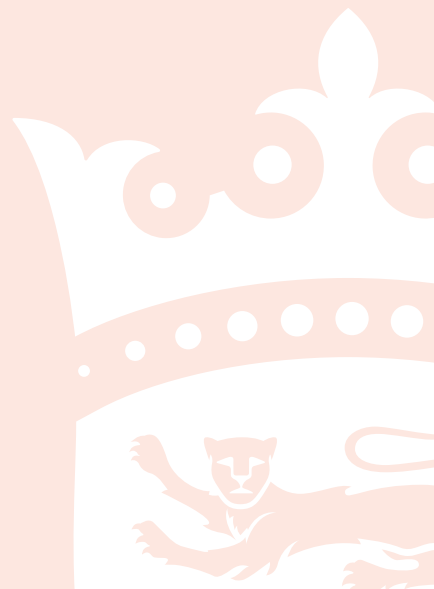
Minister for Social Security

Deputy

Elaine Millar

Assistant Ministers

Malcolm Ferey



Introduction

The Minister for Social Security's priorities for 2023 were published in her [Ministerial Plan](#), in October 2022.

This Delivery Plan now sets out the activities that government departments will undertake in 2023 to deliver on the Minister of Social Security's priorities. The plan is structured in four parts:

- 1) Detailed actions to deliver on Ministerial Priorities
- 2) Projects and Programmes
- 3) Legislative Programme
- 4) Service Performance Measures

The plan focusses on delivery of the Minister of Social Security's priorities and therefore does not detail all 'business as usual' undertaken by ministers or departments. The full list of functions discharged by the Minister and Assistant Ministers can be found at [Article 30A – Ministerial Responsibilities](#).

The Minister for Social Security is politically accountable for the [Customer and Local Services](#) Department.

The [Cabinet Office](#) also delivers services, projects or programmes on behalf of the Minister for Social Security. Further information on both departments can be found using the links here.

Full budget information for 2023 can be found in the approved [Government Plan 2023-26](#).

A guide on how to use the Delivery Plan tables can be found at Appendix 1.

Ministerial Priorities

This section details the actions that will be taken during 2023 to deliver the commitments made in the Minister for Social Security published Ministerial Plan, plus further work on the Council of Ministers' 100-Day Actions, where responsibility lies directly with the Minister for Social Security:

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MSS P1	Developing targeted support and polices to help Islanders with the rising cost of living:							
MSS P1.1	Revising the community cost bonus scheme in 2023.	Seek approval for legislation in the first half of the year, with implementation in autumn.	Housing and Cost of Living	CABO	Policy	Pipeline project to be established		30/11/2023
MSS P1.2	Implementing a scheme to provide support for families with under five years residency in 2023.	Launch a scheme enabling eligible parents to claim a one-off support payment in Jan 2023.	Housing and Cost of Living	CLS	Customer Operations	Business as usual		30/03/2023
MSS P1.3	Working with community organisations to improve the coordination and communication of their services on an ongoing basis.	Continue ongoing work with the Financial Impact Action Group and the Cluster Network to improve coordination and communication between charities, funders and GoJ throughout 2023.	Community	CLS	Local Services	Business as usual		31/12/2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MSS P1.4 100 Day Plan Action 5	Supporting workers through increases in the minimum wage and taking actions to improve their rights in 2023.	Complete the Zero Hour Contract review in Q1 and take actions as required from Q2 onwards. Undertake investigation into statutory living wage and bring forward any necessary legislation by the end of 2023. Review minimum wage rates for 2024 and bring forward proposals in Q3 for approval in Q4. Seek approval for new employment rights for bereaved parents and establish a non statutory scheme to provide financial assistance by end of Q2. Undertake a post implementation review during Q4 of family friendly legislation during 2023. (CM 100 Day Action Plan Action 5)	Housing and Cost of Living	CABO	Policy	Pipeline project to be established		31/12/2023
MSS P1.5 100 Day Plan Action 15	Implementing a scheme to provide community access to period products for those who needs them in Jersey in 2023.	Develop a permanent scheme for community access to period products by the end of Q3 using data and feedback from the ongoing pilot scheme and recent public consultation. (CM 100 Day Action Plan Action 15)	Health and Wellbeing	CLS	Customer Operations	Project	PRO29233	31/10/2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MSS P2	Review the benefits and support available to adults with long term care needs and their carers:							
MSS P2.1	Evaluating the operation of the Long-Term Care Scheme and carers' benefits in 2023.	A review with MHSS will run through 2023 to investigate the homecare market and agree and implement a sustainable payment model. Evaluate the operation of the Long-Term Care Scheme in the first half of 2023.	Health and Wellbeing	CLS	Customer Operations	Pipeline project to be established		31/12/2023
MSS P2.2	Considering the support provided to people receiving care in their own home, their carers and younger adults in 2023.	A framework to provide interim support will be completed by the end of Q2 for clients selected for the pilot scheme. A transition plan to move to a permanent scheme will be developed by the end of 2023. Legislation will be in place in 2024.	Health and Wellbeing	CLS	Customer Operations	Pipeline project to be established		30/06/2024
MSS P2.3	Improving the communications and guidance provided to these customers and the community to improve understanding of the support available in 2023.	Review and improve the communications and guidance in Q1.	Health and Wellbeing	CLS	Customer Operations	Pipeline project to be established		31/03/2023
MSS P2.4	Working with the Minister for Health and Social Services to ensure that the practical support and services available for people receiving care and their carers are well aligned to their needs on an ongoing basis.	Work with the Minister for Health and Social Services to ensure that the practical support and services available for people receiving care and their carers are well aligned to their needs on an ongoing basis.	Health and Wellbeing	CLS	Customer Operations	Pipeline project to be established		31/12/2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MSS P3	Review our incapacity and health benefits to enable Islanders to stay in work and access the primary healthcare they need:							
MSS P3.1	Minimising the impact of health conditions on employees and self-employed people, including an update of benefit rules and setting up a new support service in 2023 and 2024.	Make legislative and operational changes to support the development of a new service to help workers with an ongoing health condition and their employers manage return to work plans, with a pilot service operational in Q3 2023. Begin work to update financial support for workers with long term health conditions with a view to introducing legislation in 2024. Investigate the feasibility of providing critical illness cover for self-employed people in Q4 2023/Q1 2024.	Health and Wellbeing	CLS	Customer Operations	Pipeline project to be established		31/03/2024
MSS P3.2	Working with the Minister for Health and Social Services to establish schemes to address women's health issues on an ongoing basis.	Support the Minister for Health and Social Services to establish schemes to address women's health issues on an ongoing basis.	Health and Wellbeing	CABO	Policy	Business as usual		31/12/2023
MSS P3.3	Reviewing the operation of the Health Access Scheme in 2023.	Consider the operation of the current scheme in Q1. Review scope of Health Access Scheme, including consulting with stakeholders in Q2.	Health and Wellbeing	CLS	Chief Officer	Business as usual		30/06/2023
MSS P3.4	Working with the Minister for Health and Social Services and the primary care sector to support the delivery of primary care services on an ongoing basis.	Monitor ongoing performance of GP contracts during the year and agree updates as needed for 2024 in Q4. Work with pharmacy contractors to extend their contractual framework during 2023. Support MHSS to develop a primary care strategy as part of the wider sustainable healthcare project with proposals lodged with the Assembly by the end of 2023.	Health and Wellbeing	CLS	Chief Officer	Business as usual		31/12/2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MSS P4 Developing schemes to improve financial wellbeing in old age and promoting the role of older people in government policy making:								
MSS P4.1	Developing a policy framework for an additional pension scheme and investigating possible long-term savings products on an ongoing basis.	Publish a policy framework for the development of an additional pension scheme and long-term savings options for launch before the end of 2025.	Ageing Population	CABO	Policy	Pipeline project to be established		31/12/2025
MSS P4.2 100 Day Plan Action 4	Working with the Chief Minister to establish an older persons living forum to ensure the views and needs of older people are reflected across government policies on an ongoing basis.	Support meetings of older persons living forum, ensuring an ongoing two-way dialogue is maintained.	Ageing Population	CLS	Local Services	Business as usual		31/12/2023
MSS P5 Conducting a review of our benefits landscape to ensure that benefits are well-targeted, modern and effective:								
MSS P5.1	Undertaking a high-level review across all benefit areas to identify areas where action is required in 2023.	Complete a high level evaluation of existing benefit areas by early 2023. Develop a work plan for the remainder of 2023 based on the outcome of the high level review.	Housing and Cost of Living	CABO	Policy	Business as usual		28/02/2023
MSS P5.2	Reviewing the impact of benefit rules on specific groups (e.g. seasonal workers, pensioners just above the income tax threshold) in 2023 and 2024.	In line with the outcomes of the high level review, identify and act on priority areas for review in 2023 with additional areas to be completed in 2024.	Economy and Skills	CABO	Policy	Pipeline project to be established		31/12/2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MSS P5.3	Taking into account of the major ongoing IT project to support benefit administration (Transform) in 2023 and 2024.	Ensure that the development of the Transform project fully reflects the outcomes of the high level benefit review and any actions required following subsequent detailed projects in respect of specific benefit issues or areas.	How we will deliver	CABO	Customer Operations	Business as usual		31/12/2023
MSS P6	Promote the Disability Strategy and Social Inclusion and Diversity policies:							
MSS P6.1	Continuing to implement the disability strategy on an ongoing basis.	Work with the advisory and stakeholder groups in Q1 to review disability strategic action plan and confirm priorities for 2023. Continue to enhance full participation of all stakeholders by providing alternative appropriate opportunities for individuals and groups with complex needs to engage in decision making processes in Q2. Complete a proposal to resolve challenges in accessing services and support for Deaf & Hard of Hearing community in Q1. Commence a 12-month pilot of community transport scheme in Q2. Complete analysis and recommendations for improving transition, through education into adulthood in Q3.	Community	CLS	Local Services	Business as usual		31/12/2023
MSS P6.2	Considering the accessibility of communications and guidance notes to ensure that government documents are fully accessible to people with a range of disabilities and are easy to understand in 2023.	Develop a new accessible GoJ communication standard by May 2023. Implementation will ensure all new comms meet the revised standards by September 23 and the top 10 web content issues are addressed by December 23.	Community	CLS	Local Services	Pipeline project to be established	GP20-CSP4-3-02	31/12/2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MSS P6.3	Seeking the views of the public on extending discrimination legislation to include religious belief in 2023.	Work with Statistics Jersey to identify and implement appropriate methodology for gathering the views of the public on extending discrimination legislation to include religious belief, through the Jersey Opinions and Lifestyle Survey, or by other means, by the end of 2023.	Community	CABO	Policy	Business as usual		31/12/2023
MSS P7	Ensuring the long-term sustainability of the Social Security funds:							
MSS P7.1	Completing actuarial reviews of each of the Social Security funds, taking account of new population projections, and taking action where needed in 2023 and 2024.	Oversee actuarial reviews of the three funds during Q1 and publish the results during Q2. Take action where needed in 2023 and 2024, taking account of overall funding pressures on future government revenues.	Economy and Skills	CABO	Policy	Business as usual		31/12/2023
MSS P7.2	Working with the Minister for Treasury and Resources to review the current investment strategies for each fund in 2023.	Work with the Minister for Treasury and Resources to review the current investment strategies for each fund in 2023.	Economy and Skills	CABO	Policy	Business as usual		31/12/2023
MSS P7.3	Confirming the reinstatement of the States Grant into the Social Security fund from 2024, in 2024.	Confirm the reinstatement of the States Grant into the Social Security Fund from 2024.	Economy and Skills	CABO	Policy	Business as usual		31/12/2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MSS P8	Review and enhance the ways Social Security contributions and benefits issues are communicated with the public:							
MSS P8.1	Initiating a review of standard letters and guidance notes to make sure they are easy to understand and address customer needs in 2023.	Set out a prioritised programme of work in January 2023 for delivery throughout 2023. Prioritised changes will be made with an improved tone of voice, be easier to understand and more accessible communications.	Community	CLS	Customer Service	Pipeline project to be established		31/12/2023
MSS P8.2	Ensuring that the IT systems used to administer contributions and benefits are designed around the needs of the customer in 2023 and 2024.	Our Transform programme will deliver significant changes to customer experience and processes, underpinned by a significant new IT investment. Detailed design and procurement activity will continue through 2023 with implementation commencing in 2024.	How we will deliver	CLS	Customer Operations	Programme	GP21-OI3-CAPITA	31/12/2025
MSS P8.3	Reviewing the use of digital, phone and face to face communications to ensure that Social Security contribution and benefit systems are operated efficiently and are easy to access for all customers on an ongoing basis.	Continue to make tactical changes to improve customer experience and processes during 2023, in parallel with our Transform programme.	Community	CLS	Customer Service	Business as usual		31/12/2023

Projects and Programmes

The Minister for Social Security is politically responsible for the following projects and programmes that had already commenced before 2023:

REF #	PROJECT NAME	LEAD DEPARTMENT	LEAD SERVICE	TYPE	SIZE	CURRENT STAGE	NEXT STAGE	NEXT STAGE DATE	END DATE
PRO29233	Free Period Products – Community Scheme Pilot	Customer and Local Services	CLS - Local Services	Project (Stand-Alone)	Local Initiative	Business Justification	Planning & Design	31/01/2023	30/08/2023
GP21-OI3-CAPITA	Transform (Systems Renewal Strategy)	Customer and Local Services	CLS - Customer Services	Programme	Strategic	Business Justification	Planning & Design	10/03/2023	31/12/2024
GP21-013-CAPITA	Transform – Service Redesign	Customer and Local Services	CLS - Customer Services	Project (in Programme)	Key	Business Justification	Planning & Design	31/01/2023	30/06/2023

Legislative Programme

The Minister for Social Security is directly responsible for the following legislative programme during 2023:

MINISTER	LEGISLATION	BRIEF DESCRIPTION	ESTIMATED LODGING PERIOD
Minister for Social Security	Community Costs Bonus (Jersey) Regulations 2020	New regulations and review of appropriate target groups, level and manner of payment	Q3 2023
Minister for Social Security	Employment (Jersey) Law 2003	Review into treatment of workers on zero-hour contracts. Separate legislation to provide statutory bereavement leave to parents following death of a child. Work on minimum and living wage policy	Q4 2023
Minister for Social Security	Long-Term Care (Jersey) Law 2012	Review of scheme providing benefits to adults who have long term care needs	Q2 2023
Minister for Social Security	Social Security (Jersey) Law 1974	Improving support for working age people with a health condition (STIA)	Q1 2023
Minister for Social Security	Income Support (Jersey) Law 2007	Review of the long-term care scheme, additional support may be provided for low-income households receiving care in their own homes	Q2 2023

Service Performance Measures

The performance measures listed below indicate how key services are performing. They will be published in [Jersey's Performance Framework](#), updated regularly, and will be used to identify where we need to improve so that appropriate action can be taken.

Please note that **Island Outcomes and Indicators** are published separately and updated regularly as part of the Jersey Performance Framework; of these, key indicators important to the delivery of the Common Strategic Policy 2023-26 (CSP) are also shown in the CSP annex.

LEAD SERVICE	PERFORMANCE MEASURES DESCRIPTION	DATA AVAILABILITY	REPORTING FREQUENCY	BASELINE (2022)	WHAT WE WANT TO ACHIEVE	INTERNATIONAL BENCHMARKING POSSIBLE
ALL CLS	Customer satisfaction rated very satisfied or satisfied (%)	pre Jan 2020	Quarterly	81.6%	80%	Yes
ALL CLS	Customer effort (scored 1 to 5)	Jan 2020 onwards	Quarterly	4.21 (84.2%)	4.0 (80%)	Yes
ALL CLS	Calls answered (%)	pre Jan 2020	Quarterly	95.9%	95%	Yes
Customer Operations	Job Starts achieved (%)	Jan 2021	Quarterly	46.9% of target 1,300 job starts	800 job starts	No
Customer Operations	Sustainability of permanent Job Starts > 6 months (%)	pre Jan 2020	Quarterly	80.7%	70%	Yes
Customer Operations	Income Support new claims set up within SLA (%)	pre Jan 2020	Quarterly	96.2%	95%	No
Customer Operations	Business Licensing – applications turned around within SLA (%)	pre Jan 2020	Quarterly	97.6% (Jan-Nov)	90%	No

Appendix 1

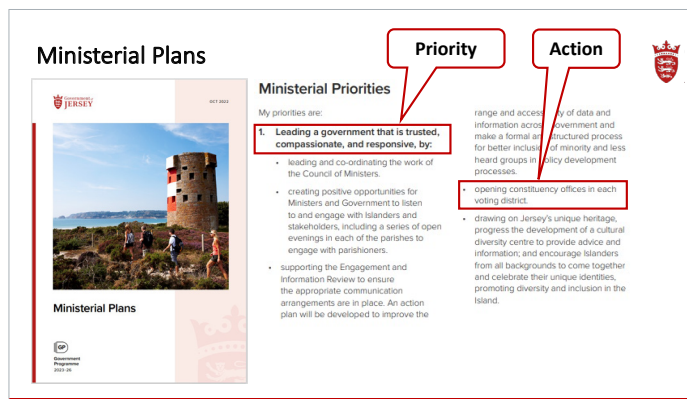
How to use the Delivery Plan tables

The Delivery Plan tables set out detailed information on what Ministers and Departments will do in 2023.

This guide is provided to help you to use and understand the information provided.

Ministerial Priorities

This table sets out the specific activity which will take place in 2023 to deliver the Priorities and Actions set out in the [Ministerial Plans](#).



A description of the information provided in the table is set out below:

COLUMN TITLE	EXPLANATION
ID	An identification number referring to the: Minister (i.e., CM for Chief Minister), Priority (i.e., CM P1) and Action (i.e. CM P1.1)
PRIORITY	The Priorities, as set out in the Ministerial Plans, are set out in a grey box under which the Actions are set out
ACTION	Describes the Action as set out in the Ministerial Plans
WHAT WE WILL DO IN 2023?	Describes the activity that will be completed in 2023 to deliver the Action.
CSP 2023	The Priority for Change set out in the Common Strategic Policy 23-26 that the Action contributes towards
LEAD DEPT	The Department responsible for delivering the activity

COLUMN TITLE	EXPLANATION
LEAD SERVICE	The Service or Directorate responsible for delivering the activity
TYPE	<ul style="list-style-type: none"> • Business as Usual - the activity will take place as part of the ordinary business of the Department • Pipeline to be established - the activity will take place by way of a new Project or Programme to be started in 2023 • Programme - the activity will take place as part of an existing Programme that started before 2023 (see REF # for link to the Programme on the Projects and Programmes Table) • Project - the activity will take place as part of an existing Project that started before 2023 (see REF # for link to the Project on the Projects and Programmes Table)
REF#	The reference number for existing Projects and Programmes that started before 2023. This reference can be used to link to the Project or Programme on the Projects and Programmes Table.
BY WHEN	<ul style="list-style-type: none"> • Date by which the Ministerial Action will be completed. • 'Ongoing' refers to Ministerial Actions which will continue to be delivered on an ongoing basis.

Projects and Programmes

This table contains information on Projects and Programmes that had already commenced prior to 2023.

The table sets out information on the stage the Project or Programme is currently at, the next stage it is expected to reach, when it is expected to reach that next stage and when the Project or Programme is expected to end.

During the year the table can be used to track whether Projects or Programmes are being delivered on time.

A description of the information provided in the table is set out below:

COLUMN TITLE	EXPLANATION
REF#	Reference Number assigned to the Project or Programme
PROJECT NAME	Name of the Project or Programme
LEAD DEPT	Department responsible for delivery of the Project or Programme
LEAD SERVICE	Service or Directorate responsible for delivery of the Project or Programme

COLUMN TITLE	EXPLANATION
TYPE	<p>The type of Project or Programme:</p> <ul style="list-style-type: none"> • Project - A project is defined as “a temporary organization that is created for the purpose of delivering one or more business products according to an agreed Business Case. Each Project will have agreed and unique objectives as well as its own project plan, budget, timescale, deliverables and tasks. Projects have an end and aren’t designed to last very long. The project manager ensures the project delivers the intended goal, within a defined timeframe and budget. • Programme - A Programme is a temporary arrangement, defined as a group of related projects managed in a coordinated way, to obtain outcomes and benefits and control not available from managing them individually. Programmes are usually long term, sometimes spanning years, and don’t have a fixed deadline. A programme is a framework of related projects aligned in a specific sequence. They have predictable and repeatable elements to minimise or even eliminate risks. Programmes deal with outcomes; projects deal with outputs. Programme management and project management are complementary approaches. During a programme lifecycle, projects are initiated, run and closed. Programmes provide an umbrella under which such projects can be coordinated. • Capital (Buildings) - The Capital (Building) Projects Delivery Framework is a continuation of the Project and Programme Delivery Frameworks and applies to all new builds, refurbishments and extensions to existing structures, external works as well as demolitions. • Capital (Infrastructure) – The Capital (Infrastructure) Project Delivery Framework is a standardised process for delivering successful engineering projects such as sewer & drainage repairs, road maintenance, supplying water, electricity & telecommunications etc. • Policy - The Policy Projects Delivery Framework provides a structured process covering how policy projects are started, managed, controlled, and delivered. It’s designed to improve policy delivery by helping project and/or policy managers address each element of the project at the right time and to the right level of detail for the size and complexity of their particular policy project.
SIZE	<p>The size of the Project or Programme:</p> <ul style="list-style-type: none"> • Key: A total estimated expenditure in excess of £250K OR in or involvement of other departments. Significant change to business as usual (BAU). • Local: A total estimated expenditure between £25K and £250K. No contributions from other departments. Minor change to business as usual (BAU). • Mini: The smallest of the project types it has a total estimated expenditure of less than £25K. No contributions from other departments. • Major: The largest of the project types is identified as a Major Project in the Government Plan. Total estimated expenditure of over £5 Million. Has a duration of more than 12 months. • Strategic: Projects which meet more than 2 of the below criteria will be considered strategic: <ul style="list-style-type: none"> • Strategic objective alignment is very high or high • Budget is in excess of £2 Million • High Complexity and • Community or Corporate level risk

COLUMN TITLE	EXPLANATION
CURRENT STAGE	<p>The stage the Project and Programme is currently at:</p> <ul style="list-style-type: none"> • Stage 0 – Pipeline: In this stage, the idea for a project is being formalised including the case for change, what will be delivered, who will be involved and how the project will realise its objectives. This stage produces the Strategic Outline Case which is the initial business case which will seek funding for either the full project or the next stage of the project. • Stage 1 – Business justification: In this stage, the project will be conducting discovery works, current state and feasibility assessments to understand what the various options are available to the project to deliver on its objectives. The project will conclude this stage by producing an Outline Business Case, which will set out the options considered along with the recommended option to take forward to the next stage. • Stage 2 – Planning and design: In this stage, the project will be carrying out detailed planning and design. This will include specifying the end product of the project, how will it look, work and what are the steps required to implement it, given constraints identified to date. The detailed planning in this stage will include task orientated schedule planning as well as the creation of other relevant plans such as communications plans and training plans, for example. At the end of this stage, the project will have a clear future state, detailed requirements and designs and a plan to execute the delivery. • Stage 3 – Delivery: In this stage, the project executes the designs and plans specified in the previous stage against the approved project plan. This stage will involve testing new processes and/or systems to ensure the end product of the project is fit for purpose. This stage concludes when the product produced as part of the project has been successfully implemented. • Stage 4 – Closure: When the project has been executed, the closure process begins. Before the project can be closed, a review is conducted to confirm it has delivered on its objectives and to identify lessons learned.
NEXT STAGE	The next stage the Project or Programme will reach (see above for Stage definitions)
NEXT STAGE DATE	The date that the Project or Programme is expected to reach the next stage
END DATE	The date on which the Project or Programme is expected to be completed

Legislative Programme

This table sets out the legislation that is expected to be lodged with the States Assembly during 2023. During the year it can be used to track whether legislation is being delivered on time.

A description of the information provided in the table is set out below:

COLUMN TITLE	EXPLANATION
MINISTER	The lead Minister for the legislation
LEGISLATION	The name or subject matter of the legislation
BRIEF DESCRIPTION	A brief description of the policy intent behind the legislation
ESTMATED LODGING DATE	The estimated date by which the legislation will be lodged with the States Assembly

Service Performance Measures

This table sets out the service performance measures for 2023 that will be used by services to monitor how key services are performing.

A description of the information provided in the table is set out below:

COLUMN TITLE	EXPLANATION
LEAD SERVICE	The public service that will use the service performance measure
PERFORMANCE MEASURES DESCRIPTION	A brief description of the service performance measure
DATA AVAILABILITY	Sets out whether the data is currently being collected, and if not, from when it will be collected
REPORTING FREQUENCY	How frequently the service performance measure data is available
BASELINE	What is the baseline for the service performance measure data
WHAT WE WANT TO ACHIEVE	The target for the service performance measure
INTERNATIONAL BENCHMARKING POSSIBLE	Whether it is possible to benchmark the service performance measure against other international comparators

