

Delivery Plan

Minister for Treasury and Resources

Deputy

Ian Gorst

Assistant Ministers

Deputy Elaine Millar;

Connétable Richard Vibert;

Deputy Steve Ahier



Introduction

The Minister for Treasury and Resources' priorities for 2023 were published in his [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 for Treasury and Resources' 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 for Treasury and Resources' 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 Treasury and Resources is politically accountable for the [Treasury and Exchequer](#). The [Cabinet Office](#), [Customer and Local Services](#) and [Department for the Economy](#) also deliver services, projects or programmes on behalf of the Minister for Treasury and Resources. Further information on these departments can be found using the links.

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 Treasury and Resources' published Ministerial Plan:

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MTR P1	Upholding customer service standards by:							
MTR P1.1	Ensuring that there are sufficient resources and effective processes in place within Revenue Jersey and the Finance Hub.	<p>Improve and maintain customer service standards to first meet and then exceed sector standard response times:</p> <ul style="list-style-type: none"> - Answering telephone calls within 8.5 minutes, and responding to written requests for help via a suite of online forms within 5 working days. - 80% of Personal Income tax returns received before 30 April will be assessed within 30 calendar days, and most returns received after 30 April will be assessed within 60 calendar days. - Continuing to develop the Revenue Jersey Customer Charter and improve levels of customer service. - Administer public service pension scheme benefits in 2023 that meet the customer service standards agreed with the governing bodies, increase the number of government services that customers can pay for via digital payment channels and roll-out the automated set up of direct debits by June 2023. 	Economy and Skills	Treasury and Exchequer	Revenue Jersey	Business as usual		Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MTR P1.2	Continuing to work on digital technologies to improve customer experience.	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.	Community	Treasury and Exchequer	Revenue Jersey	Business as usual		2024
MTR P1.3	Modernising the tax appeal process making it more open and transparent.	We will review and reform Jersey's tax-appeals process (the Commissioners of Appeal).	Economy and Skills	Treasury and Exchequer	Revenue Jersey	Business as usual		Q4 2023
MTR P1.4	Making ongoing improvements to the accessibility of public facing services.	We will continue to trial the Tax Community Helpdesk and deliver fully-functioning services at our main Helpdesk and by 'phone while continuing to develop and provide a wider suite of online services.	Economy and Skills	Treasury and Exchequer	Revenue Jersey	Business as usual		Q4 2023
MTR P1.5	Beginning to develop the digital strategy for Revenue Jersey customers following the Organisation for Economic Cooperation and Development (OECD) framework.	Develop the plan to create a 10 year Digital Strategy for Revenue customers following the OECD framework by end of 2023.	Economy and Skills	Treasury and Exchequer	Revenue Jersey	Business as usual		Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MTR P2	Continuing to transform the Treasury and Exchequer Department by:							
MTR P2.1	Embedding the integrated technology solution for Government (Connect) which will enable continuous improvement within commercial service and finance processes.	<p>Embedding the new system will be critical to:</p> <ul style="list-style-type: none"> - commercial and financial continuous process improvement. - align Finance Business Partnering service offer by implementing self-service functionality for budget holders enabling optimisation of resources and delivery to expectations. Complete transfer of transaction based tasks to either Business functions or Shared Services. - improved analytics, and the automation of reporting which will increase productivity and effectiveness for example reducing the time to produce P59 and P65 reports, increase data integrity by providing 'one source of the truth' and more robust coding and data entry; and reduce manual interventions and data cleansing. A suite of non-standard reports will be produced in Q1 (Corporate Financial Reporting) and Q2 (Other reports). - integration of contributions and Prior Year Basis frozen debt. <p><i>Continues onto next page...</i></p>	Economy and Skills	Treasury and Exchequer	Finance Hub and Commercial Services	Project	O14-01-(01)	Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
		<p><i>Continued...</i></p> <ul style="list-style-type: none"> - improve supplier and contract management including guided buying through delivery of 6 learning and awareness sessions, providing information on enhanced contract management capability via the Commercial Services intranet site, completing portfolio analysis across all Procurement categories, and moving from testing into pilot phase of supplier relationship development with no less than 3 suppliers by the end of 2023. - embedding Social Value across the organisation by refreshing the policy and strategy and continuing to deliver training across the organisation by the end of Q2 2023, and hosting the Social Value Community of Practise quarterly. - aligned classification of Government Spending in accordance with the United Nations Classification of the Functions of Government system within the Connect system. <p>Business readiness, process reviews and design of further future Connect system releases, including contract templates and contract management (Release 4) particularly in Commercial Services division.</p>						

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MTR P2.2	Continuing Revenue Jersey transformation, including ongoing enhancements to the Revenue Management System and the Future Digital Strategy.	<ul style="list-style-type: none"> - The collection of social security contributions (class 1 & 2) will change over to Revenue Jersey systems at the start of Q3 and - the Revenue Management System will be upgraded to Version 2 to enable this and to lay the foundations for online services. - systems work will be completed to meet the Island's obligations for reporting the Economic Substance of resident entities. - all systems work will be completed ready for the full move to Independent Taxation. 	Economy and Skills	Treasury and Exchequer	CLS Customer Operations & Revenue Jersey	Project		Q4 2023
MTR P3	Investigating and creating funding for community infrastructure by:							
MTR P3.1	Providing funding to support small scale investment in the charitable and voluntary sector infrastructure in furtherance of Government objectives.	<p>Research similar funding initiatives</p> <p>* A proposal to be prepared by end of Q3 2023 and launch in Q4</p>	Economy and Skills	Treasury and Exchequer	Strategic Finance	Pipeline project to be established		Q4 2023
MTR P3.2	Considering possible links to existing funds, funding arrangement, local foundations and/or charitable organisations.	<p>* A proposal to be prepared by end of Q3 2023 and launch in Q4</p>	Economy and Skills	Treasury and Exchequer	Strategic Finance	Pipeline project to be established		Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MTR P3.3	Creating a strategy for the administration and management of the 'fund'.	* A proposal to be prepared by end of Q3 2023 and launch in Q4	Economy and Skills	Treasury and Exchequer	Strategic Finance	Pipeline project to be established		Q4 2023
MTR P3.4	Developing clear guidance on management, oversight, and governance of any related delivery partnerships, including the most appropriate structure (e.g. operating through a Head of Expenditure or a separate States Fund).	* A proposal to be prepared by end of Q3 2023 and launch in Q4	Economy and Skills	Treasury and Exchequer	Strategic Finance	Pipeline project to be established		Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MTR P4 Providing finance and commercial support for the Our Hospital Project and other government projects by:								
MTR P4.1	Facilitating appropriate and affordable funding strategies for projects.	Provide financial and commercial advice and guidance to major Government project teams, including: <ul style="list-style-type: none"> - facilitating an appropriate and affordable funding strategy for the Our Hospital project. (for GP24) - facilitating an appropriate and affordable funding strategy for the climate emergency (for GP24) - support the review of sustainable health funding partnering with HCS and SPPP to develop options for the future funding of the Island's health and care service (for GP25) - support the review of the Social Security fund (including supplementation) (for GP24) - continued work on debt issuance and borrowing, including updating the Debt Strategy. 	Economy and Skills	Treasury and Exchequer	Strategic Finance, Treasury and Investment Management	Business as usual		Q4 2023
MTR P4.2	Providing financial and commercial advice and guidance to project teams.	Providing dedicated business partnering and procurement support to the Our Hospital Project to support and advise the Project Team, Senior Reporting Office and Political Oversight Group, to include: <ul style="list-style-type: none"> - Support to Business Case development, revisions and review - Procurement Strategy, planning and implementation - Governance advice to support financial stewardship - Regular reporting and monitoring support - Contract Management advice 	Economy and Skills	Treasury and Exchequer	Business Partnering, Commercial Services	Business as usual		Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MTR P5	Supporting the current housing situation in the Island by:							
MTR P5.1	Reviewing stamp duty.	In the current housing environment, the most targeted support for this Ministerial Priority in 2023 will be to consider, where possible, the impact of some of the key property related taxation measures in recent years in order to better inform future strategy. The review will include a focus on first time buyers. Industry engagement on technical stamp duty measures that need to be addressed in the law will also be undertaken.	Housing and Cost of Living	Treasury and Exchequer	Revenue Jersey	Business as usual		Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MTR P5.2	Investigating means of funding new housing developments and supporting affordable purchases especially for first time buyers.	<p>Working with the Minister for Housing and Communities to develop appropriate initiatives for islanders who require a level of financial assistance into home ownership.</p> <ul style="list-style-type: none"> - We will assess proposed options for funding future housing support and whether they should be directly led by Government or through States-owned entities (“SOE”). If the solution is to be provided by SOEs, completion will be demonstrated by publication of Ministerial Decisions. Should new schemes ultimately be Government-administered, this will be announced and advertised; - Ensuring strategic plans of States Owned Entities make meaningful contributions to Government initiatives, particularly housing; - Support the review of capacity and resources in the Strategic Housing function to ensure Government is able to deliver strong and sustained actions to tackle the housing crisis. 	Housing and Cost of Living	Treasury and Exchequer	Housing and Treasury and Investment Management	Business as usual		Q4 2023
MTR P6	Finalising and lodging the legislation for the final stage of independent taxation. This would see a move to mandatory independent taxation with an accompanying compensatory allowance by 2025 (if approved by the States Assembly):							
MTR P6	Finalising and lodging the legislation to complete the move to independent taxation by 2025.	We will lodge draft legislation to mandate Independent Taxation for the 2025 year of assessment.	Economy and Skills	Treasury and Exchequer	Revenue Jersey	Project	PRO 28288	Q1 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MTR P7	Maintaining and developing a strong regime for combatting financial crime in Jersey in line with international standards, best practice and the Island's long-term prosperity (to be delivered by Minister for External Relations and Financial Services)							
MTR P8	Preparing for and delivering the 2023/2024 MONEYVAL evaluation, which will assess Jersey against the Financial Action Task Force (FATF) international standards on anti-money laundering and countering terrorist financing (to be delivered by Minister for External Relations and Financial Services)							
MTR P9	Overseeing work on Pillars 1 & 2 - the Organisation for Economic Cooperation and Development (OECD) initiative to update international tax rules in light of the digitalising economy to ensure that Jersey aligns with international standards while supporting the Island's long-term prosperity.							
MTR P9	Monitoring OECD and international developments throughout 2023 in order to advise Ministers on options for Pillar 2 implementation. Implementing any Minimum Standard elements of Pillar 1 and Pillar 2 once agreed by the Inclusive Framework.	Implement any agreed minimum standards in Pillars 1 and 2 when these are formally agreed by the OECD. Monitor the global implementation of GLOBE in Pillar 2.	Economy and Skills	Treasury and Exchequer	Revenue Jersey	Programme	GP22-CSP3-1-10	Q4 2023
MTRF P10	Leading the delivery of the Financial Services Policy Framework, creating the environment required to enable the continued success of Jersey's financial services industry by facilitating its digital transformation, its continued compliance with global standards, and its transition into being a leading centre for sustainable finance (to be delivered by Minister for External Relations and Financial Services)							

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MTR P11	Reviewing the Government's insurance strategy by:							
MTR P11.1	Investigating the options for insurance against risks whilst maximising value for money, ensuring compliance with the Public Finances Manual.	Investigate the options for insurance to ensure that: <ul style="list-style-type: none"> - the Government has adequate insurance and other resources in place to mitigate the risks it is facing with regard to its activities; - sufficient budget is in place to provide insurance for all Government activity to reduce the likelihood for potential uninsured losses; - the Insurance Fund has sufficient resources to cover current and potential insurance claims in line with the recommendations of actuarial reviews. 	Economy and Skills	Treasury and Exchequer	Treasury and Investment Management	Project	GP22-OI14-5	Q2 2023
MTR P11.2	Preparing a detailed action plan linked to government risk appetite.	Create and commence implementation of a clear plan to establish the most efficient, appropriate and cost-effective insurance solution for the future.	Economy and Skills	Treasury and Exchequer	Treasury and Investment Management	Project	GP22-OI14-5	Q3 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MTR P12	Establishing a Value for Money Programme by:							
MTR P12.1	Providing appropriate governance, reporting and resourcing for the Value for Money Programme (VFM).	Establish and lead a Value For Money Programme with appropriate governance, reporting and resourcing. Create 3 strands of programme activity: <ul style="list-style-type: none"> (i) Cashable efficiency targets allocated to Departments with an agreed plan of delivery (including development of plans for 2024) (ii) Productivity Improvement Programme to be designed and launched (iii) Best Value Reviews designed and launched to review alignment of strategic priorities, resources and key deliverables/ outcomes. These reviews will be conducted with the support of multidisciplinary teams. 	Economy and Skills	Treasury and Exchequer	Finance Business Partnering, Analytics and Management Information	Pipeline project to be established		2026

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MTR P12.2	Providing financial and commercial advice and guidance to departments in the delivery of the Value for Money Programme (including savings, improved service effectiveness and better user outcomes).	<p>There will be a thematic focus each year for which additional support will be offered (in 2023 the departmental focus will be IHE, HCS and Technology applications, cross cutting themes will be consultancy and contingent labour). Additional support will be provided by Commercial Services and Finance Business Partners, other enabling functions may need to input or support e.g. P&CS. Outputs:</p> <ul style="list-style-type: none"> - Dept Focus (x3): Each department will have a detailed plan which will be agreed/ signed off by the respective AO. The aim is to produce a procurement and commissioning plan initially for 2023 but also across the medium term. - Benefits: clarity in spend plans, improved supply chain quality and resilience, improved VFM and clarity on savings and route to delivery. - Cross-cutting themes: consultancy, agency and other contingent labour costs. <p>(a) Deep dive review to be conducted alongside the departmental workforce plans for 2023, supported by P&CS, with the aim of reducing contingent labour costs. (b) Where contingent labour is required CS will support the procurement and negotiations to ensure good VFM on rates. (c) Review of current approval processes to ensure requests are robust and appropriate review and challenge at approval stage.</p>	How we will deliver	Treasury and Exchequer	Finance Business Partnering, Analytics and Management Information	Pipeline project to be established		Ongoing programme throughout the years of the Government Plan

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MTR P13	Developing the governance arrangements for Arm's Length Bodies (ALB) (which includes arm's length organisations (ALOs), States-owned entities (SOEs) and other entities) by:							
MTR P13.1	Providing Ministerial leadership of relationships with Arm's Length Bodies, ensuring good value for money of these relationships.	As part of the Arm's Length Bodies Oversight Board programme of work, we will develop a terms of reference and establish a political oversight group for Arm's Length Bodies, by the end of Q1 2023.	Economy and Skills	Cabinet Office	Cabinet Office	Business as usual		Q1 2023
MTR P13.2	Providing clear guidance to enable Arm's Length Bodies to contribute and evidence contribution to Government priorities.	The Cabinet Office, Treasury and Exchequer and Department for the Economy, in partnership with other departments, are leading a cross-government initiative to ensure that our Arm's Length Bodies are kept informed of economic strategy, work with us to develop a consistent approach to best practice governance of Arm's Length Bodies, including standardised approaches and guidance on various aspects of ALB management by GoJ, such as policies on remuneration, appointments and compliance with the Public Finances Manual. We will work to ensure appropriate arrangements are in place to monitor the performance of Arm's Length Bodies and review arrangements for annual reporting, to promote transparency about how public money is spent, and strengthen partnership working and culture based on a shared vision. This will address many of the Comptroller and Auditor General's recommendations with respect to how the Government manages its relationships with Arm's Length Bodies. <i>Continues onto next page...</i>	Economy and Skills	Cabinet Office	Cabinet Office	Business as usual		Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
		<p><i>Continued...</i></p> <p>We will modernise the Articles of Association for each SOE to ensure they are aligned with the most recent corporate legislation and governance requirements. We will also review the structure of how shares in each SOE are held and implement changes that reflect modern governance standards by Q4 2023.</p>						
MTR P14	Infrastructure funding:							
MTR P14.1	Assessing and creating a local infrastructure pool within the Common Investment Fund for investment in income generating local infrastructure.	<p>Review options for investing in local infrastructure through the Common Investment Fund (CIF) and produce a recommendation to progress, supported by independent advice from the Treasury Advisory Panel with transparency through the publication of an updated Investment Strategy document once a solution has been finalised by the end of 2023.</p> <p>Continued support on options for financing the development of the new office headquarters.</p>	Economy and Skills	Treasury and Exchequer	Treasury & Investment Management	Business as usual		Q3 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
Departmental	People development and Integration - We will seek to enhance our people's capabilities and competencies and to discover any structural synergies within our three divisions (Revenue Jersey, Finance and Commercial Services) that could improve our work and services.	<ul style="list-style-type: none"> - Full integration of Finance and Commercial Services teams, enhancing synergies and ways of working, resulting in an efficient organisational structure by Q4 2023. - deliver the actions set out in the 2023 T&E Strategic Workforce Plan, including succession planning, analysing the T&E Be Heard Survey results for 2023 and adjusting the Plan to encompass any actions by the following quarter. - launch the Jersey Professional Tax Qualification by 31 March 2023. - launch the Commercial Genius Programme - conducting a pilot in Commercial Services during Q2 2023 and roll out to the rest of government during Q3 2023. - continue to develop recruitment and retention plans for Finance Business Partnering and Analytics team. Commence "grow our own" approach in A&MI to address labour market challenges for this skill set during 2023. - roll out anti-fraud and corruption training by Q4 2023. 	How we will deliver	Treasury and Exchequer	All Divisions	Programme		Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
Departmental	<p>Introduce the administrative arrangements required to support the new Economic Substance legislation for partnerships.</p> <p>Streamline the tax administration of partnerships.</p>	Complete the final administrative measures - project effectively completed in 2022. Ensure that all partnerships have been imported into RMS and TrustCos have registered in time for filing late 2023.	Economy and Skills	Treasury and Exchequer	Revenue Jersey	Project	PRO 28765	Q3 2023
Departmental	<p>Optimising the tax system. Reducing fraud and non-compliance in the tax system.</p> <p>Continue to improve compliance with the tax system which will raise revenue.</p>	Conduct the annual Compliance Programme to identify and reduce error and fraud in the tax system by the end of 2023, as measured by the related compliance yield set out in the Government Plan.	Economy and Skills	Treasury and Exchequer	Revenue Jersey	Business as usual		Q4 2023
Departmental	Improved operational outputs across Treasury and Exchequer. Seeking to improve operational outputs across Treasury's business as usual projects.	<p>Improved operational outputs:</p> <ul style="list-style-type: none"> - 2022 Annual Report and Accounts (accounting standards updates for leases and consolidation of States-owned Entities) - deliver the triennial actuarial valuation of States pension funds by the statutory deadlines – dealing with any implications - provide support to integrated Performance and Financial Reporting; and a Data and Analytics Strategy 	How we will deliver	Treasury and Exchequer	All Divisions	Business as usual		Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
Departmental	<p>Improved operational outputs across Treasury and Exchequer. Seeking to improve our ways of working, including the roll out of new processes supported by our new integrated technology solution (Connect).</p> <p>Supporting and upskilling the rest of Government via training in finance and commercial procedures and provision of financial and commercial governance frameworks to aid compliance and effectiveness.</p>	<p>Improved effectiveness, including:</p> <ul style="list-style-type: none"> - focus on delivery of Connect phases and delivering benefits from improved technology - updates to the Public Finances Manual per the rolling review programme, internal consultation and Ministerial approval sought - updates to the Procurement Best Practice guidance by Q2 2023 - progress work on anti-fraud and anti-corruption across Government, gaining approval for an anti-fraud and corruption policy and strategy by ELT and COM, development and delivery of training and awareness sessions, regular (at least quarterly meetings of cross-departmental anti-fraud and corruption group and design of first annual fraud and corruption report to Risk and Audit Committee by end of 2023 - review of the long-term sustainability of the Jersey Teachers' Superannuation Fund (JTSF) by October 2023 - finalise a recommendation for the ongoing management of Charitable Funds - complete Finance Business Partnering service offer and Service Measures and agree these with the departments we support 	How we will deliver	Treasury and Exchequer	All Divisions	Business as usual		Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
Departmental	Improved strategic financial planning. Seeking to improve strategic financial planning and the creation of an affordable and deliverable longer term capital plan and financing strategy.	<p>* Prepare the financial elements of the next Government Plan (24-27):</p> <ul style="list-style-type: none"> - review the operation of the Government Plan process to consider whether changes could be made to provide more certainty and financial discipline (including Annual Delivery Plans and Budgets, Medium Term Financial Plans and the current Government Plan Process) by the end of 2023. - publish an initial 25-year outlook for project investment by 2024, centred on the requirements of the Island and new Government priorities. - developments in estates management and enterprise asset management will support this project, as will the planned condition survey of the States Estate to assess the current level of replacement and maintenance costs. - cash flow forecasting and management- with the implementation of Connect we will update our cash flow forecasting model to ensure we benefit from the data available. Our margin of error in cash flow forecasting will reduce as a result. 	How we will deliver	Treasury and Exchequer	All Divisions	Project	PRO 28919	Q4 2023

Projects and Programmes

The Minister for Treasury and Resources 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
OI4-01(01)	Finance Transformation	Treasury and Exchequer	T&E - Strategic Finance	Programme	Key	Transition (Embed Outcomes)	Programme Closure	01/12/2023	31/12/2023
PRO28671	Combined Employer Return	Treasury and Exchequer	T&E - Comptroller of Revenue	Project (in Programme)	Key	Delivery	Closure	28/02/2023	31/03/2023
PRO27710	RMS Online Services	Treasury and Exchequer	T&E - Revenue Jersey	Project (in Programme)	Key	Delivery	Closure	30/09/2023	30/07/2023
PRO28765	Economic Substance for Partnerships	Treasury and Exchequer	CLS - Customer Services	Project (in Programme)	Key	Planning & Design	Delivery	30/01/2023	30/01/2024
GP21-OI3-15	Commercial Services Redesign - (Phase 2)	Treasury and Exchequer	T&E - Commercial Services	Project (Stand-Alone)	Key	Delivery	Closure	29/12/2023	31/12/2024
PRO26783	Re-balancing Government Finances	Treasury and Exchequer	T&E - Finance Business Partnering & Analytics	Project (Stand-Alone)	Strategic	Delivery	Closure	31/12/2022	31/12/2024
PRO28288	Personal Income Tax Reform - IndTax	Treasury and Exchequer	T&E - Revenue Jersey	Project (in Programme)	Key	Delivery	Closure	31/12/2024	28/02/2025
GP20-OI3-01	Building Revenue Jersey	Treasury and Exchequer	T&E - Revenue Jersey	Programme	Strategic	Implementation	Transition (Embed Outcomes)	31/12/2024	31/12/2025

REF #	PROJECT NAME	LEAD DEPARTMENT	LEAD SERVICE	TYPE	SIZE	CURRENT STAGE	NEXT STAGE	NEXT STAGE DATE	END DATE
PRO26695	Integrated Financial and Performance Reporting (FT)	Treasury and Exchequer	T&E - Strategic Finance	Project (in Programme)	Key	On Hold			
PRO27494	Residency Review	Treasury and Exchequer	T&E - Comptroller of Revenue	Project (in Programme)	Key	On Hold			
PRO28250	Debt and Income Collection	Treasury and Exchequer	T&E - Strategic Finance	Project (in Programme)	Key	On Hold			
PRO28919	Long Term Capital Planning	Treasury and Exchequer	T&E - Strategic Finance	Project (Stand-Alone)	Key	On Hold			

Legislative Programme

The Minister for Treasury and Resources is directly responsible for the following legislative programme during 2023:

MINISTER	LEGISLATION	BRIEF DESCRIPTION	ESTIMATED LODGING PERIOD
Treasury and Resources	Limited Liability Companies (LLCs)	Power to elect to form a limited liability company which is a body corporate	Lodged Q4 2022
Treasury and Resources	Consumer Lending	Introduce consumer lending regulatory regime	Q4 2023
Treasury and Resources	Pensions Regulation - Ombudsman	Widening remit of Financial Services Legislation to include complaints in relation to Jersey tax approved occupational pension schemes	Q1 2023
Treasury and Resources	Finance (Budget 2024) (Jersey) Law	Implementation of tax proposals outlined in the Gov plan 2024-2027	Q4 2023
Treasury and Resources	Income Tax (Amendment - Stage 2 of Independent Taxation) (Jersey) Law 202-	Final phase of independent taxation including compulsory allowance and requirements for mandatory independent taxation	Q1 2023
Treasury and Resources	OECD International tax agenda	Implementation of Jersey's commitment to the OECD's two-pillar initiative on tax issues arising from digitalising economy	Monitoring external events during 2023 to determine whether legislation will be lodged and, if so, when.
Treasury and Resources	Assistance in Collection	Implementing Jersey's commitment to provide assistance to the UK in collection of tax debts	Monitoring external events during 2023 to determine whether legislation will be lodged and, if so, when.
Treasury and Resources	Common Reporting Standard Amendment Regulations	Improving administration of CRS and FATCA	Monitoring external events during 2023 to determine whether legislation will be lodged and, if so, when.

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	WHAT WE WANT TO ACHIEVE	INTERNATIONAL BENCHMARKING POSSIBLE
Treasury & Exchequer	% of Treasury and Exchequer C&AG, PAC and Scrutiny recommendations outstanding at the start of the year, with a target date in year, implemented during the year	2021	Quarterly	50%	50%	No
Finance Hub	% of invoiced debt recovered within 90 days	2019	Quarterly	93%	90%	No
Finance Hub	% suppliers paid within an average of 30 days and average number of days	2019	Quarterly	83%	80%	No
Finance Hub	% of Income received via digital channels	2019	Quarterly	90%	90%	No
Finance Hub	% of invoices paid electronically	2019	Quarterly	98%	99%	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	Increase	No

LEAD SERVICE	PERFORMANCE MEASURES 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) - 3 year performance	2018	Quarterly	Baseline Q4 2020: 0.8% above benchmark	Maintain	Yes
Revenue Jersey	Cost to collect £1 of revenue	2020`	Annually	2020: 0.7 pence	Decrease	No
Revenue Jersey	% of personal tax returns completed online	2020	Annually	2020: 30% 2021: 42%	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	No
Revenue Jersey	Personal tax returns - % assessed within 30 days (year to date)	2021	Quarterly	78%	80%	No

Appendix 1

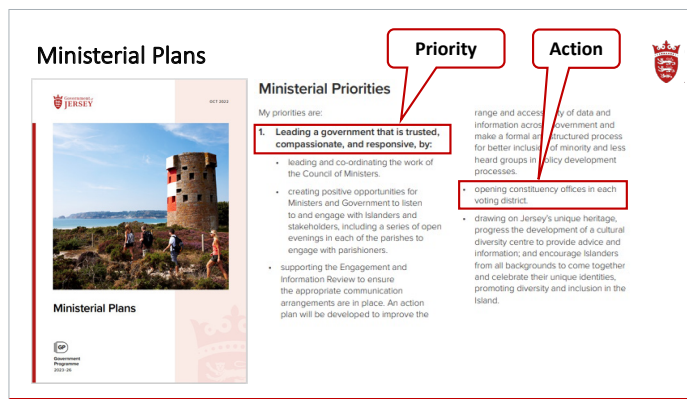
How to use the Delivery Plan tables

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

