

Business Plan
Treasury and Exchequer



Contents

Foreword	3
Department overview	6
Objectives for 2020	10
Key Projects and Service Improvements planned for 2020 - 2023	13
Operating context	18
Engaging islanders and local communities	28
Delivery assurance and reporting controls	30
Measuring progress against deliverables planned for 2020	33
Key Performance Indicators (KPI) – Monitoring service performance	43

Foreword

2019 has been a year of unprecedented transformation across the whole of Treasury & Exchequer. In the coming year we will build upon these foundations to leap forward in delivering effective, efficient and insightful services to our customers.

The Revenue Modernisation Programme, picked up in earnest in 2019, culminating in our new system going live, replacing the 35-year-old system. This marked a significant milestone, with the promise of phasing out of manual processes, bringing our practices into the current and next decade and the offer of digital access by our customers, with on-line filing in 2020.

We brought together 6 finance functions, creating a single, unified finance team working for the whole of government and the Island. The investment to date has provided us with a structure for the organisation and roles which will enable us to provide value adding and forward looking strategic and operational advice to Ministers, senior leadership and budget holders.

In 2020 we build upon this year's significant improvement to the timeliness and quality of financial reporting both internally and to Islanders, working closely with colleagues in spending departments to provide greater clarity as to what government aims to achieve with its spending plans and then monitoring and reporting the progress we do make.

The second Government Plan will build upon the first linking the outcomes we are aiming to achieve with the investment plans being put forward for approval and providing the level and quality of detail appropriate for the public to understand those plans.

The pace of change and the achievements to date in overhauling the financial governance framework, with a new Public Finance Law and accompanying Public Finance Manual will continue with the work to automate and rationalise our inconsistent and varied manual processes and financial control.

Improving governance and decision making will be a theme for 2020 working to transform risk management across government. Introducing a consistent and rigorous business case framework specialist team will provide a robust platform for decision making going forward, improving the governance and stewardship of Government's finances.



Richard Bell
Director General

Sustainability is fundamental to the financial strategy of the government and it is essential that we make the most of our strong balance sheet in providing more innovative solutions to meet the need to enhance our Island's infrastructure. We will develop a strategy to ensure not only that the Island's infrastructure is renewed but also to enable much needed investment in projects such as the new Hospital, the future of Fort Regent, Office accommodation and housing.

In September 2019, the Comptroller and Auditor General's latest report on Financial Management, reported on the success and pace of the finance transformation to date, but also confirmed that there is much still to do, and that further investment would be required.

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

This on-going transformation is backed by Ministers with not inconsiderable and much needed investment, proposed in the Government Plan. With this investment comes a real sense of responsibility to deliver against our aims, as well as excitement at the opportunity to do so.

Working with Modernisation and Digital, the implementation of two new key systems within finance and Revenue Jersey, as well as developments in robotics and process automation, will revolutionise the way we work, bringing efficiencies and better services.

The Department plays a wide role in government, in policy making and enhancing the reputation of the Island.

Officers within the International Tax team are a critical part of ongoing successful interactions with international standard setters. By being a world-class tax administration, we aim to protect economic stability by maintaining international confidence in Jersey as a tax transparent jurisdiction.

The need to review the personal tax system has led to extensive consultation and information gathering to enable Ministers to make evidence based and well-informed decisions as to how best address the anachronistic features of the current system and deliver a system appropriate for modern times.

Domestic tax policy development is also at the heart of designing, with experts across the government, the means to fund carbon neutrality whilst also encouraging behaviours that reduce people's own carbon footprint.

It is important to ensure that taxpayers' money is used wisely and outcomes for islanders are delivered. To this end we will continue to roll out a rigorous business case and options appraisal model across the organisation, recording and tracking efficiencies and monitoring benefits to ensure they are realised and that real outcomes for islanders are delivered.

Linked to the continued drive for efficient services, we will bring forward zero based budgeting, to enable departments and Ministers to assess and understand the costs of what government already delivers and to challenge whether those services continue to contribute to the Island's priorities and aims.

At the heart of our organisation and its success are the people who work tirelessly to deliver services to our customers and Islanders. With the Senior Leadership Team, I thank our colleagues for their patience and dedication through what have been difficult times during this first phase of transformation.

We intend to reward their dedication and perseverance by investing in them and the development of their skills. Our vision is for a career in public sector finance to be an attractive and rewarding choice for Islanders.

Hot on the heels of rolling out a revitalised trainee scheme, we will be offering colleagues better opportunities for training and career planning so they feel supported and encouraged to progress, enabling us to “grow our own” capability and provide rewarding and fulfilling careers for our team.

We will encourage our team to take up the wider leadership, change and management training on offer, recognising that transformation will be maximised by working seamlessly across departments as a single organisation.

On a personal note, I am deeply proud of what my colleagues in Treasury & Exchequer have achieved in the past year and grateful for the support and backing given to us by the ministerial team and across government to truly transform the service we provide and outcomes for the Island.



Richard Bell
Director General

Department Overview

Department: Treasury and Exchequer

Services covered: Strategic Finance, Performance, Accounting and Reporting, Treasury and Investment Management, Risk and Audit, and Revenue Jersey

Director General: Richard Bell

Minister(s): Minister for Treasury and Resources

Purpose, responsibilities and functions of the department

Purpose

Provide long-term financial planning, rigorous prioritisation of investment decisions and ensure the financial stability of the Government.

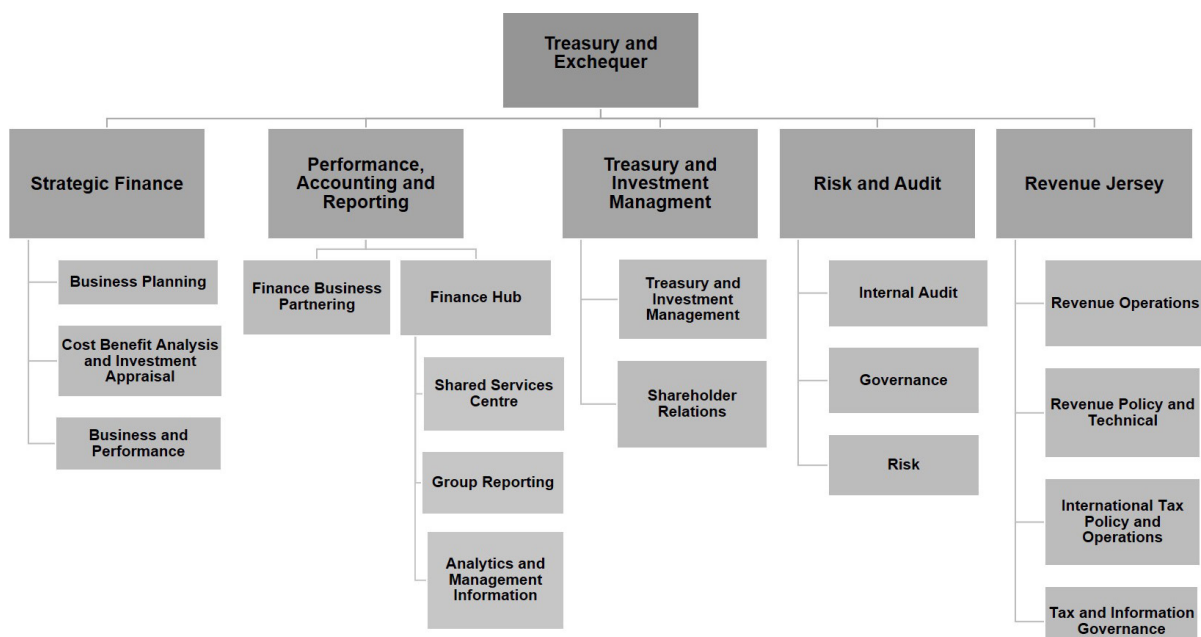
Provide financial management, accounting, reporting and compliance, to ensure the stewardship of the public finances

Administer the financial assets and holdings of the Government and undertake the Government's role as a shareholder to partner organisations.

Evaluate and improve the effectiveness of risk management, controls and governance processes.

Collect Government revenues and assure compliance with revenue laws and regulations.

Develop and administer Jersey's tax system and Jersey's international tax-treaty obligations for the exchange of tax information.



Structure

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

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

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

The Business and Performance team leads our work to improve the efficiency, effectiveness and financial control within our financial processes. The team is responsible for putting in place plans, developing our team to ensure we have the right mix of skills and qualifications, creating Finance professionals for the future equipped with the right tools to perform their role to the highest standard.

Performance, Accounting and Reporting is responsible for all financial reporting and providing expert advice and support to departments.

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

The Finance Hub is the home of the operational engine room of management

and financial accounting. The Finance Hub will drive the modernisation of finance, leveraging new technologies, systems and leading practice to improve and standardise financial processes, leading to greater efficiency and effectiveness of services provided for both internal and our external customers and suppliers.

- **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 tax payers' funds have been used to provide services and deliver outcomes.
- **The Analytics and Management Information** team provides standardised, consistent, timely and insightful reporting to stakeholders across the whole of Government, leveraging the financial data available to provide insights into performance, modelling and forecasting.
- **The Shared Services** team provides the core services of the finance function's transactional activity from Accounts Payable & Income Collection to Finance Processing, Debt Management, Pension Fund Administration. It provides services to internal stakeholders and direct to a diverse range of customers from suppliers to pensioners.

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

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

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

Risk and Audit facilitates the assessment and management of the risks which might significantly or adversely impact upon the organisation's objectives. The Risk and Audit team combines internal audit and government-wide risk activities and aligns these with a clearly communicated framework for financial governance.

- **Risk management** is a strategically important team for the Government of Jersey which is developing, embedding and monitoring an enterprise-wide risk management framework.
- **Internal Audit** provides challenge, insight and confidence to Officers and Ministers on the control and risk environment, by conducting risk -based audits in accordance with professional standards.
- **Financial Governance** focuses on formal rules and regulations, and their communication, continuous maintenance and review. The team is responsible for the management of the Public Finances Law and the Public Finances Manual, which is at the heart of the financial governance framework.

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 the international stage. Specialists provide deep insight in both domestic and international tax matters and provide technical support for complex investigations and tax rulings.

The Tax and Information Governance team develop and deliver a broad comprehensive programme of bespoke training for Revenue Jersey, partnering with other government departments, revenue authorities and professional bodies. It also ensures we meet all governance requirements, from data protection to programme management.

Service Users and Projected Demand for Services

The new target operating model for Treasury and Exchequer transforms the department and shifts the balance of activities to those which provide insightful support to decision makers across government and reporting to Islanders. This is a shift away from a manual, paper based, transactional, backward looking and resource hungry model into one which adds value through being customer focussed, digitally enabled, risk informed and forward looking.

Dedicated finance business partners act as ambassadors for finance across all departments and translate complex financial information for our stakeholders. The centralised Shared Services function provide financial processing services to the entirety of the Government. Treasury and Exchequer staff utilise a broad range of knowledge to provide users with expert support in achieving their objectives, considering both the long 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 demands on Treasury and Exchequer teams are expected to increase as the organisation matures and evolves. 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 efficiency programme included in the Government Plan focuses a heavy reliance on finance colleagues to support our customers in finding, recording and reporting efficiencies as well as providing expertise to unlock them, for example through zero based budgeting.

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

Each year, Revenue Jersey oversees tax returns from around 46,000 corporate taxpayers and around 50,000 personal taxpayers; and actively exchanges information with around 100 tax administrations. The shared services team processes around 196,000 supplier invoices paying over £480 million on behalf of departments, raises around 42,000 invoices totalling around £50 million to users of Government services, processes around 39,000 cheques (over £80 million) received for payment of tax, social security and invoices, and allocates around 55,000 payments (over £400 million) made direct into Government bank accounts by our customers, taxpayers and service users.

The Pensions team provides around 1700 benefit calculations for active and deferred members of the Public Employees' Pension Fund each year, around 2000 quotations to active members and around 200 transfers out to other pension schemes for former employees. The Pensions Team administer the payment of pension benefits for 6,200 former employees paying pensions totalling over £100 million per annum.

Objectives for 2020

Mission Statement

The Treasury and Exchequer Mission Statement

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

The Treasury and Exchequer Vision

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 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 and benefits 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.

Objectives for 2020

The Treasury and Exchequer objectives for 2020 have been developed to reflect the Common Strategic Policy priority of Modernising Government by supporting sustainable long-term public finances. These are summarised below:

Long Term Financial Sustainability

We will look strategically across all functions of the Government, managing our finances as One Government to provide the best value for money for islanders.

Working with colleagues in Strategic Policy, Performance and Population (SPPP) we will provide an integrated and improved Government Plan and business planning process, with clear links from strategic priorities through to policies, performance, outcomes and finances. This will allow Islanders, Ministers, and colleagues in Government to understand how the Common Strategic Policy priorities set out by the Council of Ministers following islanders' views in the Future Jersey document have been translated into action and measurable outcomes which really make a difference to our island.

We will have improved forecasting and scenario planning across all Government income and expenditure in both the medium and longer term to allow informed decision making.

We will get the best value out of the funds we invest and implementing the best funding strategies for investment in the island's assets such as how best to fund a new school.

Revenue Collection

We will support Ministers to develop a tax system that supports Government's priorities; secures economic growth and financial stability; and which pays for our public services.

We will continue to create international confidence in Jersey as a tax transparent jurisdiction and ensure we meet and maintain all our international obligations.

We will ensure representation by Jersey in international tax forums and ensure Jersey meets the highest standards in reviews by external bodies such as the Organisation for Economic Cooperation and Development (OECD).

We will continue the review of our revenue generation strategies (Fiscal Strategy) and sustain and enhance our tax policy development capabilities.

We will implement a domestic tax compliance programme and effect agreed actions emerging from the personal tax review to modernise the Island's personal income tax system, addressing the anachronistic tax treatment of married women and people in same sex relationships.

Taxpayers' money is used wisely

We will be transparent in our financial reporting, providing clear and timely information to islanders on how public money has been used and allowing them to hold us to account.

We will implement faster and better-quality closedown of the Government's annual report and accounts, allowing for more timely reporting, improved financial management, and to enabling finance staff to turn their focus to continuous improvement and the year ahead sooner.

Government colleagues will have a clear understanding of what is being spent and why, with a distinction between "business as usual" service delivery and change projects.

We will work across Government to ensure a true understanding of what drives costs, allowing budgets to be built on data rather than simply rolled forwards or allocated to those that are more insistent.

We will work with the Corporate Portfolio Management Office (CPMO) to track not only the financial performance of 'major' projects, but to hold Government to account for delivering and realising benefits.

We will conduct benchmarking to link the performance of our services to finances, and drive efficiencies within Government and improvements for islanders.

We will track efficiencies robustly, monitor the benefits to ensure they are realised and that the real outcomes for islanders are understood.

Financial implications of decisions are understood

We will work with colleagues in SPPP to ensure policy options are properly costed, prioritised, and benefits clearly described.

We will improve the quality of business cases and ensure that they are used to inform investment decision-making to maximise the value delivered to Islanders.

We will act as a link between all departments ensuring decision making is joined up across Government, utilising improvements in financial and non-financial analysis and reporting to provide better information which informs decision making.

We will provide training to improve financial management skills across Government and ensure clear accountability for financial decision making.

We will provide training and clear career pathways for all Treasury and Exchequer

staff to ensure we have the skills required to be a finance function of the future and an employer of choice for finance professionals on island.

We will ensure strategic risks are being managed in line with best practice by developing, embedding and monitoring an enterprise-wide risk management framework, which enables an Internal Audit strategy that is aligned with Government's goals.

An efficient and effective customer-focused department

We will continue our transformation, embedding our new structure and using process improvement and new technologies including automation and robotics to make the department more efficient. This will allow us to shift our focus outside of our own department to our customers and islanders and to value adding activities rather than processing transactions.

We will foster a culture of continuous process improvement and performance monitoring, ensuring accountability for performance delivery.

We will embrace our new single finance function and the opportunities it provides to encourage transformation, innovation and culture change across the organisation.

We will prepare for the implementation of an Integrated Technology Solution to replace outdated and standalone systems across the organisation by standardising, automating and improving processes and controls, and embracing new technologies.

We will continue to develop the new Revenue Management System which will over the next four years see the delivery of Online Services with Online Filing capability for personal taxpayers offered from 2020.

We will raise the bar in our customer service, improving the reputation of Government.

Key Projects and Service Improvements planned for 2020 – 2023

During 2020-23 we will work towards securing improved financial management, income collection and decision-making, via the following Key Projects and Service Improvements:

Long Term Financial Sustainability

Implement Funding Strategies for Infrastructure Investment 01/01/2020-31/12/2020

In particular we will produce a business case for an Infrastructure Fund which will consider a number of issues including funding options and potential investment proposals, evaluation criteria, the economic impact and risk of options and governance arrangements. Following this work, funding strategies will be agreed and implemented to enable Government to achieve its objectives.

**Develop different taxation strategies to help deliver carbon neutrality
01/01/2020-31/12/2021**

Subject to the outcome of relevant environmental policy reviews, alternative taxation strategies will be considered which incentivise “climate-friendly” behaviours; dis-incentivise carbon pollution; and which may fund the costs of meeting our goal to be carbon neutral by 2030. Once strategies have been agreed the Treasury and Exchequer will work with the relevant departments to implement these levers. The cost of Carbon Neutrality by 2030 is not known and that needs to be worked up and funding options explored.

**Improve the Government Plan
01/01/2020-30/06/2020**

Working with colleagues in Strategic Policy, Performance and Population (SPPP) we will build on and enhance the Government Plan (considering variance analysis, progress on initiatives provided in the Plan, examine areas we receive feedback on) to deliver improvements to the Government Plan for 2021 and business planning process. This is to ensure that longer-term objectives are aligned with resource and investment and provide outcomes which really make a difference to our island.

**Improve governance and working relationships with Subsidiaries
01/01/2020-31/12/2021**

There will be continuous improvement of the governance and working relationships between the Government of Jersey and subsidiary companies to maximise value within the context of those organisations’ contributions to the development of the local economy.

Revenue Collection**Integrate social-security contributions into the personal-tax system
01/01/2020-31/12/2020**

Integrate the collection of social-security contributions into the personal-tax system to have unified reporting of payment of personal taxes and contributions.

**Effective compliance programme
01/01/2020-30/06/2020**

Develop, implement and deliver an effective compliance programme to continue to create international confidence in Jersey as a tax transparent jurisdiction and ensure we meet and maintain all our international obligations and achieve the highest standards in reviews by external bodies such as the Organisation for Economic Cooperation and Development (OECD).

**Risk based compliance
01/01/2020-31/12/2020**

Develop risk-based compliance activity to deliver additional revenues which will support Government’s priorities; secure economic growth and financial stability; and pay for our public services.

Revenue Jersey Operating Model

01/01/2022-31/12/2022

Further develop the Revenue Jersey operating model, by assuming responsibility for further income streams, with possible integration of domestic excise duties (impôts) into the Revenue Management System to achieve the benefits of a holistic revenue collection function.

Taxpayers' money is used wisely**Integrated financial and performance reporting****01/01/2020-31/12/2021**

Treasury and Exchequer will work collaboratively with colleagues across Government to integrate financial and performance reporting and set standards in terms of how we organise our data and what tools we use to understand it. The performance framework will use a range of performance indicators and measures to understand both how Jersey is doing and how the Government Plan activities have made a difference. Combining this with the finance resources used to deliver services will allow us to better understand not only what we spend, but what we delivered with taxpayers' money. This in turn will enable informed decision-making on priorities, efficiencies and resource allocation.

Introduce Zero based budgeting**01/01/2020-31/12/2021**

Treasury and Exchequer will work across Government to complete zero based budgeting which assesses current spending budgets, supported by working papers. This will provide a true understanding of what drives costs, allowing budgets to be built on data rather than simply rolled forwards, ensuring all expenditure provides value for money, is the minimum needed to deliver quality outcomes and improves services for islanders. This work will inform the 2022 Government plan.

Financial implications of decisions are understood**Better Business Cases****01/01/2020-31/03/2020**

Through establishing a framework and improving the quality of business cases by training colleagues across Government and we will enable better informed decision-making to maximise the value delivered to Islanders.

Treasury and Exchequer are working with the Corporate Portfolio Management Office (CPMO) and Strategic Policy, Performance and Population (SPPP) to understand which projects can take an agile approach to delivery, and where a full business case is required.

Timely financial reporting**01/01/2020-30/04/2020**

Provide timely and meaningful financial reporting to stakeholders on how public money has been used, allowing better decision making and allowing stakeholders to hold Government to account if necessary.

**Faster close of Annual Report and Accounts
2019-31/01/2020**

Implement faster and higher quality closedown of the Government's annual report and accounts, enabling improved financial management, and allowing finance colleagues to turn their focus to continuous improvement and the new year sooner. Issued for audit review 31/01/2020.

**Embed Finance Business Partnering
01/01/2020-31/12/2020**

Utilise Finance Business Partner expertise to provide enhanced strategic insight and undertake a comprehensive, structured post-implementation review of the Finance Business Partner model, with input from user departments, to ensure that the full benefits of the new model are secured.

**Improve the financial control framework
01/01/2020-31/12/2020**

Continually improve the financial control framework, including the Public Finance Manual, and targeting internal audit programmes for the maximum impact and implementing changes arising from the review of personal taxation. Specific outcome measures will be developed during 2020 to measure the effectiveness of the new financial control framework. The Public Finance Manual will be reviewed regularly with sections of the manual updated on a three-year cycle.

**Invest in our people
01/01/2020-31/12/2020**

Launch a finance for non-finance staff strategy to ensure financial management skills are embedded across Government and that standard objectives for financial management are set for all staff with financial management responsibilities at each grade.

Invest in the development and career progression of our people to equip them with the skills they need for the future, provide better advice and continuity in service to our stakeholders, and make Government an employer of choice for local finance and tax professionals.

**Embed Enterprise Risk Management Framework
01/01/2020-31/12/2020**

Develop, embed and monitor an enterprise-wide risk management framework, reporting on the Corporate Risk Register quarterly at Executive Management Team and Council of Ministers and providing challenge and peer review of Departmental risk registers at the Departmental Risk Group. This will ensure strategic risks are being managed in line with best practise and are aligned to the Government plan objectives.

An efficient and effective customer-focused department

Make Online Filing and Tax Assessment available 01/01/2020-31/04/2020

An interim Online Filing capability for personal taxpayers will be offered from 2020 which will be further developed by 2022 to accommodate the planned modernisation of the personal tax system.

Process improvement and automation 01/01/2020-ongoing

Process improvement work will be conducted, and process automation implemented to provide faster and more automated transactional processes. This will make the department more efficient allowing us to shift our focus outside of our own department to our customers and islanders and to value adding activities rather than processing transactions. Improvement work will be ongoing as we continue to modernise services.

Cross departmental relationships:



Our senior leadership team recognise that we cannot transform financial management in isolation and we will work closely with other parts of our organisation to drive the changes contained in this plan.

Operating Context

Strategy/Plan	Planned / Developed	Delivery Timeframe
Enterprise-wide risk management framework	Developed	Ongoing throughout 2020
Continue the review of our Fiscal Strategy and Fiscal Framework, in consideration of changes being introduced	Developed	Fiscal Framework end November 2019
Finance Training and Capability Strategy	Delivered	Ongoing throughout 2020
Finance for Non-Finance Strategy	Delivered	Ongoing throughout 2020
Deliver improved Government Plan	Delivered	July 2020

Staff Development and Capability

Finance training for Non-finance colleagues

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

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

Corporate learning and development

We will champion the Team Jersey programme for line managers and colleagues and will work with the delivery team to ensure that sessions are delivered in a way that all staff can access this opportunity. We will encourage our team to become involved in the wider Team Jersey initiatives including the senior leadership development working and project groups. We will ensure the development of Team Jersey leads within our workforce providing them leadership support to enable them to deliver programme activities. The department has 22 Team Jersey Leads (10% of the department total FTEs), including 3 members of our Senior Leadership Team.

We will ensure all new starters engage in the My Welcome corporate induction programme following its launch later this year and provide new starters with the framework, support and training they need to be successful in their role.

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

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

Training Strategy

We will regularly review our internal capacity and capability via Skills Audits to ensure that we have the right people and skills to deliver key activities for Government.

During 2020 we will finalise and embed our Training and Capability Strategy which will focus on strengthening skills in new areas of the organisation and the development of the broader skillsets that Government finance and tax professionals of the future will require, including analytics, consultancy, technology, commercial, and leadership skills.

The department will be offering mentoring opportunities to all levels of the function from the start of 2020. The Strategy will not just consider the training and CPD requirements of our qualified staff and trainees but also of other colleagues who are not pursuing a qualification.

The department will focus on improving our career and talent paths for all staff, enabling Government to "grow our own" capability and make career movement more fluid and flexible by having more uniform capabilities. Talent management will include a trainee program and secondments within and outside Government to increase culture change and reduce the potential for silo working.

Tax professionalism

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

Equalities and Diversity

The Government recognises the value of diversity and aim to create a working environment where all decisions made are fair, transparent and based on merit. We recognise the value and importance of building a diverse workforce that reflects the Island society to whom we deliver services. We're committed to eliminating discrimination, harassment and victimisation. As part of this commitment, the States of Jersey Equality and Diversity Policy was reviewed in 2017. The policy aims to protect employees from all types of discrimination and ensure all employees are encouraged to develop to their full potential.

The Government of Jersey adopts a flexible and equitable approach to the employment and retention of people who have or develop an individual

employment need. Our diversity and inclusion policy promotes diversity in our job shortlists and on our interview panels. We will provide a guaranteed interview for a candidate who has a recognised disability. We provide agile working arrangements where possible to support the flexibility that employees need to manage their work/life balance. We offer support to those returning to work after an extended period of leave. At all times there are employees with individual employment needs undertaking a wide variety of paid, therapeutic and unpaid roles across all Departments and occupational groups.

The first gender pay report has been published <insert link> and we commit to support agreed actions to improve gender equality in our organisation. The Departments leadership and management teams will work with the governments Women Into Leadership network (IWILL) in supporting and inspiring women into leadership roles. We will provide mentor and shadowing opportunities and encourage our people to engage in these opportunities. We will work to provide clarity on career pathways and remove barriers to career progression.

We will support colleagues of differing backgrounds, genders, sexual orientations and abilities through Pride and by forging alliances with employee, community interest groups and by ensuring an inclusive work environment. Our leadership team will promote a positive respectful culture and work to embed and uphold the Government of Jersey values and behaviours. We will engage in and promote diversity training opportunities.

As a department we commit to support colleagues in maintaining their work life balance. To that end, the department's Senior Leadership Team (SLT) has determined that requests for part time and flexible work arrangements can only be declined at board level – line managers can either approve such requests or escalate them to SLT. This aims to ensure colleagues are supported through changes in life circumstances and benefits the department in improving retention, motivation and productivity.

Similarly, new roles in the department are being advertised with the potential for part time or flexible working available as standard, except where deemed by SLT that full time hours are essential to the performance of the role in question. This will increase the pool of candidates we can recruit from on-Island, ensuring we can attract high-calibre candidates from diverse backgrounds.

Colleagues are reassured that whether they need to tend to family commitments, be that with young children or elderly parents, or in the event they are hoping to slow down before retirement, or in looking after their health, the Treasury and Exchequer is an employer who puts them first.

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

The department's Training and Capability Strategy, which will be implemented in 2020, will offer more training opportunities for all staff and provide clarity on career pathways. This is particularly critical in empowering groups of colleagues that may not have had access to these resources to pursue career progression into leadership roles.

Treasury and Exchequer is rolling out a mentoring programme for all staff in 2020. Under the proposed scheme, colleagues will have the opportunity to choose their

mentors based on gender, age group and background, so that mentees can select mentors who may have had a similar experience to them, or experiences which are completely different, and ultimately derive the full benefits of the programme.

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

Staff

We currently employ 212 people, 60% of our workforce are women, 40% of our workforce are men.

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

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

The initiatives highlighted above demonstrate T&E's commitment to empower more women to pursue leadership positions in the department, and to set the standard for other sectors of the Jersey economy to follow.

Financial Overview

Finance Business Partners to support with:

- Revenue Expenditure (Gross budget / Income / Net budget)
- Efficiencies (see separate box below)
- Capital Programme
- Grant Funding (if applicable)

Near Cash					Near Cash
2019 Net Revenue Expend- iture £'000	Service Area	Income £'000	AME £'000	DEL £'000	2020 Net Revenue Expenditure £'000
16,324	Performance, Accounting and Reporting	(4,022)	0	22,709	18,687
4,827	Revenue Jersey	(210)	0	9,008	8,798
425	Strategic Finance	(30)	0	2,405	2,375
3,131	Risk and Audit	(1,665)	0	4,766	3,101
433	Treasury and Investment Management	(87)	0	360	273
94,179	Grants to Soc Sec Funds	0	0	95,219	95,219
119,319	Net Revenue Expenditure	(6,014)	0	134,467	128,453

Near Cash					Near Cash
2020 Net Revenue Expend- iture £'000	Service Area	Income £'000	AME £'000	DEL £'000	2021 Net Revenue Expenditure £'000
18,687	Performance, Accounting and Reporting	(4,022)	0	24,147	20,125
8,798	Revenue Jersey	(210)	0	9,617	9,407
2,375	Strategic Finance	(30)	0	2,755	2,725
3,101	Risk and Audit	(1,665)	0	4,766	3,101
273	Treasury and Investment Management	(87)	0	360	273
95,219	Grants to Soc Sec Funds	0	0	96,296	96,296
128,453	Net Revenue Expenditure	(6,014)	0	137,941	131,927

Near Cash					Near Cash
2021 Net Revenue Expend- iture £'000	Service Area	Income £'000	AME £'000	DEL £'000	2022 Net Revenue Expenditure £'000
20,125	Performance, Accounting and Reporting	(4,022)	0	25,608	21,586
9,407	Revenue Jersey	(210)	0	9,598	9,388
2,725	Strategic Finance	(30)	0	2,255	2,225
3,101	Risk and Audit	(1,665)	0	4,766	3,101
273	Treasury and Investment Management	(87)	0	360	273
96,296	Grants to Soc Sec Funds	0	0	108,252	108,252
131,927	Net Revenue Expenditure	(6,014)	0	150,839	144,825

Near Cash		Near Cash			
2022 Net Revenue Expend- iture £'000	Service Area	Income £'000	AME £'000	DEL £'000	2023 Net Revenue Expenditure £'000
21,586	Performance, Accounting and Reporting	(4,022)	0	26,093	22,071
9,388	Revenue Jersey	(210)	0	9,168	8,958
2,225	Strategic Finance	(30)	0	2,255	2,225
3,101	Risk and Audit	(1,665)	0	4,766	3,101
273	Treasury and Investment Management	(87)	0	360	273
108,252	Grants to Soc Sec Funds	0	0	126,368	126,368
144,825	Net Revenue Expenditure	(6,014)	0	169,010	162,996

Table 1-4 Detailed service analysis

2019 Net Revenue Expend- iture £'000		2020 Net Revenue Expenditure £'000	2021 Net Revenue Expenditure £'000	2022 Net Revenue Expenditure £'000	2023 Net Revenue Expenditure £'000
	Income				
0	Taxation Revenue	0	0	0	0
0	Duties, Fees, Fines & Penalties	0	0	0	0
(5,400)	Sales of goods and services	(5,400)	(5,400)	(5,400)	(5,400)
(1)	Investment Income	(1)	(1)	(1)	(1)
(110)	Other Income	(613)	(613)	(613)	(613)
(5,511)	Total Income	(6,014)	(6,014)	(6,014)	(6,014)
	Expenditure				
94,179	Social Benefit Payments	95,219	96,296	108,252	126,368
15,022	Staff Costs	18,158	18,834	18,894	18,935
2,130	Supplies and Services	3,924	4,207	3,628	3,157
256	Administrative Expenses	336	336	336	336
4,743	Premises and Maintenance	4,864	4,864	4,864	4,864
998	Other Operating Expenses	1,028	1,028	1,028	1,028
0	Grants and Subsidies Payments	2,000	3,000	4,000	4,000
90	Impairment of Receivables	90	90	90	90
7,412	Finance Costs	8,848	9,286	9,747	10,232
0	Contingency Expenses	0	0	0	0
124,830	Total Expenditure	134,467	137,941	150,839	169,010
119,319	Net Revenue Near Cash Expenditure	128,453	131,927	144,825	162,996

Table 5 - Statement of Comprehensive Net Expenditure

	2020 £'000	2021 £'000	2022 £'000	2023 £'000
Base Department Budget as per Government Plan	119,319	129,763	133,237	146,135
Base Adjustment & Commitments				
Price Inflation Department Net Expenditure	0	0	0	0
Price Inflation - Provision for General Pay Awards	0	0	0	0
Price Inflation - Provision for Specific Pay Awards	0	0	0	0
Provision for Re-forecast of benefit levels	0	0	0	0
Investments				
Put Children First	0	0	0	0
Improve wellbeing	0	0	0	0
Vibrant Economy	1,124	326	60	41
Reduce Inequality	0	0	0	0
Protect Environment	2,000	1,000	1,000	0
Modernising Government	5,244	633	(579)	(471)
	8,368	1,959	481	(430)
Inflation and Legislative Decisions	2,076	1,515	12,417	18,601
Departmental transfers	0	0	0	0
Other Variations	0	0	0	0
Net Revenue Near Cash Expenditure as per Government Plan	129,763	133,237	146,135	164,306
2020 Efficiency Programme	(1,310)	(1,310)	(1,310)	(1,310)
Net Revenue Near Cash Expenditure	128,453	131,927	144,825	162,996

Table 6 - Reconciliation of Net Revenue Expenditure

CSP Priority	Sub-priority	CSP Ref	Programme	Minister	2020 Allocation (£000)	2021 Allocation (£000)	2022 Allocation (£000)	2023 Allocation (£000)
Vibrant Economy	Enhancing our international profile and promoting our Island identity	CSP3-1-08	Tax Policy and International Team investment	Minister for Treasury and Resources	1,427	1,753	1,813	1,854
	Enhancing our international profile and promoting our Island identity Total				1,427	1,753	1,813	1,854
	Future economy programme	CSP3-2-05	Digital Jersey growth	Minister for External Relations	-303	-303	-303	-303
	Future economy programme Total				-303	-303	-303	-303
Vibrant Economy Total					1,124	1,450	1,510	1,551
Reduce Inequality	Improving the quality and affordability of housing	CSP4-2-01	Housing PDB and long term plan	Minister for Children and Housing	0	0	0	0
	Improving the quality and affordability of housing Total				0	0	0	0
Reduce Inequality Total					0	0	0	0
Protect our Environment	Embracing environmental innovation and ambition	CSP5-1-01	Climate Emergency Fund	Minister for the Environment	2,000	3,000	4,000	4,000
	Embracing environmental innovation and ambition Total				2,000	3,000	4,000	4,000
Protect our Environment Total					2,000	3,000	4,000	4,000
Modernising Government	A modern, innovative public sector	OI3-01	Building Revenue Jersey Team	Minister for Treasury and Resources	1,262	1,545	1,466	995
		OI3-03	Domestic Compliance ('Spend to Raise')	Minister for Treasury and Resources	1,457	1,457	1,457	1,457
		OI3-05	Government of Jersey Bank charges	Minister for Treasury and Resources	300	300	300	300
		OI3-08	Increased audit fees	Minister for Treasury and Resources	75	75	75	75
	A modern, innovative public sector Total				3,094	3,377	3,298	2,827
	A sustainable, long-term fiscal framework and public finances	OI4-01	Delivering effective financial management	Minister for Treasury and Resources	2,150	2,500	2,000	2,000

A sustainable, long-term fiscal framework and public finances Total	2,150	2,500	2,000	2,000
Modernising Government Total	5,244	5,877	5,298	4,827
Grand Total	8,368	10,327	10,808	10,378

Table 7 - Revenue Eol

Capital Programme area	Head of Expenditure	2020 (£000)	2021 (£000)	2022 (£000)	2023 (£000)
Pre-feasibility Vote	Pre-feasibility Vote	11,200	1,700	250	0
Pre-feasibility Vote Total		11,200	1,700	250	0
Reserve for Central Risk and Inflation Funding	Reserve for Central Risk and Inflation Funding	1,000	1,500	1,800	2,000
Reserve for Central Risk and Inflation Funding Total		1,000	1,500	1,800	2,000
Grand Total		12,200	3,200	2,050	2,000

Table 8 - Capital Eol

Efficiencies

Efficiency targets	£'000
Departmental	500
Efficient commercial operations	300
Modern and efficient workforce	510
Total	1,310

Revenue Jersey : Improved compliance yield
Improved income yield through tax compliance investment.

	Additional Revenues Assessed	Improved Yields	Total
2020	£2.35 million	£5.0 million	£7.35 million
2021	£3.5 million	£6.0 million	£9.5 million
2022	£4.5 million	£7.5 million	£12.0 million
2023	£5.0 million	£8.0 million	£13.0 million

Efficiencies through investment in automation

As part of the process improvement project, process automation has been identified as a key area in which rapid benefits can be realised in Treasury. Automation of manual processes can free up capacity within the organisation that can either be reinvested to ensure that the implementation of the new Integrated Technology Solution (ITS) is effective or released as efficiencies.

Full cost recovery of Treasury and Investment Costs

It is proposed that a review is undertaken to consider the opportunities to fully recharge the Treasury and Investment Management team costs to the funds it manages.

Review of non-staff spend

The Treasury and Exchequer will conduct a full budgeting exercise for 2020 during which all expenses must be justified and approved.

Engaging islanders and local communities

Engagement and consultation exercises planned for the next four years

Exercise: Stakeholder consultations - Tax Policy Development Programme

Informal/formal: Formal and Informal

Who we will engage with: Key stakeholders

What we want to achieve with the engagement / consultation

Engagement with key stakeholders on tax policy areas which have been prioritised for review.

Exercise: Stakeholder consultations – personal tax system

Informal/formal: Formal and Informal

Who we will engage with: Key stakeholders

What we want to achieve with the engagement / consultation

Engagement with key stakeholders on details of legislation to enable the changes to Jersey's personal tax system.

Exercise: Roadshows – focus on online filing

Informal/formal: Informal

Who we will engage with: The public, professional bodies and tax agents

What we want to achieve with the engagement / consultation

Focus on the implementation of online filing and the ability to file online.

Exercise: Educational videos programme

Informal/formal: Informal

Who we will engage with: The public

What we want to achieve with the engagement / consultation

Engage and educate taxpayers in various elements of tax.

Exercise: Comprehensive communications programme

Informal/formal: Formal and Informal

Who we will engage with: The public, professional bodies and tax agents

What we want to achieve with the engagement / consultation

Engage and inform taxpayers in various elements of tax.

Exercise: Training – schools and other groups

Informal/formal: Informal

Who we will engage with: Students, jobseekers and government employees

What we want to achieve with the engagement / consultation

Engage, educate and advise students, jobseekers and government

Exercise: Stakeholder forums – inclusive access

Informal/formal: Informal

Who we will engage with: Key stakeholder groups e.g. charities

What we want to achieve with the engagement / consultation

Engage with relevant groups and bodies to ensure inclusive access to Revenue Jersey services.

Exercise: Stand in Skills Jersey Show

Informal/formal: Informal

Who we will engage with: Students, parents and jobseekers

What we want to achieve with the engagement / consultation

Promote T&E as an employer and engage with attendees to prompt them to consider a career in the department.

Exercise: Government Plan

Informal/formal: Formal

Who we will engage with: Key stakeholders, Ministers

What we want to achieve with the engagement / consultation

In partnership with SPPP and all other Departments.

Delivery Assurance and Reporting Controls

Summary of Reporting Arrangements for Monitoring Progress against the Business Plan for this Period

Government will develop and publish a performance framework by January 2020, which it will use to monitor and maintain progress against the outcomes and service improvements set out in the Government Plan, making performance transparent to all.

The performance framework will use a range of performance indicators and measures to understand both how Jersey is doing and how the Government Plan activities have made a difference.

The Key Performance Indicators included in this Operational Delivery Plan will provide detail on the service that Treasury and Exchequer provides, and the quality of the service provided to the department's customers.

The Treasury and Exchequer Senior Leadership Team (SLT) will review progress against the Operational Delivery Plan objectives quarterly. They will share learning and challenges experienced within and across teams to support the development of a learning organisation. Prior to SLT, directors will review their objectives and provide RAG status and explanation of progress in quarter.

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

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

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

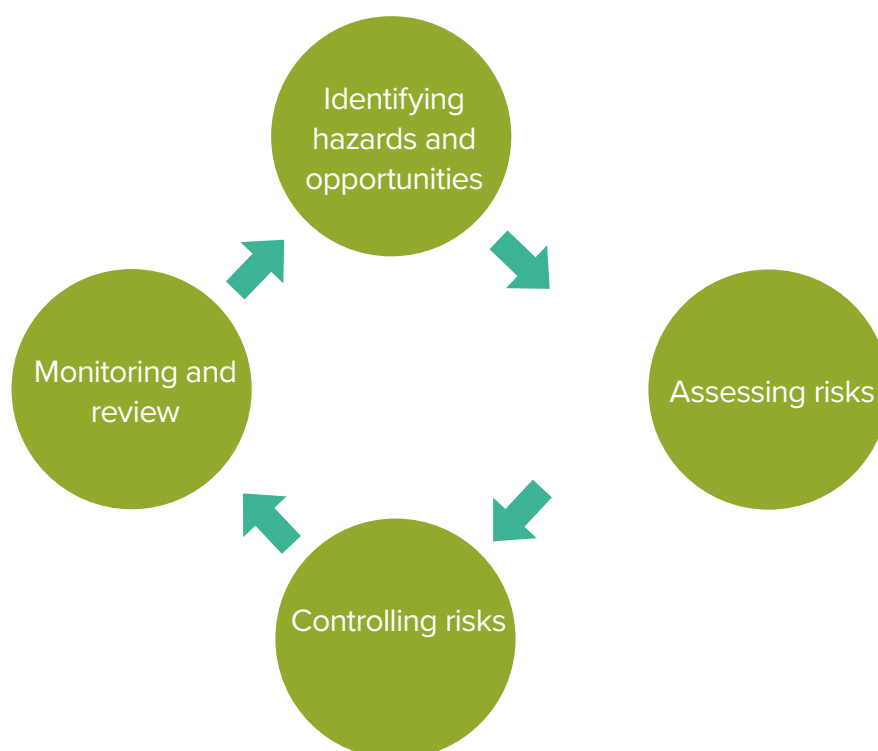
Performance with regard to international-tax operations is monitored by the Comptroller and reported to the Treasury Minister as ultimate Competent Authority. Quarterly reports are made to the International Advisory Group, chaired by the Chief Minister.

Risk Management Reporting Arrangements for this Period

Treasury and Exchequer (TE) will follow best practice as set out in the Risk Management (RM) Strategy and Guidance, ensuring that the department embraces and embeds a positive risk culture by following the iterative Risk Management Cycle set out in figure 1. The purpose of risk management is to help TE and in turn the Government to make informed risk-based decisions, help us achieve our objectives, and to protect the interests of our customers and Islanders. Additionally, TE leads on the development, implementation and embedding of the risk management strategy for GoJ, which is supported through the Risk and Audit team.

This 3-tier hierarchy approach to managing risk and effective control environment is dependent on a consistent and standardised process that recognises specific 'objectives' at each level.

- At the Corporate level, a focus on risks related to the Government of Jersey's Strategic Policies and Outcomes;
- At the Directorate level, a focus on risks related to management of interdependencies and the delivery of service to Islanders within scope, time, budget and quality requirements; and
- At the Departmental / Project level, a focus on operational risks related to the day-to-day performance of activities serving Islanders.



A definition of Risk

Risk is all about the possibility and impact of future, uncertain events. The Government of Jersey (GoJ) defines risk as:

'Something that might happen that could have an effect on GoJ objectives'

This means that a risk can be seen as either a negative threat or a positive opportunity.

Risk Identification - takes place regularly as part of the business planning process. Risks identified at the strategic level are aligned to the tactical and departmental objectives of Treasury and Exchequer to establish interdependencies.

Assessing Risks - risks are assessed to identify the Cause, Event and Impact and evaluated using the impact and likelihood ratings set out in the RM Guidance, these ratings set out the levels at which tolerances and thresholds for each risk are set in line with the Risk Appetite of the Government. Risks are recorded on the departments risk register, and risk action owners assigned.

Controlling Risks - risks owners are responsible for controlling the risk(s). Risk controls and risk treatment options are identified by those who are directly involved in the management of the activity or by experts who have detailed knowledge of the underlying risks and who have actively engaged in the risk identification and evaluation process. Risk owners review the risk treatment routinely to ensure that; any changes to the risk are identified and re-evaluated, and, the treatment has effectively treated the risk and continues to deliver the business' requirements. Key risk controls and risk treatment options are to be agreed by the Treasurer.

Monitoring and Review – the monitoring and review of key risk indicators and key control indicators is carried out by risk owners and Treasury and Exchequer Senior Leadership Team with the ongoing support from the Risk and Audit Function. Treasury and Exchequer Senior Leadership Team will review the Departmental Risk Register monthly. Risk reporting will be part of the individual performance appraisal process.

The Treasury and Exchequer risk review and reporting cycle is:

- annual - Risk Identification and Risk Register Review as part of business planning process –including lessons learnt
- quarterly - Key Risks are reviewed quarterly by the Senior Leadership Team and assessed as part of Risk Management cycle
- monthly – Senior Leadership Team meetings review risk register
- ad-hoc - Key risks or operational level risks that are more dynamic in nature form the basis of one to one meeting between the Treasurer and Senior Leadership Team members and between Senior Leadership Team Members and their direct reports

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

Revenue risks – Revenue Jersey assesses risks of tax leakage using data and intelligence in a dedicated team. The annual compliance programme tests and/or addresses perceived/known risks on a rolling basis and according to the estimated magnitude of the risks.

Measuring progress against Deliverables Planned for 2020

Objective	Sustainable long-term public finances
Planned Deliverable	Continue the review of our Fiscal Strategy and Fiscal Framework, in consideration of changes being introduced.
Completion Date	Fiscal Framework end November 2019
Intended Outcome	Long term financial sustainability
Success Measures	Fiscal Policy Panel judgment on whether abiding by the Fiscal framework.
Objective	Sustainable long-term public finances
Planned Deliverable	As part of the Government Plan process, continue to strengthen the long-term management of public finances and assets, including developing our approach to using the strength of the balance sheet to allow for vital investment while protecting the long-term sustainability of the Island's finances.
Completion Date	-
Intended Outcome	Financial implications of decisions are be understood
Success Measures	Value of our reserves: Net Financial Assets Net change in asset value with explanation "Coverage ratio" which defines how many times a Fund can cover its outgoings. Target above 3.
Objective	Sustainable long-term public finances
Planned Deliverable	Delivering effective financial management, which builds on ongoing work as part of a three-to-five-year programme to support the substantial change needed to deliver the vision for Treasury and Exchequer, and enable it to fulfil its critical role in the Government, efficiently and effectively
Completion Date	Quarterly reporting
Intended Outcome	Taxpayer's money is spent wisely
Success Measures	% of recommendations on financial management matters made by the Fiscal Policy Panel and the Comptroller and Auditor General and supported by Government are actioned by our agreed target date. Target 100%.
Objective	Sustainable long-term public finances

Planned Deliverable	Continue Finance Transformation, including embedding: <ul style="list-style-type: none"> • our new operating model, especially in those areas which are new to the organisation • best practice, enhancing our approach to analytics of both financial and operational information • the HM Treasury 5 Case Model, improving the quality of business cases and thereby better informing decision-making.
Completion Date	New operating model and issuance of best practice guidelines: throughout 2020 5 Case Model guidance: Q1 2020
Intended Outcome	Financial implications of decisions are be understood Taxpayer's money is spent wisely
Success Measures	% of roles filled in new model by 31/12/2020. Target 90% (assumed vacancy factor of 10%) Number of staff trained in better business cases by Q1 2020. Target 30. % of business cases over £5m using best practise business cases following issue of guidance. Target 100%.
Objective	Sustainable long-term public finances
Planned Deliverable	Provide greater long-term financial insight, through the enhancement of our Strategic Finance team. This will strengthen our ability to ensure financial sustainability not only through the lifetime of this plan but for years to come.
Completion Date	Throughout 2020
Planned Deliverable	Develop a medium (10 years) and longer term (25-50 years) plan for revenue and capital.
Completion Date	Publish Medium term plan by end of 2021 and long term by end of 2022
Intended Outcome	Long-term financial sustainability
Success Measures	% of roles filled in new Strategic Finance Team by 31/12/2020. Target 90% (assumed vacancy factor of 10%) % completion of first year of Strategic Finance career pathway as set out in the Finance Training and Capability Strategy for entire Strategic Finance Team by 31/12/2020 (pro-rated for staff who joined during the year). Target 100%.
Objective	Sustainable long-term public finances

Planned Deliverable	Sustain and enhance Revenue Jersey's capabilities to develop tax policy, to ensure ongoing International Tax compliance, and improve the collection of taxes. This will include responding to changes resulting from international tax agreements, maintaining Jersey's positive ratings from future Organisation for Economic Cooperation and Development (OECD) reviews and thereby securing Jersey's standing in the international tax community. Revenue Jersey will continue to re-develop the personal taxation components of the Revenue Management System and integrate the collection of Social Security contributions, creating a single revenue collection service and realising the associated benefits.
Completion Date	Ongoing
Intended Outcome	Ensure continued compliance on the international arena and integrate other revenue streams into Revenue Jersey
Success Measures	Secure top rating in next OECD review
Objective	Sustainable long-term public finances
Planned Deliverable	Implement a domestic tax compliance programme, increasing tax revenues and therefore Government funds. This programme will include compliance projects that focus on general filing and payment compliance, employer joint contributions and tax compliance, smaller enterprises (self-employed) compliance, larger enterprise and higher-risk taxpayer compliance, improved debt management, and an overall upskilling and trainee development programme.
Completion Date	Ongoing
Intended Outcome	Implement a domestic tax compliance and training programme across Revenue Jersey
Success Measures	Assess revenue and debt management collection throughout 2020. Record the number of compliance cases ongoing and completed together with additional revenue collected (see efficiencies target). Implement and monitor all training undertaken.
Objective	Sustainable long-term public finances
Planned Deliverable	Conduct a further financial maturity assessment
Completion Date	Q3 2020
Intended Outcome	An efficient and effectively customer focused department

Success Measures	Achieve target score of: People 4 Service Delivery Model 3.5 Functional Process 3.0 Supporting technology 3.0 Data and Reporting 3 Governance and Controls 3.5
Objective	Sustainable long-term public finances
Planned Deliverable	Implement faster and higher quality closedown of the Government's annual report and accounts, to enable more timely reporting, improved financial management, and to allow finance staff to turn their focus to continuous improvement and the new year sooner.
Completion Date	Issue of 2019 annual report and accounts on 31/01/2020
Intended Outcome	Financial implications of decisions are be understood
Success Measures	Cycle time in working days from year-end closure to close and produce Annual Report and Accounts with no material errors. Target 31/01/2020
Objective	Sustainable long-term public finances
Planned Deliverable	Deliver fully-functioning digital Revenue Jersey systems and services, to collect revenues from people and businesses, including online services that, for example, will enable customers to complete personal tax returns online and receive assessments within minutes.
Completion Date	Ongoing
Intended Outcome	Effective digitalisation of Revenue Jersey systems
Success Measures	Release of new system for public use operational Q2 2020
Objective	Sustainable long-term public finances
Planned Deliverable	Develop an Internal Audit strategy, aligned with the organisation's goals and enterprise-wide risk management framework.
Completion Date	December 2019
Intended Outcome	Long-term financial sustainability

Success Measures	<p>% Audit Plan completion based on audit plan profile (target 100% by year end)</p> <p>% quarterly updates on progress and recommendations to Risk and Audit Committee on Internal Audit Plan (target 100%)</p>
Objective	Sustainable long-term public finances
Planned Deliverable	Develop, embed and monitor an enterprise-wide risk management framework.
Completion Date	31/12/2019
Intended Outcome	Long-term financial sustainability
Success Measures	<p>% of representatives present at Departmental Risk Group meeting. Target 80% of nominated representatives.</p> <p>% of updates complete for quarterly reporting of the Corporate Risk register at Executive Management Team & Council of Ministers and challenged at Departmental Risk Group. Target 100%.</p>
Objective	Sustainable long-term public finances
Planned Deliverable	<p>Provide enhanced strategic insight by embedding finance business partnering to:</p> <ul style="list-style-type: none"> • input into organisational strategy, working with Ministers and Directors General to create plans and ensure these are delivered • aid financial planning by translating the Government Plan into outcomes • make recommendations and resolve business problems • provide cost-benefit and investment appraisals • foster risk awareness and management.
Completion Date	31/12/2020
Intended Outcome	Taxpayer's money is spent wisely
Success Measures	<p>% of Business Partners trained in Business Partnering and better business cases by end of 2020. Target 100%.</p> <p>Government Department's satisfaction score with the service provided by the T&E department. Target over 80% satisfied or very satisfied. Survey 2021.</p>

Objective	Sustainable long-term public finances
Planned Deliverable	<p>Foster a culture of continuous process improvement within Treasury and Exchequer to provide:</p> <ul style="list-style-type: none"> • end-to-end process oversight and ownership • process performance monitoring and accountability for performance delivery • process improvement by streamlining processes and reducing the number of people required to perform repetitive tasks • exploration of different solutions such as robotic process automation and artificial intelligence.
Completion Date	30/09/2020
Intended Outcome	An efficient and effectively customer focused department
Success Measures	% completion of monthly update process owner rolling 6-month plans for process improvement across all end to end processes and provision of performance metrics showing reductions in process time. Target 100%.
Objective	Sustainable long-term public finances
Planned Deliverable	<p>Training strategy to be developed and finalised:</p> <ul style="list-style-type: none"> • assessing the skills and training needs of staff to support new structures in Treasury and Exchequer • strengthening skills in new areas of our organisation.
Completion Date	Q1 2020
Intended Outcome	An efficient and effectively customer focused department
Success Measures	Average number of training days (including face to face, digital and other training) per full-time employee per year invested in learning and development. Target 7 days per year (approx. 1 hour a week).

Objective	Sustainable long-term public finances
Planned Deliverable	<p>Support budget holders to improve their financial management skills by investing in skills development and tools relevant to their roles, via:</p> <ul style="list-style-type: none"> • A Public Finances Manual eLearning module as part of the corporate induction • Public Finances Manual training available for everyone who manages or spends public money • self-directed eLearning portal available to all colleagues containing financial modules • financial acumen training for those with financial responsibility.
Completion Date	<p>Corporate Induction Dec 2019, available to existing staff from mid-2020</p> <p>Training on PFM started Q3 2019</p> <p>MyDevelopment portal from Q3 2019</p> <p>Financial acumen training from Q1 2020</p>
Intended Outcome	Taxpayer's money is spent wisely
Success Measures	<p>% of planned and annual reviews of sections of the Public Finance Manual completed in line with plan. Target 100%.</p> <p>Number of days training provided in financial acumen. Target 1 sessions per month.</p>
Objective	Sustainable long-term public finances
Planned Deliverable	<p>Review of the Jersey Teachers Superannuation Fund (JTSF) and the Pension Increase Debt (PID), and support People Services in the negotiation of any proposed scheme changes.</p> <p>Support People Services in the negotiation of any proposed scheme changes to deliver sustainable pension scheme arrangements before the next JTSF actuarial valuation in 2021.</p>
Completion Date	2021
Intended Outcome	Delivery of a sustainable pension scheme for teachers
Success Measures	Review options for the repayment of the JTSF Pension Increase Debt and formalise arrangements by December 2020.

Objective	Investment in our infrastructure
Planned Deliverable	<p>Establish the feasibility phase for the development of an Island Infrastructure Fund during 2020, which will be able to support large-scale capital projects during the lifetime of this Government and beyond.</p> <p>Assist departments in development of major project business cases to give direction on the types of projects requiring funding at that level.</p>
Completion Date	End 2020
Intended Outcome	Financial implications of decisions are be understood
Success Measures	Number of days training provided in better business cases. Target 2 sessions per month.
Objective	Modernising Government
Planned Deliverable	Deliver improvements to the Government Plan and business planning process, to ensure that longer-term objectives are aligned with resource and investment.
Completion Date	Q2 2020
Intended Outcome	Financial implications of decisions are be understood
Success Measures	<p>% of accepted recommended improvements for the Government Plan made by the Scrutiny and the Comptroller and Auditor General are actioned by our agreed target date. Target 100%.</p> <p>% of lessons learnt and improvements identified during the 2019 post implementation review implemented in future Government Plans by our agreed target date. Target 100%.</p> <p>Percentage of IAB Officer Assessment to Board recommendation of Investment Business Cases Completed once questions have been answered (once complete and ready for assessment) (within 2 months of submission). Target 100%.</p>
Objective	Enhance our international profile and promote our Island identity

Planned Deliverable	<p>Make the recent extra investment in Revenue Jersey permanent for the following teams:</p> <ul style="list-style-type: none"> • International Tax Team: to enable them to meet the demands imposed by Jersey's adoption of a number of international tax agreements, and so secure positive ratings from future the Organisation for Economic Cooperation and Development (OECD) peer reviews and compliance in support of the new economic substance requirements for companies. This is vital in ensuring that Jersey maintains its white-listing by the EU and secures a positive review by the OECD's Forum on Harmful Tax Practices • Tax Policy Unit: to enable them to reform the personal tax system, and otherwise ensure that Jersey's tax policy continues to support the Government's economic and social policies.
Completion Date	Ongoing
Intended Outcome	Jersey's international reputation is maintained and/or enhanced.
Success Measures	Secure top rating in next OECD review
Objective	Enhance our international profile and promote our Island identity
Planned Deliverable	Ensure that Jersey continues to engage effectively with relevant multilateral bodies (OECD, World Bank/IMF, UN, Commonwealth) and is recognised as a responsible and transparent jurisdiction committed to international standards.
Completion Date	Ongoing
Intended Outcome	Ensure Jersey's international reputation is maintained and/or enhanced.
Success Measures	<p>Secure top rating in next OECD review.</p> <p>% International Data Exchanges Completed <90 days. Target 60%</p>
Objective	Reduce income inequality and improve the standard of living

Planned Deliverable	Implement agreed actions emerging from the personal tax review. Following extensive public consultation in 2018/19, and agreement on reforms needed, in 2020 we will take actions to modernise the Island's personal income tax system, in particular addressing the anachronistic tax treatment of married women and people in same sex relationships.
Completion Date	Ongoing
Intended Outcome	Modernisation of Jersey's personal income tax system
Success Measures	Draft legislation for States Assembly approval during Autumn 2020.
Objective	Implement new system from 2021 year of assessment.
Planned Deliverable	Secure the revenues to pay for Jersey's public services.
Completion Date	The Revenue Compliance Programme 2020 Improve overall levels of compliance with Jersey's revenue laws so that more revenues become sustainable annually
Intended Outcome	Revenue collection
Success Measures	Delivery of IFG mid-range forecast revenue. Delivery of Additional Revenues Assessed target (see efficiency targets).
Objective	Secure the revenues to pay for Jersey's public services.
Planned Deliverable	Complete the Personal and Corporate Income Tax Assessing Cycles by November 2020.
Completion Date	30/11/2020
Intended Outcome	Revenue collection
Success Measures	All assessed taxes brought into the Government accounts timeously.

Key Performance Indicators (KPI) Monitoring Service Performance

Indicator	Reporting frequency
Finance Function	
% cost of the Finance function by Net Revenue Expenditure	Monthly
% of recommendations on financial management matters made by the Fiscal Policy Panel and the Comptroller and Auditor General and supported by Government are actioned (target 100% by our agreed target date)	Quarterly
Shared Service Centre	
% of invoiced debt recovered within 90 days	Monthly
Suppliers paid within an average of 30 days	Monthly
% of public service pension scheme administration tasks completed within 5 days	Quarterly
% reduction in Government debtors by 31/12/2020 (Invoiced and Social Security Debt only)	Quarterly
% increase in income received via digital channels	Quarterly
% of invoices paid electronically (BACS)	Quarterly
Revenue Jersey	
Additional Revenues Assessed (efficiency)	Quarterly
Cost to Collect £1 of Revenue	Annual
International Data Exchanges Completed <90 days	Quarterly
Treasury and Investments	
Coverage ratio	Annual
% of major States Funds achieving their long-term strategic aims	Quarterly
Rate of return of investment portfolio compared to benchmark	Quarterly

Performance, Accounting and Reporting	
All stakeholders provided with routine financial reports within one month of the end of the previous month.	Monthly
No material changes in figures from production of first draft of routine financial reports to issue of corporate financial report.	Monthly
Strategic Finance	
Quarterly Reporting to Corporate Strategy Board on agreed outcomes for all Business Cases over £1m approved by the Minister	Annual
Risk and Audit	
% quarterly updates on progress and recommendations to Risk and Audit Committee on Internal Audit Plan.	Quarterly
% of internal audit recommendations agreed and completed by departments	Quarterly
% of updated complete for quarterly reporting of Treasury and Exchequer Risk register at Senior Leadership Team and peer reviewed at Departmental Risk Group	Quarterly
People	
% of staff with Development plan, holding My Conversation, My Goals	Quarterly
% of staff attended Crucial Conversations	Quarterly
% of staff who are Team Jersey leads	Quarterly

