



**Isle of Man**  
Government  
*Reilrys Ellan Vannin*

# Cabinet Office

# 2023

## Department Plan









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# 1. Minister's Foreword



Hon Kate Lord-Brennan MHK  
Minister for the Cabinet Office

*“Given the shift of emphasis at the start of this administration, it is unsurprising that since appointment, I have been keen to assess what needs to develop in the Cabinet Office – and what needs to change.”*

My appointment as Minister for the Cabinet Office came at a time where Government could finally start looking ahead. It was time to review the future focus of Government and indeed the Public Service, and time to progress a reset of approach.

Given the shift of emphasis at the start of this administration, it is unsurprising that since appointment, I have been keen to assess what needs to develop in the Cabinet Office – and what needs to change.

The Cabinet Office sits at the centre of Government, often stepping up to play a leading role in times of crisis, but also ordinarily carrying out operational functions that keep the day to day of Government activities, executive administration and external relations going. So it is vital to align the Department's function and operations with the future focus of Government.

This is about Government organising itself for a future of good education and health services and a safe and law abiding environment. While these aspects do not fit into the Cabinet Office in themselves, the ability to set the performance, productivity and streamlining of Government can and should come from the top Civil Service leadership and the Cabinet Office, to ensure a fit for purpose organisation that can support Government's core objectives to deliver for people as outlined in the Island Plan.

This report and plan has been delayed whilst far-reaching decisions have been made about the future direction of the Civil Service.

Following an external review into the role and remit of the Chief Secretary, recruitment for a Chief Executive Officer (Isle of Man Government) has been agreed by the Council of Ministers and the Public Services Commission. This

move updates a model of leadership for the Civil Service which has been in place since the 1980s with a view to better clarity for the role and formalising line management and accountability across Government whilst supporting properly the functions at the heart of Government in the Cabinet Office. I am confident these measures, once fully established, will have a positive impact on delivery and performance across Government.

In the past year, other related changes have been implemented which have not been grasped before – from necessary work to develop proper visibility and programme management for the Government's five year programme, to focused work to seek to improve culture in the public service and also leading the work on the welcoming of Ukrainian refugees to the Island.

I wish to thank all our staff who have held fast with various changes. I am always impressed by the hard work, diligence and professionalism delivered by our staff across all our diverse functions and services. I thank you all for your patience and ingenuity through change. I must also give thanks to Mrs Kelsey MLC our Departmental Member for her support in respect of Planning Policy, Passports and Immigration, and to mark the occasions of the Queen's Jubilee and King's Coronation.

**This plan outlines the work and responsibilities of the Cabinet Office to date, summarises contributions from divisions of the Department and highlights key areas for future plans and reforms for the rest of the administration.**

## 2. Interim Chief Executive's Introduction

The role of the Cabinet Office is extensive and far-reaching with its functions involving stakeholder delivery for both internal and external customers.

A key function it holds is overseeing and reporting to the Council of Ministers Government's progress on meeting the objectives of the Island Plan. The Cabinet Office can facilitate and assist this through the development and coordination of central policy.

The following pages of our Plan provide an overview of the Cabinet Office's purpose, services and achievements. It also details how we intend to deliver against both Our Island Plan priorities and our internal divisional objectives over the coming 12 months; ensuring we support this Administration's vision of building a secure, vibrant and sustainable future for our Island.

This is an exciting time for the centre of Government, with changes being made to the governance arrangements as set out in the Council of Ministers' response to a recent review by management consultants Beamans (see [link](#) to response document). These changes bring with them the opportunity to refresh and deliver a further improved service, and the appointment of a Chief Operating Officer will provide additional senior leadership.

However, these are not the only area where developments are being sought as would be expected in an organisation that seeks continuous improvement. For example an external review of the Office of Human Resources is due to be delivered at the commencement of the financial year; the Digital Strategy continues its implementation and will bring with it enhanced services for both the internal and external users of the services; Public Health is leading on the implementation and publication of the Suicide Prevention Strategy; ongoing improvements to our statistical reporting; ongoing provision of transformational services for health and care; to name but a few.

The coming year will not be an easy one with significant global economic uncertainties, increasing pressures on public finances coupled with ambitious plans and priorities set by the Government. This means that as always day to day operational requirements will need to be balanced against the need to keep our strategic focus, especially in a resource constrained environment.

Like all public bodies across our Island, our people are our most important asset. I appreciate and give thanks for their continuing dedication, professionalism and support and I am confident that working together we can deliver the objectives in this plan.

Finally, like all plans, it is a plan, and plans by necessity need to change and so whilst forming the central plank of our delivery focus, it is a living document.



**Caldric Randall**  
Interim Chief Executive Officer  
(Isle of Man Government)

*"...our people are our most important asset. I appreciate and give thanks for their continuing dedication, professionalism and support and I am confident that working together we can deliver the objectives in this plan."*

# 3. About Us

## 3.1 Our Purpose

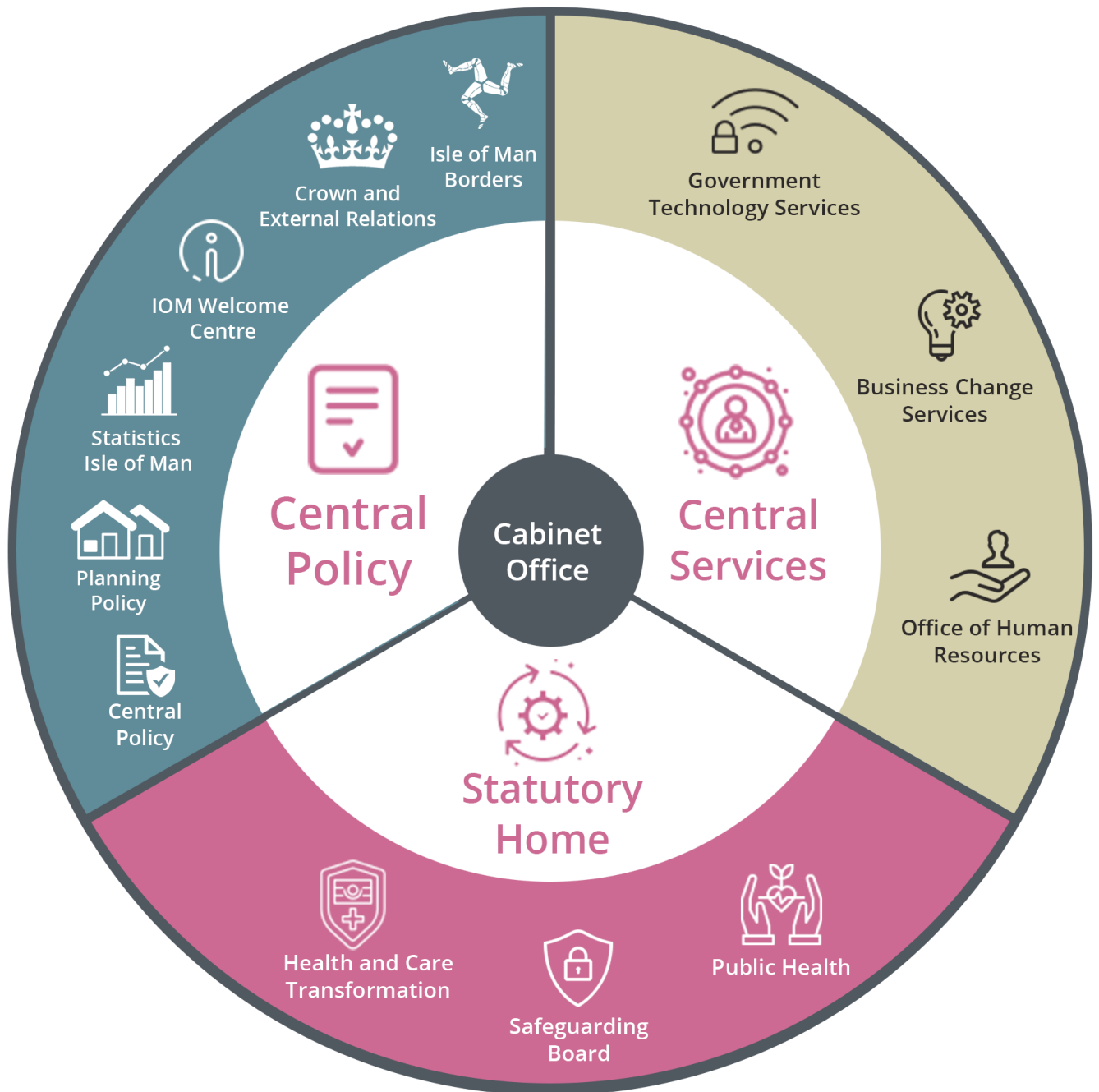
**The Cabinet Office plays a central role at the heart of the Isle of Man Government developing national and cross-Government policy, supporting the Chief Minister and the Council of Ministers and delivering central operational services.**

With 445 employees, the Cabinet Office is responsible for:







- Supporting the Council of Ministers, His Excellency the Lieutenant Governor and the Chief Executive (Isle of Man Government) undertaking their day-to-day duties for parliament and the public and ensuring proper governance is maintained
- Planning, development and oversight of *Our Island Plan* and its deliverables
- Supporting regular and targeted engagement with the UK Government, UK Parliament and other influential and relevant international partners to defend and protect the interests of the Island
- Delivering centralised support functions to Government, including: Human Resources, Technology Services, Business Change Services and Communications Services
- Providing IOM Borders Services, including: Immigration, Passport and Nationality functions
- Providing a statutory home for the Public Health Directorate and the Safeguarding Board
- Management of the Health and Care Transformation Programme following the Independent Review of the Island's health and care system
- Central co-ordinated policy development including Planning Policy and supporting the Housing & Communities Board.



# 3.2 Our Functions and Services



## 3.2 Our Functions and Services

 <p><b>COMIN Governance and Administration</b></p>	<p>The Directorate is responsible for the governance and administration of the Council of Ministers and the Chief Minister and its parliamentary business and also delivers services directly to the public through the Welcome Centre. The administration of Planning Appeals and Inquiries for Planning Inspectors are also managed within this Team.</p>
 <p><b>Crown and External Relations</b></p>	<p>The Crown and External Relations Directorate develops policy and legislation for elections and electoral registration as well as providing the administrative functions for General Elections. It supports HM The King’s personal representative, the Lieutenant Governor. It provides support to the Chief Minister, Council of Ministers and Government departments in their off-Island relations – especially, but not only, with the UK Government. The Directorate co-ordinates cross-Government policy and actions in relation to Anti-Money Laundering and the Countering of Financing Terrorism. The Directorate leads the Government’s communication work.</p>
 <p><b>Central Policy</b></p>	<p>The Policy Development Directorate leads on the development of cross-departmental and national policy. As a central policy hub it researches and develops aligned and collaborative policy prioritised by the Island Plan and related boards, as well as responding to emerging needs from a policy, promotion and central implementation perspective if needed from the Cabinet Office.</p>
 <p><b>Planning Policy</b></p>	<p>The Planning Policy Team within the Cabinet Office performs the statutory function of preparing the Island Development Plan, a suite of documents that sets out land use policies and proposals. Other functions include the reviewing of National Policy Directive proposals, planning legislation, Conservation Areas, issuing of Planning Policy Statements and preparation of evidence relating to Housing, Employment and Open Space requirements.</p>
 <p><b>Statistics Isle of Man</b></p>	<p>Statistics Isle of Man provides independent statistical analysis and reporting relating to economic and social aspects of life on the Island and acts as the principal collator and publisher of Official Statistics for the Isle of Man. The role of Statistics Isle of Man is currently under development, but broadly analogous to that of similar bodies such as Statistics Jersey, An Phríomh-Oifig Staidrimh in Ireland, or the Office of National Statistics. Statistics Isle of Man is responsible for the production of a wide range of statistics, including (but not limited to): inflation, unemployment, earnings survey, national income, and the Isle of Man Census.</p>
 <p><b>Isle of Man Borders</b></p>	<p>Isle of Man Borders is responsible for delivering passport , immigration and nationality services, as well as the development and maintenance of related legislation. During COVID this team took on an expanded role due to border restrictions.</p>
 <p><b>Welcome Centre</b></p>	<p>As part of its business as usual, the Welcome Centre provides a visitor/ resident information (and retail) centre. During the pandemic it was transformed to become the Covid-19 Community Support Information and Information Line which signposted support and advice to residents. It is currently being used to provide cost of living support in addition to its normal services.</p>



## 3.2 Our Functions and Services

There are three key central service functions that sit within the Cabinet Office and these are shared services that support all of Government in the delivery of their objectives:

GTS is a shared service responsible for the provision of secure, robust digital services throughout Isle of Man Government ensuring that technology supports the efficient and effective operation of public services.

Government  
Technology  
Services (GTS)

Business Change Services (BCS) is a centralised support service which provides programme and change management support to the delivery of corporate projects cross-Government; including improved public services and programme management of Island Plan initiatives.

Business Change  
Services  
(BCS)

The Office of Human Resources (OHR) is also a shared service that supports all people activity across the Public Service. OHR's principal customers are the people who work across Government and they provide leadership for Government's HR community and supply managers and individual job holders with a range of support, management information and advice services covering all aspects of employment.

Office of Human  
Resources (OHR)

There are two key parts of the Cabinet Office which have a focus which relates to the health and wellbeing of the Isle of Man, in differing ways:

The Health and Care Transformation Programme is responsible for the programme management and prioritisation of the 26 recommendations approved by Tynwald within Sir Jonathan Michael's Final Report following his Independent Review of the Isle of Man Health and Care System in 2019. It is chaired by the Minister for the Department of Health & Social Care and supported by an Officer level group and reports regularly.

Health and Care  
Transformation

The role of Public Health Isle of Man is to protect and improve the health and wellbeing of residents and to reduce health inequalities. This is achieved through strong partnerships with individuals, communities and key public, private and voluntary organisations. The vision of Public Health is to protect and improve the health and wellbeing of the island's whole population rather than just treating the individual. The Director of Public Health is a statutory position appointed under section one of the Local Government Act 1985.

Public Health

# 4. Our Key Achievements

The last 12 months have been challenging and rewarding, as the final restrictions were lifted after the Covid 19 pandemic and the Island embraced a new normal. Across the year, the department has led on a number of Government-wide initiatives, responded to world events, worked to improve services for the public and helped our community face cost of living pressures.

Delivering on many fronts while keeping the bigger picture in view is business as usual for the Department and the initiatives and achievements listed here reflect our wide-ranging remit:

## Our Island Plan

The Cabinet Office leads on the development and programme management of Government's over-arching plan, bringing greater clarity for the public via [www.islandplan.im](http://www.islandplan.im) and also improved oversight of delivery by Departments and Statutory Boards for the Council of Ministers.

## A listening Government

We planned and delivered the first Government Conference in September 2022, a two day event offering an opportunity for the Manx public to engage with politicians face-to-face on the big policy issues important to our Island.

## Covid-19

Government's response to the global pandemic was successfully de-escalated and the Endemic Approach adopted in early 2022, allowing Island life and freedoms to be restored while maintaining confidence and vigilance.

## Ukraine

The Isle of Man played its part in the humanitarian support for Ukraine following the Russian invasion, for the first time welcoming and supporting Ukrainian refugees with comprehensive support in the initiative led by the Cabinet Office from March 2022. This established the Isle of Man Homes for Ukraine Scheme, and co-ordinated cross Government arrangements, signposting and support, including financial support for hosts and Ukrainians, working with the community, third sector and immigration for a safe and successful approach. Our approach, which varied from the UK, was subsequently adopted by Guernsey. Over 100 Ukrainian refugees, including children, sought refuge on the Island via these routes.

## Manx Gas Rebate

Concluded negotiations and arrangements with Manx Gas and Manx Utilities to ensure the rebate of £1.4 million for gas customers was received in winter 2022.

## Cost of Living Response

The Government's Cost of Living Response was developed in early 2022 and programme managed by the Cabinet Office as a cross-Government response.

Specific actions delivered by the Cabinet Office to help residents with the cost of living include:

- ◇ Launching the pilot Summer Holiday Activity and Food Programme for recipients of free school meals
- ◇ Setting up, maintaining and promoting the Winter Help advice line and Isle of Man Help for Households website and Cost of Living Booklet for older people and those at risk, as single and direct points of help and guidance, as well as liaising with the third sector and energy providers.
- ◇ The creation of a Community Warm Spaces Fund with significant community take up across the Island.
- ◇ Making more than 25 public sector telephone numbers relating to health, housing and finance free to call using local telecoms providers

## Community

Celebrations to mark Queen Elizabeth II's Platinum Jubilee were initiated, including working with the Department for Enterprise, to support community events with funding.

To support digital inclusion, the new Get Online Centre is a dedicated space for developing digital skills, confidence and awareness to be able to use devices and embrace digital.

The draft North West Area Plan engagement included for the first time the publication and distribution of a Community Guide to the consultation and Area Plan development process, aligned with the goal to build better communities, support health and wellbeing goals, support a vibrant economy and protect the environment.

## Built Environment Reform

The Built Environment Reform Programme (see link to document [here](#)) was led and developed from the Cabinet Office to address key aspects of the system to support a quality, vibrant, built environment for the future and address issues that impede progress and a refreshed planning system for customer service. This is now underway and being delivered by DEFA, with the Major Applications process and incentives for brownfield site development already in place.

## Responsible and reputable

Launched the Tynwald approved Anti-Bribery and Corruption Strategy 2022-2027 and a dedicated new website.

## Corporate governance and values

Established guidance for Departmental Non-Executive Directors (NEDs).

Launched the new Integrity Line / Concerns at Work initiative and updated Government's Whistleblowing Policy adding clearer pathways for staff to report wrongdoing in the workplace.

Launched the Isle of Man Public Service Fast Track Scheme, spotting potential in the brightest and best recruits to bring new ideas and energy to the Public Sector.

# 4. Our Key Achievements



## Ukraine Family Scheme

The scheme allows Ukrainian nationals (& family members) with family links on the Island to come to the Isle of Man:

- ✓ The Ukrainian national must have ordinarily been resident in Ukraine on or before 1 Jan 2022
- ✓ The family member sponsoring must be a British Citizen or hold a valid immigration status (e.g. indefinite leave to remain, limited leave to remain, settled status, pre-settled status)

The applicant needs to apply through the UK Family Scheme AND email IOM borders on [ukrainguidance@gov.im](mailto:ukrainguidance@gov.im)



For more information please visit - [gov.im/ukraine](https://gov.im/ukraine)

### Ukrainian Support

Covid 19: Endemic Approach rolled out

MARCH

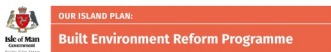
Manx Gas Rebate

2022

JANUARY

Isle of Man Public Service Fast Track

Island Plan Published





Queen Elizabeth II's Platinum Jubilee

JUNE

JULY

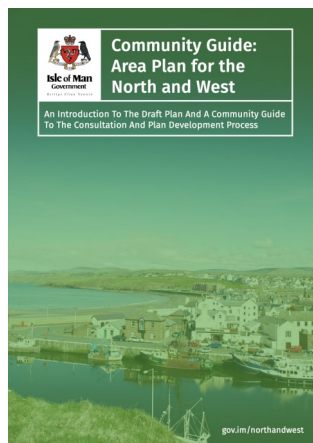
Built Environment Reform Programme

Anti-bribery and corruption strategy

Guidance for Departmental Non-Executive Directors

Digital Strategy

Public Consultation on the draft North & West Area Plan



**Community Guide: Area Plan for the North and West**  
An Introduction To The Draft Plan And A Community Guide To The Consultation And Plan Development Process

[gov.im/northandwest](https://gov.im/northandwest)



**2022 Isle of Man Government Conference**  
20 - 21 September  
Villa Marina, Douglas, Isle of Man

Government Conference

Integrity Line / Concerns at Work

SEPTEMBER

Cost of Living Measures

OCTOBER

2023

JANUARY

Get Online Centre

Updated Island Plan



### Cost of Living Support

If you are worried about the rising costs of living or are unsure of what help is available, either:

- Visit the IOM Help for Households website: [costoflivingsupport.gov.im](https://costoflivingsupport.gov.im)
- Contact the Winter Help Advice Line: Call: 01624 686262, Mon - Fri 9am - 5pm

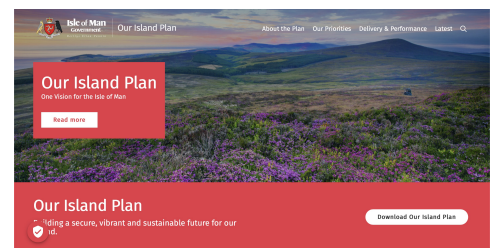
Helpful information ranging from:

- Financial support
- Local charity support
- Energy support
- Warm spaces available across the island
- Help on managing money
- Tips to reduce energy use in the house



IOM HELP FOR HOUSEHOLDS

For more information please visit: [costoflivingsupport.gov.im](https://costoflivingsupport.gov.im)



Our Island Plan  
One Vision for the Isle of Man

Our Island Plan  
Building a secure, vibrant and sustainable future for our island



**OUR ISLAND PLAN:**  
BUILDING A SECURE, VIBRANT AND SUSTAINABLE FUTURE FOR OUR ISLAND: JANUARY 2022  
GD No. 2022/0004

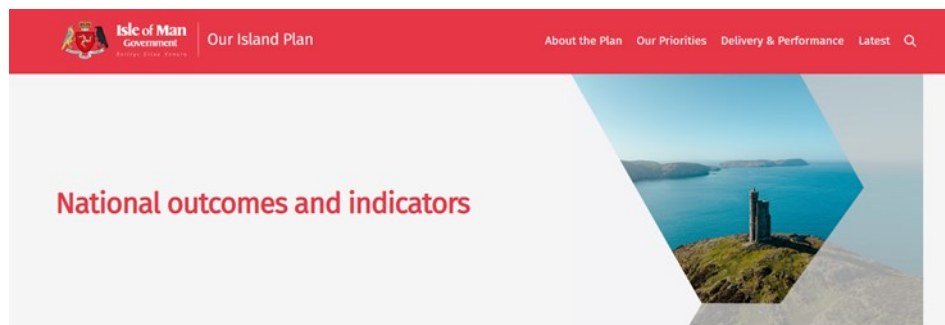
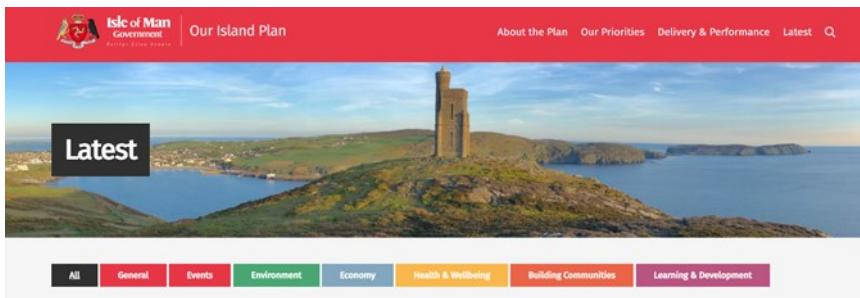
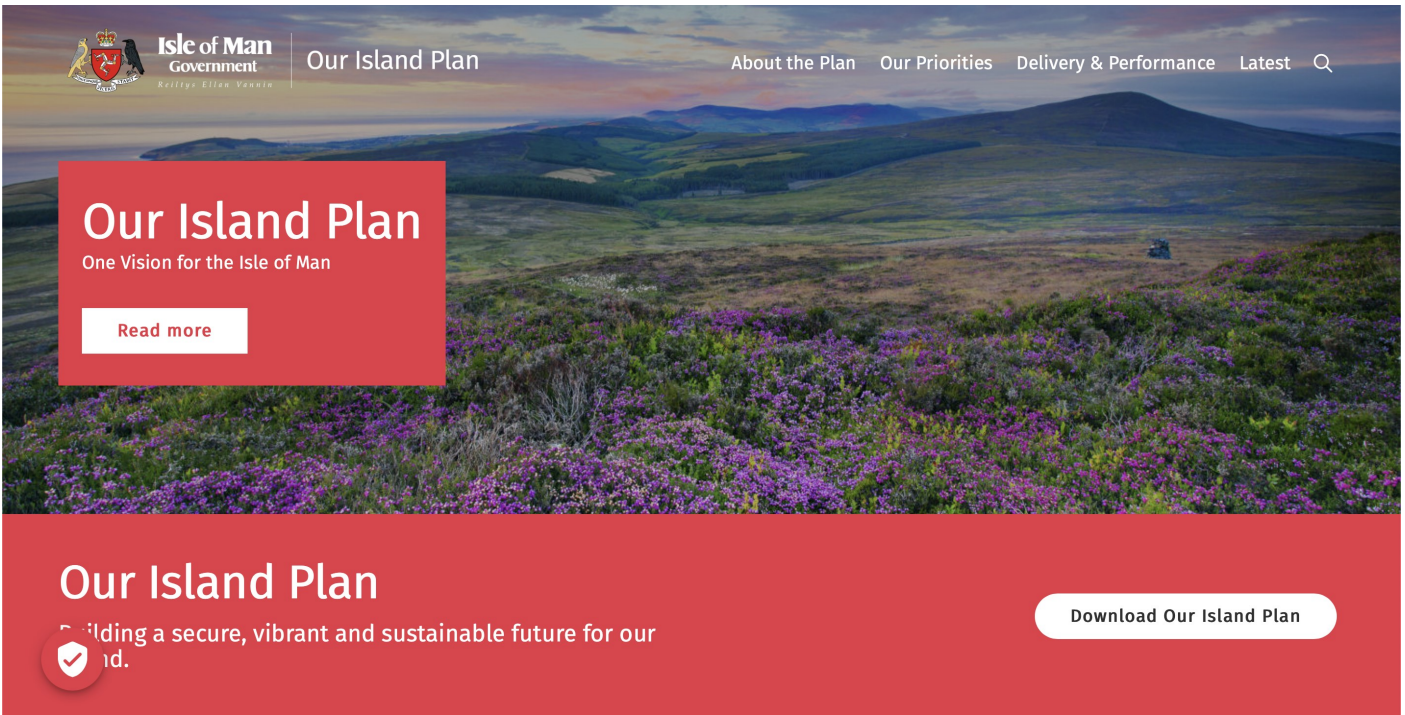


**Digital Strategy 2022-27**  
Investing in the future of our island through the digital transformation of Isle of Man Government



# 5. Our Island Plan Website

We are committed to providing simplified public access to Government information and to support the Our Island Plan document, we have developed a comprehensive Island Plan website (<https://islandplan.im>) so we can update on progress in real time. This website is where all of our Island residents and businesses can clearly see the overall plan, underlying strategies and documents, and importantly, track progress as we go through reporting updates.



## 6. Our Future Direction

*Over the coming year, in addition to the day to day core services the Department provides, the Cabinet Office will focus on several important strategic areas, across all five interrelated themes of the Island Plan, as well as meeting the objectives outlined in the Economic Strategy; ensuring Government is focussed on the most important issues facing the Island and its citizens.*



### Achieving excellence in strategic policy making

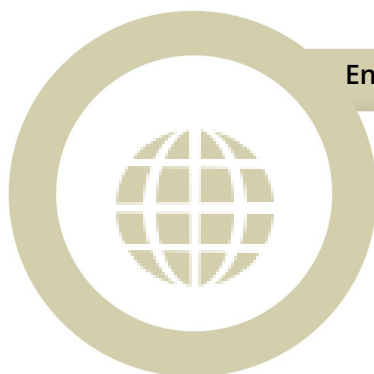
To support excellent **strategic policy making**, the Central Policy team is developing cross-Government policy as required to support the Island Plan. The Cabinet Office is taking the lead role in updating the Island Plan over the course of the administration, ensuring it continues to evolve to meet the priorities of the Island and its people. Additionally, **oversight of delivery, performance management** and reporting on Island Plan and other related projects and matters of strategic national importance are provided by the Department.



### Supporting the delivery of an effective and efficient Government

As set out within the Island Plan, to achieve the most important outcomes for the Island, **Government must operate more effectively and efficiently**. During 2023/24, the Cabinet Office will complete work to support improvements, including work following the reviews into the role of the Chief Secretary and Office of Human Resources. The Civil Service Code of Conduct is to be updated and a project looking at Government's culture, engagement and performance is underway. In addition, the Department continues to look at operational and Departmental structure and is considering options for a smaller, smarter Government; utilising digital approaches to provide high quality services to our customers.

Alongside this work, the Department is supporting the Independent Review into Government's handling of Covid19; ensuring lessons can be learned and required improvements made.



### Ensuring the Island is positioned to face challenges as they arise

The international landscape changes at pace and the External Relations team continues to work with international stakeholders to develop strong relationships to ensure that the Island is **positioned to face challenges** as they arise. This ongoing function is vital in our work to ensure international requirements and standards are met.

# 7. Future High Level Plans & Reforms

Government is changing and needs to change. A key part of this change has been the decision to better define the most senior officer role in the Civil Service by establishing and recruiting for a Chief Executive Officer (Isle of Man Government) and by recognising the need to have clear and effective programme management from the centre of Government to support delivery of the Island Plan and other Government initiatives, and critically strengthen performance and accountability via Chief Officers of Departments.

Considerations and Council's position on this are captured in the review of the role of Chief Secretary, which was carried out following the announcements by the Chief Minister in May 2022.

There are other key areas that should be pursued to support the creation of an effective, well informed, cohesive Government which delivers for people. The Cabinet Office will play a vital role in ensuring these reviews, structural and cultural changes are taken forward.

They are summarised as follows and are expected to be relevant for the remainder of the administration, not concluded in the next 12 months.

## 1. Public Service Delivery

Following the review into the Office of Human Resources, and upon formal appointment of key senior positions, the goal must be to develop the capability, capacity and efficiency of the public service in delivering excellent public services, and to be a place where people want to work and develop, with a positive culture, and a recognition both of achievement, value and the of the importance of delivery.

Recent work from the senior staff leadership conference noted as themes, amongst other issues, the need for:

- ◇ A customer focused, streamlined organisation
- ◇ Leaders to enable teams and provide support
- ◇ Clear direction and focus for the public service, providing capability to deal with changing political direction

As a result an 8 theme programme led by the Interim Chief Executive Officer (Isle of Man Government), and supported by Chief Officers across the Organisation has now commenced which must be continued over the next 12 months.

In addition, and following consideration of the Beamans review into the role of the Chief Secretary, the Operational Performance Board, with political oversight and input from Non-Executive Directors will be established to oversee performance across the organisation.

## 2. Major Opportunities and Strategic Matters

A single point of contact will be developed within the Cabinet Office to liaise with people or organisations at the highest level for key opportunities, major inward investment and / or strategic matters for the Isle of Man.

The purpose here will be to put an end to people and organisations being sent round different Departments and officers of Government at an early stage of scoping or validation, or progress.

As appropriate, this will link in with the Chief Minister, Ministers of Departments and Senior Officers and the Policy Team. The premise is that strategic matters or major opportunities need to have a point in Government to go to and there should be a central senior point of contact to explore private capital investment into sustainable infrastructure. This also addresses the complication and possible conflicts that exist when separate departments deal with an early stage initiative, but may be key in delivery or regulation – which they should be freed up to focus on, once a position is reached.

There is a need for a more joined up approach on such opportunities and to have capacity to support the development of projects that would benefit the Island, working with the private sector and other groups and to ensure access to appropriate advice that is understood at the highest levels, and to resolve and broker any issues, should they arise.

## 3. Strategic Capacity

The policy team has started to develop well over the past 12 months and has been working on developing and delivering on a range of cross departmental topics and issues. Policy making, and in particular strategic capacity, needs more development however.

Part of the overall goal for the policy team is to become expert not in each topic or area, but to become expert at how to draw in information, expertise and data. This will be developed further by supporting input from outside Government on an ad hoc but documented basis, to inform strategy and policy development with higher-level thinking, in order to support Council decisions particularly on key strategic matters and to inform overall policy making.

As it will inform not only Council but the Island Plan boards, this should reduce “siloes” thinking and aid decision making.

Both of the above points will support the Economic Strategy.



# 7. Future High Level Plans & Reforms

## 4. Regulatory Separateness

The regulatory separateness project will be restarted, overseen by the Cabinet Office and working with the Department of Environment, Food and Agriculture and the regulatory bodies therein to deliver, including the Office of Fair Trading. This is important as both a point of principle, given we have situations where one Department regulates another, and of governance, as oversight of regulatory functions is needed. A board review and performance framework will also be developed for arms-length bodies and statutory boards, including regulators.

## 5. Government Reform Bill

Assess the need and scope and where appropriate develop a bill to address the following for progression prior to the end of this administration: a) To provide for the establishment of the Isle of Man Government in statute b) to set the Operational and Performance Board on a statutory footing and make any identified amendments to the Public Services Commission Act c) to make legislative changes needed to achieve regulatory separateness d) remove identified bureaucracy and red tape (departments and industry will be consulted although there may be known issues) e) make any legislative changes necessary to achieve reform of Government services – which are expected to relate to sharing of information (below).

## 6. Digitalisation at scale (Reform of Government Services)

Modernisation of Government Service delivery is key to efficiency, Government productivity and streamlining and delivery for the public. Indications are that there are significant savings to be made, as well as improved experience for the public, which will finally fulfil the “tell us once” undertaking and lead to a smaller, smarter Government. This will overcome the issues and expense of multiple processes repeated across Government and too many tasks focused at the wrong staff grade. This will include an overhaul of gov.im.

Resulting service changes will develop services to a level that better meets public expectations and will increase Government’s agility to respond to future demands.

Digitalisation at scale right across the whole public service is a key part of the Digital Strategy. Work is underway.

## 7. Scope & Governance

The effectiveness and fit of Health and Care Transformation as functions fully resourced within the Cabinet Office will be reviewed in 12 months.

The plans and functions of the Public Health Directorate will be reviewed internally within 12 months, to ensure impact and effectiveness, in light of the Sir Jonathan Michael Independent Healthcare Review recommendations, and in order to ensure impact in terms of long term population health and wellbeing, and reduction of health inequalities.

“Isle of Man Borders” will revert to being called Passport, Immigration and Nationality and consideration will be given to move operations to be part of Customs and Excise (Treasury Department).

Consideration will be given as to potential for streamlined handling of functions that are replicated across multiple Departments (relates to points 6 and 7 above). This is with a view to making the operations of Government more compact and consistent.

## 8. Borders Security

Borders and national security represents a strategic risk to the Island and warrants attention from the centre of Government, drawing together the different authorities involved to protect people, the economy and our quality of life.

Policy development will be led by the Cabinet Office relating to borders security, working with the Department of Home Affairs in particular, as well as the Department of Infrastructure, the Constabulary, Passport, Immigration and Nationality, Customs and Excise and the Department of Environment, Food and Agriculture. The policy and approach will be brought to Council of Ministers for approval and actions integrated into the Island Plan, or Department Plans, as necessary.

## 9. External Relations

An external relations strategy will be developed. This will take account for the need to support the Economic Strategy, maintain the position of the Island in line with international standards, as well as improvement of Government communications, linking in with the Department for Enterprise and related Agencies in support of business opportunities around the globe.

## 10. Charities Legislation

Work with Attorney General’s Chambers to identify changes needed to Charities Registration and Regulation Act 2019, following post legislative scrutiny and how this legislation is working in practice for charities, to ensure they are not facing too much bureaucracy and over-regulation - but that the regulation is effective.

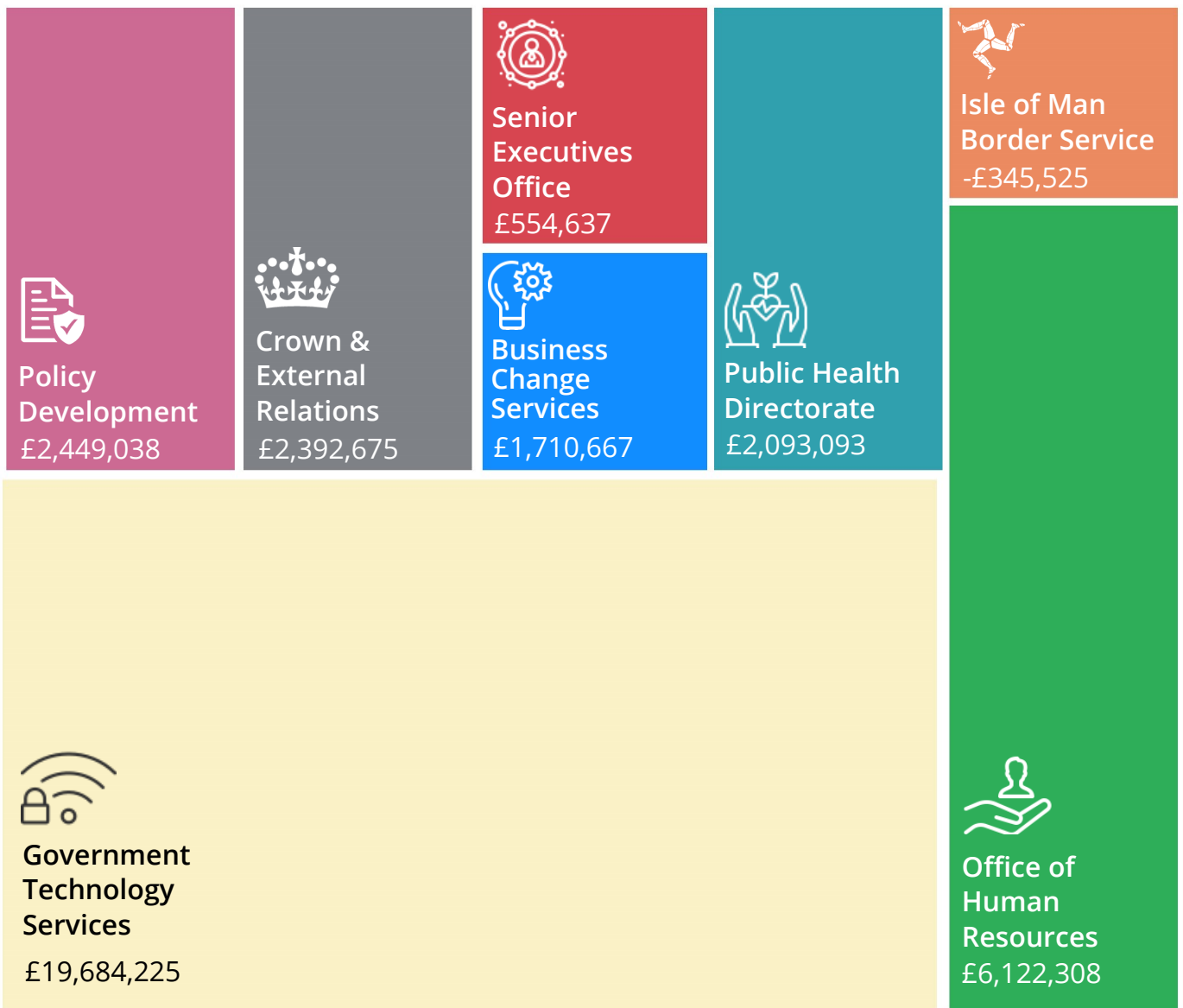
# 8. Financial Summary

Our Net Expenditure by Division is outlined below and includes:

- Employee costs
- Infrastructure costs
- Supplies & services
- Agency & contracted services
- Transport costs

**Total Net Expenditure 2022-23**

**£34,661,118**



# 9. Legislative Programme

For the Cabinet Office, the following items are scheduled to be brought for introduction to the Branches as part of the Legislation Plan for this Political Administration (2021-2026).

Information related to this can be found at the Island Plan Website:

<https://islandplan.im/delivery-and-performance/legislative-plan-2021-2026/>

Bill	Summary
<b><i>Phase Two</i></b>	
Vapour Products Bill	A Bill to place age restrictions on the purchasing and advertising of vapes, vape fluid and associated items/issues.
Information Rights Bill	Scoping exercise underway.
Gas (Economic) Regulation Bill	To update economic regulation of public gas suppliers (on behalf of CURA). Complements the Energy Bill.
<b><i>Phase Three</i></b>	
Registration of Electors (Amendment) Bill	To create a gateway for obtaining electors' National Insurance numbers for the purposes of individual registration, including automatic registration for 16 year olds at the point of issue of their NI number.
<b><i>Phase Four</i></b>	
Town and Country Planning Amendment Bill	To review schedule 1 of the Town and Country Planning Act 1999 relating to the development plan procedure and which specifically makes provision for the correction of errors in an approved development plan under certain circumstances and as so defined.
Border Security (Information Sharing) Bill	To introduce an information sharing gateway to enable Government departments and agencies to share information.



# Appendix 1: Delivering Our Island Plan Priorities

The following tables set out the actions assigned to the Department through the Island Plan and its five priority themes. Progress against delivery will be reported on.

## Building great communities

Strategic Programme	Milestones	Target Date
<b>Cost of Living Strategic Response</b>	Consolidate advice and guidance	Completed: December 2022
	Prepare safety nets – 3rd Sector Forum, Warm Spaces	Completed: December 2022
<b>Built Environment Reform Programme</b>	Align national planning policies, plans and strategies with the Island Plan – Town Centre First model & Regeneration Strategy, strengthen evidence base, deliver policy framework, Permitted Development Review	July 2024
<b>Housing &amp; Communities Board Action Plan</b>	Vibrant Communities – Empty Properties Initiative, Development Viability Study	July 2022
	Modern Housing & Tenancy Law – Draft Housing & Communities Bill, Review of Conveyancing Law	January 2023
	Housing First – Commission Emergency Night Shelter and stepped approach to social housing, and Homelessness law	March 2023
	Homes for all – Shared equity, rent to buy, Social Security support for housing, Housing Market Review, key worker housing policy	March 2023
	The Right Housing Stock – Building Regulations Review, Objective need of Housing, Additional Housing Needs	March 2023
	Change how we work – Review alternative structures, Standards of Performance, consolidation of Housing Policy	March 2023
	Undertake internal functional review into the Housing & Communities Board	March 2023
<b>Isle of Man Strategic Plan 2026</b>	Publication of preliminary publicity	July 2023
	Updated Isle of Man Strategic Plan brought to Tynwald for debate and approval in 2024	2024

## A strong and diverse economy

Strategic Programme	Milestones	Target Date
<b>Financial Crime Strategy</b>	Plan for successful Moneyval inspection in 2025	December 2023

# Appendix 1: Delivering Our Island Plan Priorities

## An Island of health and wellbeing

Strategic Programme	Milestones	Target Date
<b>Health &amp; Care Transformation</b> (Programme administration sits within the Cabinet Office)	Annual report to Tynwald on progress of the implementation of the Health & Care Transformation Programme	July 2023
<b>Suicide Prevention Strategy</b> (Public Health)	Publish Suicide Prevention Strategy and Action Plan	March 2023
	Suicide Prevention Action Plan implemented	To be informed by Strategy
<b>Starting Well and Developing Well in Childhood</b> (Public Health)	Define and deliver early Intervention strategies. Consider and where appropriate adopt approach taken in other jurisdictions	September 2024
<b>Children's Commissioner</b>	Consider the potential role, benefit and remit of a Children's Commissioner	July 2023
<b>Child First Policy</b>	Research into the development of a Child First Policy approach across Government	July 2023

# Appendix 2: Planned Key Divisional Objectives

The below table outlines the Department's planned key objectives and associated actions as per Function/Service that will be underway over the next 12 months. Performance against these objectives, as well as those featured within the Island Plan will be reported on quarterly. Individual Divisional Plans and any additional operational objectives are managed internally within the Department.

Division	Objective	Action
<p><b>Central Policy (1)</b> Team: Policy Development &amp; Planning Policy</p>	Lead the development of well-rounded, evidence based policy across Government; including planning policies.	<ol style="list-style-type: none"> <li>1. Developing policy in line with the Island Plan</li> <li>2. Digital Inclusion Strategy:               <ol style="list-style-type: none"> <li>a) Compile lessons learned from previous strategy</li> <li>b) Identify gaps in digital inclusion particularly in accessing Government services</li> <li>c) Roll out new strategy</li> </ol> </li> <li>3. Publish the Preliminary Publicity for the Strategic Plan Review</li> <li>4. Consult on the Proposed new Town and Country Planning (Amendment Bill) which shall include revision of Schedule 1 – Development Plan Procedure</li> <li>5. Support the Reform Programme to support the built environment:               <ol style="list-style-type: none"> <li>a) Work to secure the right planning policy approach for brownfield sites</li> <li>b) Consider options to widening existing permitted development rights</li> </ol> </li> </ol>
<p><b>Central Policy (2):</b> Team: Executive Office CoMin Administration</p>	Promote good governance through service delivery for the Council of Ministers and the Safeguarding Board; including the delivery of statutory governance functions (such as data protection, freedom of information, public records and administration of planning appeals).	<ol style="list-style-type: none"> <li>1. Support the Legislative Committee to develop a balanced legislative programme for the lifetime of the administration, ensuring timely progression of Bills.</li> <li>2. Increase and enhance understanding of information governance, data protection and freedom of information across the department in the interests of all stakeholders, so that compliance and awareness is embedded in all teams.</li> <li>3. Improve governance of the statutory Planning Appeals and Records Management functions.</li> <li>4. Explore ways to harness wider involvement of the community in statutory boards and bodies through increasing understanding of the role of lay members; seek a greater diversity of applicants through the Public Appointments process.</li> </ol>
<p><b>Central Policy (3):</b> Team: Statistics Isle of Man</p>	Develop and improve the provision of official statistics by Statistics IOM	<ol style="list-style-type: none"> <li>1. To assist in the collection and provision of key metrics and indicators set out in the Island Plan</li> <li>2. Publish Household Income and Expenditure Survey (HIES) Report</li> </ol>
<p><b>Central Policy (4):</b> Team: Policy Development</p>	Develop and improve the customer experience provided by the Welcome Centre.	Review service and functions provided by the Welcome Centre to improve customer services across Government.



## Appendix 2: Planned Key Divisional Objectives

Division	Objective	Action
<b>Crown &amp; External Relations (1)</b>	Modernise our electoral system so that we are best in class by 2026.	<ol style="list-style-type: none"> <li>1. Set up new Electoral Commission.</li> <li>2. Consult on and implement Local Authority election regulations.</li> <li>3. Provide training to all Local Authorities in relation to the new regulations ahead of them being implemented.</li> <li>4. Manage and oversee the move away from Household Registration towards Individual Registration.</li> <li>5. Produce the Register of Electors for all Keys and Local Authority constituencies/districts and ensuring monthly updates (alteration notices) are produced monthly.</li> </ol>
<b>Crown &amp; External Relations (2)</b>	Grow our reputation as an internationally responsible nation.	<ol style="list-style-type: none"> <li>1. Review the funding streams within the International Development.</li> <li>2. Review the Small Countries Financial Management Programme.</li> </ol>
<b>Crown &amp; External Relations (3)</b>	Open new opportunities for our global business.	<ol style="list-style-type: none"> <li>1. Build networks and form relationships with key partners to support interests.</li> <li>2. Introduce new trade missions building on new UK trade agenda (potentially to Ireland, and/or South Africa) and focused engagement in the North-West.</li> <li>3. Ensure that the provisions relating to services and investment in the UK-Japan FTA are extended to cover the Isle of Man.</li> <li>4. Ensure that the CPTPP (Comprehensive &amp; Progressive Trans-Pacific Partnership) Agreement is extended to cover the Isle of Man.</li> </ol>
<b>Isle of Man Borders (1)</b>	Introduce new legislation to maximise intelligence and data sharing with other participants.	<ol style="list-style-type: none"> <li>1. Continue to work with UK Government colleagues to maintain a secure the Common Travel Area (CTA) external border against known threats; to facilitate legitimate travel; and protect the rights of persons traveling lawfully within the CTA.</li> <li>2. Continue to work with UK Government colleagues to ensure that the Island does not fall behind the UK's radical digital transformation programme, Immigration will mirror the UK's border and immigration system in order to facilitate the smooth legitimate movement of people and goods and to thwart illicit cross border movements.</li> <li>3. Immigration and Customs and Excise will work together to facilitate the legitimate movements of individuals, goods and trade; and protect the security and integrity of the Island's borders.</li> <li>4. Have responsibilities such as law enforcement functions at the Islands borders which needs to be resourced out of hours.</li> <li>5. Work closely with other border agencies in the UK and Crown dependencies.</li> <li>6. Legislate to maintain correspondence with UK law.</li> <li>7. Work to ensure the Isle of Man fits into the UK's fully digitised border to ensure continued unhindered movement of people and goods to the Isle of Man.</li> <li>8. Immigration will look at resourcing to facilitate the smooth legitimate movement of people and goods and to thwart illicit cross border movements.</li> <li>9. Revisit the draft Information Sharing Bill.</li> </ol>

## Appendix 2: Planned Key Divisional Objectives

Division	Objective	Action
Isle of Man Borders (2)	Improve speed of decision making and reduced overall processing time for immigration applications.	<ol style="list-style-type: none"> <li>1. Continue to work with UK Government colleagues to align to the UK's Future Border Immigration System and Digital transformation and a fully digitised streamlined border by 2025, with a strong focus on the security and integrity of the CTA Border as a whole to facilitate the smooth legitimate movement of people and goods and to thwart illicit cross border movements.</li> <li>2. We will work to support the goal of the Digital Strategy to modernise Government's digital services through the effective use of technology" working in harmony with the Island Plan to build a digitally secure, vibrant, and sustainable platform.</li> <li>3. Immigration will look at resourcing to improve speed of decision making and reduced overall processing time for immigration applications.</li> </ol>
Isle of Man Borders (3)	Optimise Isle of Man Immigration routes to support the needs of our economy.	Continue to work with the Department for Enterprise to develop and optimise Isle of Man Immigration routes to support the needs of our economy.
Isle of Man Borders (4)	Develop the Nationality Service to support those with European Union Settlement Scheme Status.	<ol style="list-style-type: none"> <li>1. Continue to train and develop resources to ensure those living on the Isle of Man and who are entitled to make an application for British citizenship can do so.</li> <li>2. Maintain and update data collection and sharing gateways with the UK to ensure holders of a European Union Settlement Scheme issued by Isle of Man Immigration are not disadvantaged.</li> </ol>
Isle of Man Borders (5)	Introduce a new Passport system, and link Immigration and Nationality Services with UK Home Office systems.	<ol style="list-style-type: none"> <li>1. Work with HM Passport Office and the Crown Dependencies to develop and deliver the new Digital Customer Service / Digital Automated Processing - Future Passport Issuing System by 2026, whilst continuing to work with HM Passport Office and the Crown Dependencies to identify an interim passport system up to 2026, and identify a contingency service.</li> <li>2. Ensure that Immigration and Nationality are linked to the UK systems for immigration and nationality which are intertwined and will become more so in the future as the UK digitise.</li> </ol>

# Appendix 2: Planned Key Divisional Objectives

Division	Objective	Action
Isle of Man Borders (5) cont.	Introduce a new Passport system, and link Immigration and Nationality Services with UK Home Office systems.	<ol style="list-style-type: none"> <li>3. Align to the UK's digital transformation programme to create a streamlined, digital system that enhances security by:               <ol style="list-style-type: none"> <li>a) maximising upstream security checks, preventing harmful people from getting to the border in the first place;</li> <li>b) creating digital self-service accounts, with a streamlined digital application process including identity capture and verification;</li> <li>c) implementing electronic permissions (Electronic Travel Authorities and eVisas);</li> <li>d) utilising innovative border crossing technology with a vision of full contactless travel;</li> <li>e) increased use of innovation of biometrics to identify individuals at different points of the immigration system; and</li> <li>f) enabling streamlined digital case working.</li> </ol> </li> </ol>
Government Technology Services (1)	Modernise our Digital services in accordance with the Digital Strategy enabling Departments, Boards and agencies to better leverage the power of digital service engagement in the delivery of their services.	<ol style="list-style-type: none"> <li>1. Perform a Strategic review of Information and Communication Technology (ICT) contracts and procurements.</li> <li>2. Initiate gov.im refresh.</li> <li>3. Creation of a data.gov.im website open data portal.</li> <li>4. Extending the Smart Services Framework.</li> <li>5. Develop the notification service.</li> <li>6. Delivery of a mygov.im mobile application.</li> <li>7. Complete of the Win 10 Rollout.</li> <li>8. Achieve availability Service Level Agreement (SLA) targets.</li> <li>9. Inclusion of Green Technology requirements on ICT procurement templates.</li> <li>10. Creation of a Paperless Government initiative</li> </ol>
Government Technology Services (2)	Implement and embed new models for digital service delivery and operations including ITIL and SCRUM. This will allow us to focus on core services ensuring that they provide true value to our customers and service users, enabling the Isle of Man Government to deliver its desired service and strategic outcomes.	<ol style="list-style-type: none"> <li>1. Implement appropriate operating models – e.g. SCRUM (Agile Delivery Method) and ITIL (Information Technology and Infrastructure Library).</li> <li>2. Introduce Tell us Once.</li> <li>3. Improve customer satisfaction feedback methods.</li> <li>4. Rollout Office 365.</li> <li>5. Rollout of Power Platform as a core application development toolset.</li> <li>6. Develop a mobile application development framework.</li> <li>7. Publication of Public, Business and Internal Service catalogues.</li> </ol>

## Appendix 2: Planned Key Divisional Objectives

Division	Objective	Action
<b>Government Technology Services (3)</b>	Focus on information governance by providing leadership, advice and tools to enable Departments, Boards and Agencies to understand and manage their information and data risks. Provide digital services that enable them to discharge their duties under data protection legislation.	<ol style="list-style-type: none"> <li>1. Establish a cross Government gov.im website Governance Group.</li> <li>2. Implement a single service support knowledge management system.</li> </ol>
<b>Business Change Services (1)</b>	Support the effective implementation of changes to deliver efficient and effective service delivery for our Island.	Support the production, revision and governance of the Island Plan
<b>Business Change Services (2)</b>	Continue, through the Business Change Services function, to prioritise and deliver change throughout Government for both digital and non-digital programmes and projects, to ensure we are delivering the right change in the right way.	<ol style="list-style-type: none"> <li>1. Support strategic feasibility studies for corporate objectives</li> <li>2. Develop business cases in order to gain funding for future projects and programmes of work</li> </ol>
<b>Business Change Services (3)</b>	Develop Business Change Services as a Centre of Expertise using industry standard change services through clearly defined functions and services, common standards, tools and techniques.	<ol style="list-style-type: none"> <li>1. Supporting the further maturity and development of BCS services with the implementation of "AgilePM" project management methodology,</li> <li>2. Continued licencing of the Project Portfolio Management (PPM) Tool to facilitate a more mature, efficient and effective Portfolio Management Office.</li> </ol>
<b>Office of Human Resources (1)</b>	Cultivate a performance-driven culture across the public service	<ol style="list-style-type: none"> <li>1. Implement leadership qualities and performance appraisals</li> <li>2. Deliver a manager induction programme to lift quality of performance management and succession</li> <li>3. Integration of People Information Programme (PiP) and Elearn Vannin to deliver cohesive self-service OHR</li> <li>4. One system for increased self-service providing efficiencies and improved employee engagement Reduce the cost of the learning system</li> <li>5. Meet existing SLA and HR performance Key Performance Indicators (KPIs)</li> <li>6. Provide on time, up to date, people analytics to improve and support decisions for Departments on people related interventions</li> <li>7. Harmonise Terms and Conditions, reducing the number of schemes and manual interventions across systems</li> <li>8. Implement electronic police vetting pre-employment checks to reduce the time to hire, and all Disclosure and Barring Service (DBS) checks online and available immediately</li> <li>9. Improvement of systems to reduce manual intervention and improve efficiency.</li> </ol>



# Appendix 2: Planned Key Divisional Objectives

Division	Objective	Action
Office of Human Resources (2)	Remodel our career development, talent management and succession strategies	<ol style="list-style-type: none"> <li>1. Support targeted bespoke recruitment strategies for Manx Care and DESC and hard to recruit roles, improving time to hire and quality appointments.</li> <li>2. Work with DfE and external agencies to identify skills shortages and assist in the development programme.</li> <li>3. Develop coaching programmes and initiatives to support career development.</li> <li>4. Invest in succession management and grow your own initiatives.</li> <li>5. Develop senior leaders across internal and external secondments.</li> </ol>
Office of Human Resources (3)	Work towards becoming the Island's employer of choice	<ol style="list-style-type: none"> <li>1. Implementation of the defined contribution scheme</li> <li>2. Develop initiatives to improve mental well-being</li> <li>3. Deliver a texting service for Occupational Health appointments to ensure that the maximum number of appointments are attended, reducing waiting times and impacting on return to work</li> <li>4. Implement Equality Diversity &amp; Inclusion policies and supportive mechanisms.</li> </ol>
Health & Care Transformation (1)	Continue to address long term, complex challenges and enablers to the health and care system, including agreed care pathways, information governance, data quality and availability, new/modernised legislation, workforce and culture and key digital solutions.	<ol style="list-style-type: none"> <li>1. Progress development of care pathways of prioritised areas</li> <li>2. Handover agreed, developed care pathways for implementation by Manx Care</li> <li>3. Achieve sustainable information governance compliance within the health and care system</li> <li>4. Research and support development of policy for National Health and Social Care Services Bill</li> <li>5. Deliver enablers to health and care workforce modelling, including skills audit</li> <li>6. Commence and procurement of integrated health and care record</li> </ol>
Health & Care Transformation (2)	Further develop the approach for consultation and, where agreed, implementation plans of critical change, including primary care at scale, home care and residential and nursing care.	<ol style="list-style-type: none"> <li>1. Finalise strategic business case for Primary Care at Scale</li> <li>2. Design and enable delivery of year one of Primary Care at Scale</li> <li>3. Enable implementation of first contact practitioners in Primary Care</li> <li>4. Complete engagement and further modelling for decision on the future cost model of residential and nursing care</li> </ol>
Health & Care Transformation (3)	Finalise the necessary arrangements to enable the continued delivery of the Helicopter Emergency Medical Service, inspections of the quality of provided services, strategic assessment of health and care needs and data availability and processing.	<ol style="list-style-type: none"> <li>1. Complete evaluation of HEMS trial</li> <li>2. Support integration and sustainability of HEMS</li> <li>3. Complete baseline inspections of all Manx Care delivered or commissioned services</li> <li>4. Support delivery by others of health and care needs assessments and data improvements as required</li> </ol>

## Appendix 2: Planned Key Divisional Objectives

Division	Objective	Action
Public Health (1)	Improve and protect public health and wellbeing through a series of strategic programmes.	<ol style="list-style-type: none"> <li>1. Working with other Agencies to implement the Suicide Prevention Strategy and Action Plan. (*Subject to business case / additional funding approval*)</li> <li>2. Work with stakeholders to develop the annual winter plan for the coming year, including systems of epidemiological surveillance to ensure rapid response to emerging concerns (including pandemic response and environmental incidents).</li> <li>3. Recover smoking cessation support services to pre-pandemic levels and expand community outreach clinics to improve accessibility and convenience for clients</li> <li>4. Implement a knowledge management and information governance plan to ensure ongoing good stewardship of data and information</li> </ol>
Public Health (2)	Through the national Joint Strategic Needs Assessment (JSNA) programme identify the Island's strategic health and wellbeing priorities.	<ol style="list-style-type: none"> <li>1. Annual work programme approved</li> <li>2. Production of JSNA products relating to Starting Well/Developing Well/Ageing Well Chapter</li> </ol>
Public Health (3)	Introduce legislation to place Public Health functions on a statutory basis.	<ol style="list-style-type: none"> <li>1. Introduce measures to control and prevent the spread of contamination and infectious diseases.</li> <li>2. Consult upon and implement a Public Health (Vapour Products) Bill 2023.</li> <li>3. Public consultation on a Public Health (Functions) Bill approved and published.</li> <li>4. Develop agreement with the Human Tissue Authority (HTA) to provide advice and guidance for the implementation of the Human Tissue and Organ Donation Act (2021). (*Subject to business case / additional funding approval*)</li> </ol>





**Isle of Man**  
Government

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