



**Isle of Man**  
**Government**

*Reilts Ellan Vannin*

**The Chief Secretary's Office**

**Business Plan 2013 to 2016**

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## 1.0 Foreword

The Chief Secretary's Office has a diverse advisory, liaison, co-ordination and communications role. Its work supports the broad 'machinery' of Government and extends into the community and overseas.

This Business Plan sets out the Office's objectives for the duration of the current administration which aim to deliver Government's Agenda for Change while challenging staff to embrace the changes necessary to achieve this.

Like all other areas of Government the Chief Secretary's Office has contained spending in line with Treasury's re-balancing strategy and examined what it delivers, how it does so, and how it can do better.

As a result, it is evident that the Office must focus more sharply on helping to deliver the longer term sustainability of the Isle of Man, while improving its focus on the needs of customers and further defending and developing the Island's international interests.

In short, the Chief Secretary's Office must:

- continue to work across Government, and with the local community and international decision-makers, to foster productive relationships that will help to grow and diversify the economy;
- continue to protect the vulnerable and ensure that all policies developed to deliver the Government's reform meet that objective;
- ensure the Office's work supports Government's priorities within the Agenda for Change;
- lead the internal reform agenda to support the wider public service in continuous improvement, and empower people to progress this agenda;
- ensure that staff have the necessary skills and knowledge to support this work.

The Isle of Man will face many challenges in the months and years ahead, but as Chief Secretary, I am confident my Office can successfully navigate the changing landscape and serve as a guiding beacon to others in Government as we work together for the benefit of the people of the Isle of Man.

Signature:



**Will Greenhow**  
**Chief Secretary**

## 2.0 Chief Minister's Vision

To maintain a **Prosperous and Caring Society** based on fairness, opportunity for all, social cohesion and quality of life, with **top priorities** to **Balance the Budget, Protect the Vulnerable and Grow the Economy**

## 3.0 Agenda for Change

Acknowledges it is one part of the overall picture and sits alongside and is informed and influenced by the debate on the scope and size of government, the way Government allocated budgets to meet its priorities and the external pressures and relationships, setting out priorities for the Isle of Man Government for the next four years and can be seen as a manifesto for change, aligned to five key policy areas:

**Our Economy** – How Government supports the continued growth of our economy creating jobs for all in a sustainable manner;

**Environment & Infrastructure** – How Government ensures we maintain our built and natural environment in a manner that supports the needs of our community sustainably;

**Good Government** – How Government runs itself, delivers its services and deals with the public;

**Income & Expenditure** – How Government determines the money we will collect through taxation and other charges. We will recognise that we exist in a global environment and this section covers the way we interact with our international and local partners;

**Welfare Reform & Wellbeing** – How Government will reform the welfare state, but also support healthy and safe communities.

## 4.0 Our Mission

The Chief Secretary's Office provides high quality advisory support to –

- His Excellency the Lieutenant Governor
- The Council of Ministers
- Government Departments, Boards and Offices
- The Public

The Chief Secretary leads the Civil Service in providing sound impartial advice and services to a variety of stakeholders and ensuring the service is fit for purpose both now and in the future.

## 5.0 Our Vision

To become a centre of excellence setting standards for others to follow by creating a modern, innovative and dynamic office working together to provide excellent service to our internal and external customers.

## 6.0 Our Values

**Focus on Service**

Listening to our customers, being insightful, and actively look for new ways to create savings whilst meeting the needs of the business and our customers

**Innovative**

Forward thinking, thinking differently, and actively looking for new ways to providing alternative efficient service delivery

**Empowerment**

Create a mutually supportive working environment to empower our people and that encourages ownership, innovation, challenge, focus on service allowing staff to thrive and develop

**Courage to Challenge**

Challenge convention and looking for opportunities to improve quality, reduce costs and improve efficiency

**7.0 Our Strategy Matrix**

We must develop resilient and flexible people who can meet the challenges we face. This Strategy Matrix represents the key issues we need to focus on to prepare ourselves for the future.



# The Chief Secretary's Office Business Plan 2013 to 2016

Strategic Aims	CSO OBJECTIVES
<p><b>CSO 1</b> Co-ordinate the delivery (and performance reporting) of the government's policy and reform Agenda for Change (A4C) priorities</p>	<p><b>1. Lead delivery of Agenda for Change objectives:</b></p> <ul style="list-style-type: none"> <li>• GG1 'create a smaller, simpler Government'</li> <li>• GG3 'reduce bureaucracy and improve transparency'</li> <li>• GG4 'improve focus on the customer'</li> <li>• GG5 'routinely report on our corporate performance across Government.'</li> <li>• GG6 'demonstrate the behaviours we value in our staff, including innovation, empowerment, courage to challenge and a focus on service.'</li> <li>• GG7 'tackle any culture of blame and encourage a pragmatic approach to risk.'</li> <li>• IE 3 'engage constructively with the international community. This includes dialogue with organisations in relation to the implementation of developed international taxation standards.'</li> <li>• IE 4 'highlight our success in meeting international standards.'</li> </ul> <p><b>2. Modernise</b> how Government engages with the public</p> <p><b>3. Co-ordinate and oversee</b> delivery of Government's legislative programme, ensuring Bills identified by Council as priorities are delivered on time</p> <p><b>4. Deliver</b> a co-ordinated communications programme which will promote and support Agenda for Change</p> <p><b>5. Provide</b> advice and support to committees charged to deliver agenda for change:</p> <ul style="list-style-type: none"> <li>➢ National Strategy Group</li> <li>➢ Social Policy and Children's Committee</li> <li>➢ Environment &amp; Infrastructure Committee</li> </ul>



## The Chief Secretary's Office Business Plan 2013 to 2016

Strategic Aims	CSO OBJECTIVES
<p><b>CSO 2</b> Develop our people to deliver change effectively</p>	<ul style="list-style-type: none"> <li>➢ CM's Regeneration Steering Group</li> <li>➢ Business Change Steering Group</li> <li>➢ Governance Committee</li> <li>➢ Industrial Relations Forum</li> <li>➢ International Development Committee</li> </ul> <p>6. Deliver a change management strategy for Chief Secretary's Office by 30.9.2013</p>
<p><b>CSO 3</b> Deliver a high quality service to all our customers in line with our core &amp; statutory obligations</p>	<p>7. Prioritise and continuously improve delivery of our core and statutory obligations ensuring robust procedures are in place.</p>
<p><b>CSO 4</b> Deliver a high quality service to protect the Island's international interests and obligations</p>	<p>8. Defend and develop our formal relationships internationally; support and advise the Chief Secretary in his formal role as the channel of communications with the UK</p>
<p><b>CSO 5</b> Contribute to good government through the provision of high quality policy and communication advice, administration and secretariat services to His Excellency the Lieutenant Governor, Chief Minister, Council of Ministers and wider government</p>	<p>9. Scrutinise and, where appropriate, lead on international, regulatory and constitutional developments, in particular those with potential economic or reputational challenges or opportunities for the Island</p> <p>10. Support and advise His Excellency the Lieutenant Governor, Chief Minister, Council of Ministers, its Committees and Chief Secretary in fulfilling their roles</p> <p>11. Support the development of policy, ensuring policy alignment with Council of Ministers priorities</p>
<p><b>CSO 6</b> Create efficiency savings as required by adopting new technology and administrative practices where appropriate</p>	<p>12. Spend no more than our allocated budget of £2,273,175</p> <p>13. Manage the workforce to ensure national targets are met</p> <p>14. Modernise the administration of Council of Ministers and its associated Committees by 31 October 2013</p> <p>15. Review all service delivery functions in line with the requirements of scope of Government by 31 December 2013</p>

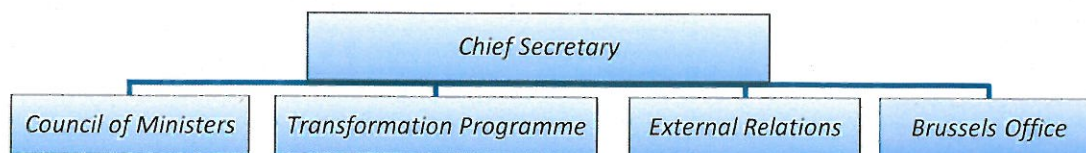
## The Chief Secretary's Office Business Plan 2013 to 2016

Strategic Aims	CSO OBJECTIVES
	<p>16. Develop Information Strategy for CSO and identify priorities for delivery to achieve effective working practices by 31 March 2014</p> <p>17. Develop an ICT strategy for the Chief Secretary's Office 31 March 2014</p>



## 8.0 Our Structure

The office has a personnel complement of 44.20 staff, comprising civil servants and manual workers. The Chief Secretary's Office is organised into four distinct areas, namely Council of Ministers Division, the Government Transformation Programme, External Relations Division, and the Brussels Office, all of which fall under the management of the Chief Secretary.



## 9.0 Authority and Scope

The Chief Secretary is Government's most senior Civil Servant. He is appointed under Section 7 of the Civil Service Act 1990.

The role is varied, but broadly he brings central leadership to the wider Civil Service and supports the Civil Service Commission in developing the Civil Service. He is the primary adviser to the Council of Ministers, the Chief Minister and His Excellency the Lieutenant Governor. The Chief Secretary has a variety of duties defined in statute.

The status of the wider Chief Secretary's Office is frequently misunderstood. It has an advisory, liaison, co-ordination and communication role across Government and with the public, yet is an office without legal personality and limited decision making powers in its own right, therefore it does not follow that the office, the Chief Secretary or indeed the Chief Minister has the necessary power to intervene in disputes with other areas of Government. The Chief Secretary's office must always be conscious of the boundaries of the separate legal personalities that make up the public service and stay within its area of control and responsibility, while leading cross-cutting corporate change.

## 10.0 Budget

	2011/12	2012/13	2013/14
Net Revenue Budget	2,279,000	2,346,900	2,282,245
Personnel Budget	44.20	44.20	44.20