



NEW PUBLIC SERVICE: PROJECT UPDATE

NEW PUBLIC SERVICE
PROJECT

DECEMBER 2020

FOREWORD

For a number of years it has been recognised that the structure, functions and working practices of the Isle of Man's Public Service could benefit from adapting and evolving to help improve how it meets the changing needs of the people of the Isle of Man.

There has long been suggestions that as a public service we do not always take a holistic approach to how we work together or aim to deliver shared objectives, and as a result can suffer from inertia and silo working.

The COVID-19 pandemic has shown that this is not always the case. The past months have demonstrated that an integrated whole-systems approach, that utilises shared principles to deliver joint goals, is not only an effective way of working together, but moreover, is genuinely possible.

From the outset of the pandemic, we were able to show how harnessing shared objectives and working together can create the flexibility to respond and react to the needs of the public in a much more agile and pragmatic way. During this time, the Public Service:

- drafted and introduced over 60 pieces of emergency powers regulations
- implemented eight new financial assistance schemes or support measures
- enabled 3,000 home office workers and brought in a new way of working through Microsoft Teams
- developed 25 new HR policies, procedures and guidelines
- created at least four new services dedicated to dealing with the pandemic (111 centre, contact tracing, community helpline, repatriation service)
- mobilised hundreds of public sector workers to deliver new and challenging tasks
- increased hospital bed capacity by 25%, and
- accelerated the transformation of health and care by dint of circumstance.

To design and deliver this work at such speed, we worked together to achieve one objective: effectively respond to the serious threat that overrode every other individual agenda across the political spectrum, Chief Officer Group, Departments, Divisions, teams, and throughout the community.

Our usual preferences for caution, risk aversion, change resistance and even departmental prioritisation were exchanged in favour of emphasising innovation and adaptability to achieve outcomes and goals through clarity and commitment. This is to say, great effort was made to ensure that all the norms that often prevail in an organisation as complex and diverse as ours were overcome, as our efforts were guided solely by the pandemic.

The pandemic temporarily swept aside almost all competing agendas; replacing them with a sense of greater good and increased willingness to work together as a result. We were able to show that

speed is of the essence, risks are necessary, and that the normal rules of engagement could no longer be sustained, and in fact they were, no longer required. However, this is not to say that everything that was done was perfect.

As the following pages will show, we have set out to learn from this experience and assess what could be done to adapt, change and work together in the way that we did during the pandemic and to learn lessons from mistakes that were made. It is these experiences, and the value we gain from learning from them, that will help us move towards a New Public Service.

A handwritten signature in black ink, appearing to read 'Ray Harmer', with a stylized flourish above the name.

Ray Harmer, MHK, Minister for Policy and Reform

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INTRODUCTION

In May 2020, work began on exploring how the public service could learn from, maintain, and embed the positive ways of working that were demonstrated in the Isle of Man Government during the initial COVID-19 pandemic. At the time, it was thought that the organisation had operated in such a radically different way than usual, that the idea of having to 'revert back to the way things were' was unthinkable, and so, as was the case for many other large organisations, COVID-19 had become a 'burning platform' for kick-starting organisational reform and a subsequent move towards a new public service.

COVID-19 aside, incremental public service reform on the Isle of Man has been a feature of Government for many years. We know and accept how important it is that affordability, productivity, systems and processes must be continually under review. However, unlike some other reforms, the focus in developing ideas and options for the Isle of Man's new public service has been less on the technical, legal or structural aspects of transformation but instead, has placed its people, their working practices and behaviours at its core. For the New Public Service Project, the aim has been to develop a framework for considering ideas and options for developing holistic and integrated approaches to delivering public services. Services that are founded in a set of guiding principles that enable us to work together for the greater good in delivering understandable, clear and visionary activity that benefits the people of the Isle of Man.

The work has focussed on proposing a set of guiding principles that would enable the Public Service to amplify and retain new practices that have been tried and worked well, but to also let go of a culture and practices that have been barriers, are no longer fit for purpose and are no longer necessary to continue.

Specifically, the work has focussed on setting out:

NEW PUBLIC SERVICE PROJECT: OBJECTIVES

- 1 Possible guiding strategic principles for the future of the Isle of Man public service,
- 2 Appraisal of ideas and options that could be progressed in order to move towards a new public service,
- 3 How any change might best be delivered.

In pursuing ideas for a 'new' public service, it should become clear that any reform to the Isle of Man's Public Service ought to seek to incrementally develop an organisation where the culture is

willing to reflect and learn from its past, continually improve, function holistically and quash competing agendas. However, such transformation will not be found in revising organisational design and structures alone. This is to say, a 'new' public service will not be built on foundations of only process and protocol- it will be built on the delicate joint-optimisation of people and process.

LEARNING FROM THE PAST: LESSONS FROM WORKING THROUGH COVID

To enable us to learn from the past, the New Public Service Project set out to uncover which practices and behaviours worked well; but also what did not.

In terms of what worked well, it was found that there was a simple, clear and widely accepted purpose, with explicit objectives that evolved as required. As well as this, there was an acceptance of the need to take risks in what was a rapidly changing situation. Consequently, this appeared to enable an overarching belief in the organisation's ability to change and respond quickly, with frequent decision forums established to help harness and structure diverse or complex views and needs.

On the other hand, while the ability to develop leaner processes for decision making and prioritisation is noted, for some, there were too many groups, meetings and subsets. As a consequence, information did not always cascade and in some cases, there were differences in what constitutes a priority, so sign-off and ownership was not always clear. The need to find balance in autonomy and governance was also highlighted as some officers found it difficult to deal with competing demands – although the belief in working together towards delivering fewer, simpler objectives that focus on outcomes rather than process was a key theme throughout.

In essence, the exploration of 'working through COVID' has found that people worked and behaved differently, particularly where increased pace and collaboration became the norm. The changes in working practices and behaviours were received positively and presented an organisational-wide opportunity for further development. In particular, it was thought that these developments should include: delivering decisions through shared goals, improving organisational agility and a shift away from risk-reluctance in favour of informed judgements. To capitalise on these organisational development opportunities, further work would be needed to create frameworks that support behavioural change and enable a mind-set shift that encourages people to take ownership and learn from their successes and failures; ultimately enabling the Public Service to deliver new and continually better services.

THE GUIDING PRINCIPLES

Establishing organisational shared goals and vision can help develop employee motivation, commitment and engagement. Organisations that build services and operate within common psychological principles are also more likely to retain talent and achieve high levels of employee engagement (MacLeod and Clarke, 2009).

Based on the above, and distilled from a range of activity, six principles that will help guide the public service into the future have been developed. While each principle focuses on a particular area, they are holistic, integrated, interlinked and interdependent- no principle is more important than another and acknowledging this is vital for the new public service to take shape.

Guiding Principle 1: Shared Purpose

The principle of shared purpose focusses on the need to develop a small number of clear, prioritised, strategic and corporate objectives that are driven by informed public engagement, backed up by cohesive evidence-based policy making, international benchmarking and owned collectively.

Guiding Principle 2: Working Differently

Working differently focusses on embracing and extending the way in which technology has been deployed and used, to enable new and flexible ways of working, and reduce costs and protect the environment.

Guiding Principle 3: Working Together

Working together concentrates on engendering new and quicker forms of joined up decision making that are delivered through collaborative leadership, with agile workforce mobilisation, constant communication, good use of technical expertise and central co-ordination.

Guiding Principle 4: Empowered Delivery

The principle of empowered delivery aims to help operational services have the freedom to deliver, at the same time as be accountable, within a policy framework that is centred on achieving agreed outcomes; including the consideration of further use of Arm's Length Bodies (ALBs) and externalisation.

Guiding Principle 5: Agreed Risk

Agreed risk is centred on the development of a risk appetite framework which enables faster operational delivery, tolerates mistakes and provides for continuous improvement.

Guiding Principle 6: Streamlined Governance

The principle of streamlined governance concentrates on reducing layers of bureaucracy, through empowering people (at all levels), simplifying rules and regulations and developing faster processes that are outcome focussed.

Underpinning Principle: Leadership, People and Culture

Underpinning each of the six principles is the notion that transformation is not successful without embedding and developing an organisational culture that supports and upholds strategic vision and direction. In essence, the broad philosophy of generating and working within guiding principles is not new and is commonplace in large organisations – especially those with diverse workforce profiles delivering diverse services. For organisations (like ours) that are setting out to continually improve, guiding principles can help create a collective narrative that enables social learning and create integration or commonality between teams, people and roles (Oliver and Jacobs, 2007). For the public service, these guiding principles will help our newly improved culture to survive and ultimately drive performance and satisfaction for the people of the Isle of Man who are in use of our services.

MOVING TOWARDS A NEW PUBLIC SERVICE: IDEAS & OPTIONS

To assess if the principles are relevant and can be effectively translated into practice for our diverse workforce, they have to be tested. For each of the principles, a set of accompanying proposed actions have been developed.

Principle 1: Shared Purpose

To engender a greater sense of shared purpose throughout the public service and enable officers to work towards common goals, two actions are proposed:

SHARED PURPOSE ACTIONS

- 1** Establish an enhanced policy hub-and-spoke function (led from the Cabinet Office) that is supported by a strong research and evidence gathering function to work in task and finish groups, in collaboration with operational services, to deliver policy recommendations to Transformation Boards and Council of Ministers.

- 2** Apply the strategic principles to a small number of high priority goals to test their validity. These could be: managing the continuing threat from COVID-19, economic recovery for the Island after COVID-19 and climate change.

Work in relation to establishing a policy hub-and-spoke function remains ongoing. It is considered to form part of a larger corporate piece of work that may benefit from further resourcing to help examine how policy is both understood and generated in the Isle of Man Government (IOMG). Work in relation to the COVID threat, economic recovery and climate change is also ongoing, although there may be value in considering how these projects could form part of further corporate initiatives that use corporate resources.

Principle 2: Working Differently

To embrace and extend the way technology has been deployed and to enable new and flexible ways of working that could reduce costs and protect the environment, the following actions are envisaged:

WORKING DIFFERENTLY ACTIONS

- 1** Develop a framework and guidelines to encourage the continued practice of home and flexible working that enables cost reductions within the Government estate, contributes to our response to climate change and encourages enhanced service provision to the public.
- 2** Identify options for regionalised work hubs for IOMG staff to work together across Departments, minimise travel, reduce the size of the Government estate and where technology is provisioned to enable either hot-desk or empty desk delivery.
- 3** Revisit and make recommendations on the concept of localised service centres for multiple public services and for centralised helpdesk functions within internal Government shared services.
- 4** Consider ways in which shared services can be quickly deployed to align with explicitly agreed priorities and customer needs.

Work on developing homeworking guidelines was completed in August 2020 when updated homeworking guidance was issued. The guidance shifted the focus from specific regulations, policies or rules of homeworking during COVID-19 to home and flexible working in general.

Anecdotal examples, workforce feedback and research, has indicated that our future desk-based workforce will wish to take a more blended approach to work through operating as part of a team that is founded on trust and empowerment, managed through delivering outcomes and outputs, has working patterns that are focussed on customer need and has embedded working practices that to support these new ways of operating. Our current approach to work could be described as relatively traditional (particularly in terms of office space where across the portfolio we house around 1400 workers, but with the potential to accommodate in the region of 1760) and any move towards new ways of working would require the development of practical mechanisms to support working differently as well as efforts to improve how undertaking working practices are perceived.

Previously, one of the known key drivers (or barriers) to working differently has been access and use of technology. Although there were some initial difficulties in enabling large-scale remote working (especially for those who had not done so before), the initial COVID-19 period has delivered 'proof of concept' on the Public Service's ability to work off-site and successfully deliver

public services remotely. As at September 2020, 3,700 laptops are currently recorded as being held across all Departments, Boards and Offices. Therefore, access to technology is readily available, although the number of allocated devices suggests that there is likely some redundant equipment which could be re-allocated or recycled to contribute to further growth in the capacity for remote or home working.

If a corporate goal were to be the prioritisation of need for mobile equipment to employees who are already willing and able to work remotely, then it may be possible to continue the current replacement programme (though with a focus on mobile technology rather than desktop) and transition to mobile devices over a five year period. Alternatively the programme could be accelerated by securing additional funding and by reviewing equipment held.

As well as the technological implications of working differently, there is a need to further explore to what extent government sites are utilised effectively. There are a range of spaces within the current property portfolio that could lend to remote or work-hub spaces. While some work is currently underway to explore how such spaces could be better utilised, there is benefit in expanding this work across all departments to ascertain how a corporate approach to space utilisation (and consequent approaches to working practices) could benefit the public service. However, it is vital that any activity focussing on work-hubs is not exclusive to desk workers and includes those who may not have access to amenities that office-based workers expect as standard.

From a practical perspective, developing and implementing a blended approach to working patterns and practices would require productive working environments, processes and systems that allow for reserving working spaces as well as access to documents and materials that would usually be stored on site. Next to this, there would be a need to move away from the notion of officers having their own desks or space as well as further work to improve skills and techniques for managing and leading remotely and additional exploration of the perceived barriers of working differently (e.g. terms and conditions, filing, printing).

In relation to localised service centres, the scope of services provided by the Isle of Man Government is extremely broad (in comparison to other jurisdictions) and as a result, customers generally have to interact with multiple access points and providers on multiple occasions. This is usually for a variety of reasons, with limited choice of location but requiring a degree of know-how. Work has already been undertaken to examine what the Government's customer offering could be, including the Customer First Project, the reconfiguration of the Government website and the development of the Welcome Centre. During the COVID-19 crisis, the Welcome Centre became the focus for all customer contact and general queries and this helped consistent messaging through information dissemination and sharing.

To capitalise on the joint-working and shared service offering implemented over the previous months, there is benefit in further exploring how technology and face-to-face services could be developed to improve how customers interact with the public service. This may include:

submissions/applications, payments and access to information; all of which may be delivered via a focussed central point of entry with one fully interactive website, one telephone entry point (with triage services to access to specialist support) and a small number of localised physical counter services, with triage services to facilitate access to specialist support if needed.

Achieving the above could deliver a reduction in the number of reception/counter spaces that currently exist across Government buildings, thus releasing them for other uses. However, progressing such fundamental change would require a clear policy decision, providing officers with an agreed target operating model for customer service which can then be driven and delivered.

Principle 3: Working Together

To encourage Departments and Officers to work together and improve cross-departmental collaboration, one action has been proposed:

WORKING TOGETHER ACTION

- 1** Establish a new group of Public Service Leaders and a Public Service Development Group involving leaders across the whole public service from which staff can be required to be quickly deployed to work collaboratively on the development of policy and strategy.

Two new groups are being formed: 1) Public Service Leaders and 2) Public Service Development Group. The overarching aim of these groups is to encourage improved working together across the Public Service through networking, collaboration and shared purpose. The leaders group will concentrate on spearheading or overseeing the delivery of corporately agreed strategic projects, whereas the development group will focus on leading or supporting the delivery of such projects.

The Public Service Leaders group will be comprised of all the Senior Management Teams of all departments along with the Chief Executives of Boards and Offices. The Public Service Development Group will be comprised primarily of members who represent departmental management teams (i.e. immediate subordinates of Senior Management team members) and the senior management teams of Boards and Offices.

Principle 4: Empowered Delivery

To assist with empowering operational services to have the freedom to deliver and be accountable within a policy framework that is focussed on achieving agreed outcomes, including through the further use of ALBs and externalisation, the following actions are proposed:

EMPOWERED DELIVERY ACTIONS

- 1 Review the basis on which authority and accountability is delegated in practice to officers within Government
- 2 Consider the potential extension of the concept of quasi autonomous office holders within legislation to be extended to more areas of operational service delivery.

During the pandemic there appeared to be a clearer distinction between policy making and operational decision making than in the normal course of events. This was driven in part, by the pure weight of policy decisions being required of Ministers in determining Government's response. Historically, there has been a tendency within Government for decision making authority to be pushed upwards towards Ministers, Chief Executives or very senior managers. However, section 4.31 of the Government Code states:

"As a principle, it is best that decisions are taken at the lowest possible level and well established, clear policies, accompanied by a formal authority to exercise functions, pass authority down the organisation."

It is considered that there would be merit in reviewing the extent to which that principle is applied in practice and if not, identify options for achieving it. This may, for example, include considering whether the concept of 'quasi' autonomous office holders should be extended to a broader range of roles than exists at present (in roles such as Chief Constable, Assessor of Income Tax and Health and Safety Inspector).

Principle 5: Agreed Risk

Three actions are proposed to develop a risk appetite framework that enables faster operational delivery, tolerates mistakes and provides for continuous improvement:

AGREED RISK ACTIONS

- 1 Capture, in a post COVID-19 response audit, the role played by politicians and officers, including how their behaviours and imperatives have changed or adapted and whether they can be embedded and used as a catalyst for future reform, within a new risk appetite framework.
- 2 Build on this audit by developing a programme of learning and development which enables leaders to develop the skills and confidence to work with risk and ambiguity, and apply the principles of continuous improvement to review and learn from mistakes.

- 3** Examine and make recommendations on functions, processes or services that could be stopped or delivered in a more efficient way.

Informal discussions with a range of stakeholders has implied that the response to COVID-19 was underpinned by a willingness for both managers and politicians to make decisions that carried a known degree of risk. This is to say, there was an increased will to accept that some decisions would be taken at pace and outside of the usual decision making conventions. It was thought that this readiness to make swift and necessary decisions was a result of a mind-set shift, rather than an agreed change in standard protocol.

The ability to encourage officers to make informed judgements at pace or to understand that there are circumstances where risky decisions are necessary, has been shown. The audit has also indicated that there remain some concerns around reprisals or being 'hailed over the coals' by politicians or scrutiny committees. With this in mind, an important element of any development in this regard should be the need to engender a greater understanding of the importance and value that diversity of thought, challenge and scrutiny bring to informed decision making.

Building on this audit, the current leadership offering has been reviewed to ensure that as well as covering decision making models and processes, leaders and managers are taught to reframe their approach decision making – particularly when it comes to instinctively weighing the pros and cons of a decision and its outcomes. A significant element of this is the need to promote understanding of how leadership and management decisions are part of a larger organisational system that requires the ability to think both systematically and strategically.

A workshop that focusses on how teams can identify and apply new learning from experiences during COVID-19 has been piloted to help examine and make recommendations on functions, processes or services that could be stopped or delivered in a more efficient way.

Principle 6: Streamlined Governance

To reduce layers of bureaucracy through empowering people at all levels, simplifying rules and regulations as well as developing faster processes focussed on outcomes, three actions are recommended:

STREAMLINED GOVERNANCE ACTIONS

- 1** Identify and seek to embed those aspects of the decision making process that led to Emergency Regulations which have recast governance arrangements to allow Government to make effective decisions at pace.

- 2** Review processes for submission of business to Council of Ministers and Tynwald to identify options for more efficient processes.
- 3** Establish a process of calls for evidence to ensure the automatic involvement of all interested parties in the development of new or changing policy.

The decision making process which led to the making of the Emergency Regulations differed in certain respects to the process followed in 'normal' times. There was greater tolerance for and acceptance that doing the right thing was more important than doing it the right way. The pace of decision making was much quicker. Normal timeframes were truncated (sometimes significantly), decision making meetings held more frequently and in different ways and there was a sharper focus on achieving quick results. Business as usual largely fell away, allowing a collective focus on the emergency response.

All of these changes were necessary to ensure an effective pandemic response, although as well as there being examples of existing structures and practices holding up well during the pandemic, it was acknowledged that many changes to the normal ways of working are not necessarily suited to non-pandemic times. As a consequence, concerns have been raised about the challenge of ensuring quality decision-making at pace and minimising the inaccuracies which can materialise in the absence of robust governance (and control) arrangements.

During the pandemic response there was a significant increase in the number of meetings of the Council of Ministers (and its Committees etc.) and sittings of Tynwald. This increased frequency placed the existing process for submission of business under considerable strain. Through necessity, greater flexibility around the submission process for matters relating to the pandemic response was sought and shown. Submission deadlines became more fluid and there was extra latitude in respect of style and format. However, whilst the level of work increased substantially during the emergency period, the standard of its administration was maintained. Moreover, the established parameters for submission of routine Government business for the pre-set monthly sittings of Tynwald were adhered to.

In normal times, the established timeframes and deadlines provide the opportunity for Ministers and Tynwald Members to have sufficient time to undertake proper consideration of Government business. Whilst potentially providing greater flexibility to those submitting business, truncating these established timeframes could have detrimental consequences on the quality of this consideration, and therefore require further exploration from an end to end process perspective. However, the pandemic response has demonstrated the potential for greater use of technology to help make the process more efficient, for example in relation to e-signatures of Motions and Statutory Documents and these improvements are examples of what should be part of an ongoing discussion with the Tynwald authorities as appropriate to make the process as efficient as possible.

Finally, in respect of the proposal for a call for evidence process, one of the key lessons from the pandemic was the benefit of representatives of all Departments meeting frequently to consider and make decisions about policy proposals emerging from the Council of Ministers. All interests in a potential policy decision were considered from the outset, which enabled better informed and faster policy making. The establishment of the new leadership groups tasked with working together on emerging projects will undoubtedly assist this process, but consideration could also be given to formalising a call for evidence process, which ensures that cross departmental working takes place in respect of all major policy initiatives.

Underpinning Principle: Leadership, People and Culture

To help to embed and develop an organisational culture that supports and upholds the strategic guiding principles, the following actions have been recommended:

LEADERSHIP, PEOPLE AND CULTURE ACTIONS

- 1** Expectation for new Public Service Leaders and Development groups to role model new behaviours through their collaborative work with targeted coaching to support and challenge this.
- 2** Review the People Qualities framework, enhancing its focus on these behavioural changes.
- 3** Develop capability by building new skills and behaviours development into Masterclasses and Leadership Programmes.
- 4** Identify ways to inspire and reward extraordinary performance, including recognition of performance during the pandemic.

The IOMG Coaching service has been relaunched with the new option to coach virtually. This alternative approach to coaching is derived from the success of virtual meetings and collaborative working throughout the COVID-19 pandemic. Additionally, the Coaching Network is set to be relaunched with a networking CPD event. This event will focus on several topics and will encourage the continuation of collaborative working within the Network.

The People Qualities framework is being reviewed and updated to place greater emphasis on the variety of positive behaviours that were highlighted throughout the COVID-19 pandemic. These behaviours were evidenced by staff across the organisation, starting at Level 1 and working up to Level 7. The framework is therefore being updated to represent this, highlighting the additional level of responsibility required at each level, whilst maintaining the fundamental behaviours.

The ILM Leadership Development Programme is currently being reviewed, with a focus on building those skills and behaviours evidenced throughout the COVID-19 pandemic, as well as developing skills to enable better collaborative working, and improved leadership and management capabilities. In addition, a Leadership Academy is being developed to replace the Senior Leaders Development Programme and is due to be rolled out in the coming months.

Three events to recognise the hard work and extraordinary performance of select staff from across the Island have been held. Departments have chosen to recognise their staff through a variety of means such as letters from the Chief Officer in Cabinet Office, and the COVID CARE Awards in the Department of Health and Social Care. During the coming months the IOM Public Service Culture Forum will be launched on eLearn Vannin to provide staff with the opportunity to share and put forward their ideas. Additionally, an online appraisal tool is currently in development which will enable staff and managers to complete the appraisal process, or be guided through an appraisal conversation online.

MOVING TOWARDS A NEW PUBLIC SERVICE: NEXT STEPS

To build on the work outlined above, the scope of the New Public Service Project will need to expand to cover a number of issues requiring critical review. For example, questions relating to how to improve communication and collaboration in strategic initiatives, culturally rebalance perception of risk and scrutiny, generate policy, better utilise government resources and how the organisation is structured and operates have come to the fore.

Next to this, the increasingly strategic nature of (some of) the work has resulted in a growing list of additional considerations and residual issues that have been presented as the project has progressed. Particularly, the need to develop a set of prioritised corporate objectives to help move towards a 'new public service' has become apparent, along with agreement on how delivering such objectives will be resourced.

To help evolve towards a New Public Service, it is proposed that the following actions plan is now pursued.

New Public Service Action Plan January – July 2021

Completed by	Plan of actions
January 2021	1. Finalise Terms of Reference, membership, group parameters (including commitment and priority for release) for Public Service Leaders/Development groups.
February 2021	2. Launch organisation-wide focus groups that informally explore how an appetite to carry or accept risk can contribute to behavioural change. 3. Develop options to outline how ongoing corporate project work could be incorporated into the New Public Service Project. 4. Develop options for corporate objectives to be endorsed by Council of Ministers and overseen by the New Public Service Project. 5. Organise a shared space or work-hub from which corporate projects can be located along with programmed CPD. 6. Launch a series of workshops focussing on the role and value of scrutiny. 7. Review rental costs and develop options for the consolidation of Government’s estate. 8. Improve promotion of managing and leading remotely training sessions.
March 2021	9. Launch a pilot for work-hub spaces to fully test the concept for IOMG, monitoring usage and feedback from employees and managers. 10. Conduct an assessment and mapping exercise showing how departments generate policy. 11. Hold a series of focus groups with senior and executive officers to uncover what is meant by ‘policy’ in IOMG. 12. Launch Public Service Leader/Development Groups. 13. Increase promotion of Systems Thinking and Strategic Thinking learning activity. 14. Roll out ‘Respond-Recover-Thrive’ workshops that focus on learning from the past, across all IOMG. 15. Develop options for increased use of technology in Departmental discussions, including reducing or removing the need for paper documents. 16. Develop proposals for streamlining Departmental approval processes, including increased flexibility and the use of electronic approval mechanisms outside of the normal meetings schedule.

	<p>17. Perform a mapping exercise to uncover the number of officers involved in the decision making process and ensure that the right senior officers are involved at the most effective stage.</p> <p>18. Develop remote working targets for Departments, Boards and Offices.</p>
May 2021	<p>19. Consult on revised People Qualities Framework.</p> <p>20. Make recommendations on the development of localised service centres offering customer services for a broad range of Government activity.</p>
June 2021	<p>21. Standardise document templates for approvals at the various stages of the current policy making process.</p> <p>22. Conduct a review into the effectiveness of channels of communication from central policy makers to those who are implementing the policy decisions.</p>
July 2021	<p>23. Develop a new 'leaders induction' for all Public Service.</p> <p>24. Develop a long term, corporate working differently strategy.</p> <p>25. Complete the review of delegated authority</p>

CONCLUSION

The above pages have set out a range of ideas, activities and goals that may help the public service to learn from, maintain, and embed the positive ways of working that were demonstrated in the Isle of Man Government during the initial COVID-19 pandemic. With a new and renewed focus on people, their working practices and behaviours, the New Public Service Project has aimed to develop a framework for considering ideas and options for developing holistic and integrated approaches to delivering public services.

Bibliography

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