

GD 2022/0098



Isle of Man
Government

Reiltys Ellan Vannin

Council of Ministers

Response to the Beamans Review The Role and Remit of the Chief Secretary

December 2022

To The Hon Laurence David Skelly MLC, President of Tynwald, and the Hon Council and Keys in Tynwald assembled

1. In May 2022, the Chief Minister announced in Tynwald that he was undertaking a review into the role and responsibilities of the Chief Secretary and related organisational and management arrangements:

"In light of the early retirement of the Chief Secretary, I am taking the opportunity to reflect on its position, its roles and responsibilities. This is the moment to consider how the Chief Secretary enables and leads the highest standards of professionalism and performance across Government. We will also consider whether changes need to be made to ensure better accountability and delivery of Government plans and departmental performances."

2. Beamans Management Consultants were engaged to undertake a review of the Role and Remit of the post of Chief Secretary. The report from Beamans into this review is published separately as GD 2022/0097
3. Detailed below are the main observations from this report, accompanied by Council of Ministers' corresponding response:

Main observations	Response
<p>Remit & Leadership</p> <p>Chief Secretary's span of control is far too wide given the nature of the functional elements for which the role-holder is ultimately accountable</p>	<p>Acknowledged.</p> <p>The span of control, powers and responsibilities of the Chief Secretary are in many respects too wide, and the capacity the Chief Secretary to provide management and leadership in respect of the other senior officers in Departments needs to be formalised in a coherent way.</p> <p>There is lack of clarity about what a "Chief Secretary" is and is understood to be in a modern organisation, therefore the functions that such a senior leader ought to perform.</p> <p>Therefore, in seeking to recruit to a permanent position in a competitive process, recruitment should be for a Chief Executive Officer (Isle of Man Government) rather than for a Chief Secretary.</p> <p>Whilst the main functions of the role will remain, responsibilities as a positive organisational leader of the Public Service and for both supporting and holding Chief Officers to account can be strengthened and brought to the fore through contract of employment and enhanced job description.</p> <p>The interplay of the Job / role descriptions for most senior jobs in Government should allow the</p>

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	<p>Chief Executive Officer to proactively manage, lead, intervene and support where necessary, and provide support to Chief / Senior Officers in Departments, when staffing or delivery issues need resolving, whilst capacity will be freed up by having a Chief Operating Officer for the Cabinet Office in post.</p>
<p>Oversight & Accountability</p> <p>Accountability and performance management of the Chief Secretary needs to be formalised, with routine performance reporting and appraisal mechanisms put in place managed and co-ordinated by the Chair of the Public Services Commission (PSC) and supported by an appropriate Non-Executive Director with recent and relevant experience in the performance management and appraisal of executive level roles.</p>	<p>Acknowledging that the Chief Executive Officer (Isle of Man Government) should be ultimately accountable to and report to the Chief Minister, such routine performance reporting and appraisals should take place with the involvement of the Chief Minister, Council of Ministers, PSC Secretary and board to establish appropriate format and routes for routine performance reporting and appraisals.</p> <p>The PSC, which is the employer, already has Lay Members, and resource can be arranged to structure appraisal, whilst performance reporting, is perhaps more of a matter for the Chief Minister and Council of Ministers who will have closer perspective on performance.</p> <p>Whilst the Chief Secretary is routinely in attendance in Council of Ministers, and Chairs the Chief Officer Group, there is a lack of formal reporting to Council, or from Chief Officer Group (COG).</p> <p>The Chief Executive Officer (Isle of Man Government) should report to Council on behalf of COG with minutes routinely published.</p>
<p>Interplay between Chief Secretary and Chief Officers</p> <p>Performance of Chief Officers to be pro-actively managed by the Chief Secretary.</p>	<p>Agreed.</p> <p>Chief Officer's performance targets and objectives are being refreshed and agreed and periodic performance assessment will take place in conjunction with the Minister for the Department.</p> <p>There is also a need to ensure, at an officer level, that there is clear line management and accountability between Chief Officers and new Chief Executive Officer (Isle of Man Government) role.</p> <p>This must be recognised in the formatting of new roles as sometimes support, direction or intervention is required, outside of performance assessment and as there are many cross</p>

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	departmental initiatives, so clear lines of management and leadership are essential.
<p>Management Approach</p> <p>It requires an effective portfolio and programme management (PPM) structure to be put in place which will enable programmes to be delivered effectively</p>	<p>Agreed.</p> <p>Programme management resource is already being refocused within the Cabinet Office to oversee and report on the performance of departments, in achieving their department plans, for the Island Plan and Economic Strategy and other important initiatives.</p> <p>This and other efforts for cross-departmental collaboration will be the responsibility of the Chief Operating Officer for Cabinet Office.</p>
<p>Accountability & political arrangements</p> <p>Chief Secretary should be accountable to the Chief Minister with formal performance reporting.</p>	<p>Agreed.</p> <p>The Chief Executive Officer (Isle of Man Government) will work to and be ultimately accountable to the Chief Minister.</p> <p>The Chief Minister may task the Chief Executive Officer (Isle of Man Government) to work to other Ministers on any such matters as he delegates or determines.</p> <p>The Chief Operating Officer of the Cabinet Office will work for and be accountable to the Minister for the Cabinet Office at a political level and the Chief Executive Officer (Isle of Man Government) at an officer level.</p> <p>The Chief Executive Officer (Isle of Man Government) will remain in the Cabinet Office (no new office will be established) and supported by the Chief Operating Officer (Accounting Officer), who will ensure the day to day running of the Department, central service functions (OHR, GTS) as well as carry out the central policy, co-ordination and cross-departmental collaboration including work on the Government Programme / Island Plan and other core Cabinet Office functions.</p>
<p>Organisational and Management Outcomes</p> <p>A Chief Officer should be appointed as Accounting Officer for the Cabinet Office accountable to the Chief Secretary for the performance of the Office.</p>	<p>Agreed.</p> <p>The Chief Operating Officer will take responsibility for the management of the Cabinet Office, with accountability to the Chief Executive Officer and responsibility for Senior Staff in Cabinet Office.</p>

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<p>Second Chief of Staff role is appointed to manage and co-ordinate the work of the COG</p>	<p>Not Agreed.</p> <p>This recommendation will be kept under review, however at this time it is not felt necessary to make this second additional appointment.</p> <p>However it is agreed that there is clearly a need for COG to set clear terms of reference and more importantly, set out how it intends to fulfil its remit, and that COG must also support the Chief Executive Officer (Isle of Man Government) in providing strategic leadership of the civil service, to make sure it works as a coherent and effective whole and has the capability both now, and in the future, to respond to the challenges it faces.</p>

4. Following consideration of the Beamans Report, Council of Ministers agreed, at their meeting on 15 December 2022 that the following actions should be taken:
- i. Recruitment should proceed for a Chief Executive Officer (Isle of Man Government) rather than a Chief Secretary. This will provide clarity as to the overall responsibility the position has for governance, line management, accountability and performance across Government Departments.
 - ii. Relevant legislative changes are prepared to address the change in job title, noting that the Chief Secretary is referenced in statute. Advice is that this should be achievable through amendment to the definition of "Chief Secretary" in the Interpretation Act 2015 by way of regulations made by Council of Ministers.
 - iii. A new Chief Operating Officer role be created to manage the day to day running of the Cabinet Office, but more importantly to oversee, coordinate and manage the delivery of central Government programmes outlined in the Island Plan / Government Programme as approved by the Council of Ministers and / or Tynwald, and support the Chief Executive Officer (Isle of Man Government) in facilitating inter-departmental collaboration and delivery.
 - iv. That the Public Services Commission now draw up the job description and person specification for both positions immediately with recruitment for both roles commence to be advertised after Christmas.
 - v. Departmental Chief Executives' job title should change to that of Chief Officer. This means new recruitment for substantive positions should be on this basis and aside from the Chief Financial Officer, consideration should be given to change in title and implications for the current three Chief Executives post holders, to provide consistency.
 - vi. That the Public Services Commission review the job description and employment contracts for the CEO of each Government Department, and any proposed job description and employment contracts for new Chief Officer posts in order to ensure or specifically strengthen the line of accountability to the Chief Executive Officer (Isle of Man Government) and formalise line management and accountability.

- vii. Accountability / performance management process is to be established and set in place for the Chief Secretary and new Chief Executive Officer (Isle of Man Government), and all Chief Officers.
- viii. Chief Officer Group (COG): Terms of reference should be established for Chief Officer Group; COG Minutes should come to Cabinet Office and Council of Ministers; and COG should report via Chief Secretary / new Chief Executive Officer (Isle of Man Government) to Council recognising that COG should provide the information to Council of Ministers on whether government is achieving its aims and meeting the needs of the population of the Isle of Man.
- ix. That a new Operational Performance Board be established as a sub committee of COMIN as set out as Appendix One.

Appendix One

Operational Performance Board

The Operational Performance Board is established to provide **oversight** of Government Operational Performance and to allow for both support and enhanced governance to be provided to the Chief Executive Officer (Isle of Man Government).

The OPB will meet quarterly.

The Chief Executive Officer (Isle of Man Government) will report on relating to productivity and performance including:

- 1.Senior Executive vacancies and proposals for replacement
- 2.Vacancy levels across Government
- 3.Sickness / absence levels
- 4.Progress on annual reviews
- 5.Efficiency & productivity proposals
- 6.Whistleblowing / Bullying or Performance Management
- 7.Notable Achievements by individuals or departments
- 8.GTS performance
- 9.OHR performance
- 10.A summary of the intentions and priorities of the CEO in the coming quarter
- 11.A summary of achievements / progress over the previous quarter
- 12.Organisational Risks

The OPB will consist of:

The Chief Minister (Chair)
Deputy Chief Minister
Chair of the PSC
NED (OHR / Organisational Change / Performance) x 2
Chief Executive Officer (Isle of Man Government)
Chief Operating Officer
Head of OHR
Head of GTS
Head of Internal Audit

The OPB is not ordinarily a decision making body but may recommend policy development. Such policy will need appropriate COMIN / Ministerial and / or PSC approval where appropriate.

The OPB should seek to support and offer guidance to the Chief Executive Officer, but may advise the Chief Executive Officer of any performance matters of concern.

The OPB may not formally direct the Chief Executive Officer to undertake certain duties or actions without first obtaining Council approval.

Minutes from the OPB should be available to COMIN within two weeks of any meeting.

The Public Services Commission remains the statutory body responsible for Employment Terms and Conditions. The OPB is not intended to replace or usurp the PSC, but recognises that the PSC is not always at the forefront of operational efficiency and effectiveness across Government.