

**MINUTES OF THE MEETING OF THE CHIEF OFFICER GROUP,
HELD ON TUESDAY 12 MAY 2015 AT 10.00 AM
IN THE KING ORRY ROOM, CABINET OFFICE, GOVERNMENT OFFICE**

Present: Mr W Greenhow, Chief Secretary, Cabinet Office
Mr C Corlett, Chief Executive, Department of Economic Development
Mr R Lole, Chief Executive, Department of Environment, Food and Agriculture
Mr M Charters, Chief Executive, Department of Health and Social Care
Mr M Kelly, Chief Executive, Department of Home Affairs
Mr N Black, Chief Executive, Department of Infrastructure
Dr M Couch, Chief Financial Officer, Treasury
Mr D Davies, Director of Change and Reform, CO
Mr J Callister, Executive Director, Office of Human Resources, CO
Ms C Hunter, Head of Corporate Communications, CO
Ms J D Hetherington, Executive Assistant to the Chief Secretary, CO

Apologies: Prof R Barr, Chief Executive, Department of Education and Children
Mrs A Martin, Chief Operating Officer, Attorney General's Chambers

045/15 MINUTES OF THE MEETING HELD ON 14 APRIL 2015

It was noted that minutes of the Chief Officer Group ("the Group") meeting held on 14 April 2015 would be considered at the next meeting.

046/15 REVIEW OF REGULATION AND ENFORCEMENT

COG Paper 013/15

The Director of Change and Reform presented a report prepared by a working group which reviewed the regulation and enforcement functions within the Isle of Man Government. The Group noted that the report sought to identify what opportunities, if any, existed to rationalise these functions or deliver them in a different way. The Group further noted that the report submitted proposals which aimed to create greater transparency, recognise and promote best practice and reduce the burden of regulation whilst ensuring that important protections provided by regulators continued.

The Group noted the report's recommendations as follows:

1. Produce guidance to strengthen the relationship between enforcement bodies and sector regulators with those they regulate. This would include guiding principles to be applied across the regulation and enforcement landscape. The guidance would also seek to encourage better regulation through the use of Regulatory Impact Statements, 'red tape reduction' plans and regular reviews of legislation;
2. Improve the way businesses deal with regulators, trying to minimise the number of contacts and the number of times businesses have to provide the same information;
3. Continue to look at options for operating efficiencies through the sharing of common services and premises and investigate further opportunities to save costs; and
4. Establish a permanent Regulatory Network Group with membership from enforcement bodies and sector Regulators throughout Government who would initially oversee and monitor progress of the above recommendations.

The Group welcomed the report and the collaborative work done to date. The Group also acknowledged the difficulty of rationalising the regulatory and enforcement functions within Government and the complex nature of the review as undertaken.

During discussion, the Group expressed concern that the recommendations within the report did not include a clear timescale for deliverable outcomes. The Group also expressed concern that the recommendations would not sufficiently meet the challenge of reducing the bureaucratic burden faced by businesses.

Following discussion, it was agreed that the Director of Change and Reform would revert to the working group to advise that Chief Officers did not consider that the review had gone far enough to address the issues, and that further work was required. The Group agreed that the report should be reworked to contain further measures to achieve the desired outcomes for business and the Isle of Man (i.e. in alignment with Government's strategic priorities) to resubmitted to the Group in due course.

Action: Director of Change and Reform, Cabinet Office

047/15 DELIVERING OUR VISIONS AND VALUES

COG Paper 015/15

The Group discussed an information paper prepared by the Director of Learning, Education and Development in conjunction with the Chief Secretary which outlined the programme of work and support in relation to the delivery of the previously agreed "Vision and Values in our Public Service" (November 2014). The Group noted the paper and welcomed its content.

In particular, the Group noted the systematic and methodological approach for fostering improved engagement within the Public Service, alongside shared ownership for vision and values. The Group also noted the plans for a programme of work that will integrate people, technology and outcomes to enhance the overall performance and stability of the Isle of Man Government. It was also noted that the programme has been developed to meet the needs identified by the Group; Agenda for Change and the Succession Strategy Group and it would complement previous work conducted by the Business Change and Reform team.

048/15 SHARED SERVICES REVIEW

COG Paper 014/15

The Group considered a paper submitted by the Assurance Advisory Division, which outlined a proposed approach to reviewing the implementation of Shared Services within Government. The Group noted that the objectives of the review were to:

- a. Consider the adequacy of the methods used to determine the type and scope of Shared Services and seek to determine whether there are opportunities for further Shared Services;
- b. Determine the success of the implementation of the shared services in meeting its cost reduction targets and identify whether there is potential for further reductions; and
- c. Assess the impact of the Shared Service on stakeholders, customers and members of staff.

It was noted that an approach adapted from the Cost Improvement Programme (CIP) assessments would be used to recruit volunteers to undertake the Shared Services reviews. It was further noted that former CIP team leaders would be approached and asked to act in a mentoring capacity to volunteers and, as with the previous exercise, full support would be provided to all staff.

The Group discussed the paper in further detail and agreed that:

1. The timetable as set out within the paper should be amended accordingly (i.e. to reflect the date of the Group's consideration of the paper);
2. Aspirations for Shared Services as set out in 2010 should be included (i.e. improved services; more consistency across Government; services shared more fairly between Departments);
3. The term "cost savings" should be replaced with "efficiencies" (i.e. to avoid saving money in one area Government only to be outweighed by subsequent and more significant financial impacts within another area);
4. The review's objectives should include recommendations on how Shared Services should evolve moving forward (i.e. next steps); and
5. The relationship between client and service provider was fundamentally important in order to clearly establish "business need" to enable priorities to be set appropriately.

It was agreed that the timetable and Terms of Reference for the review should be amended as set out above and recirculated to the Chief Officer Group.

Action: Assurance Advisory Division, Treasury

049/15 OHR UPDATE

The Executive Director, OHR provided an update to the Group on a number of matters, and in particular a Motion in regard to membership of the Public Services Commission Joint Negotiating Committee which was due to be moved at the May 2015 sitting of Tynwald by the Chairman of the Public Services Commission (Hon J P Shimmin MHK).

It was noted that the Chairman would move that in accordance with the Public Services Commission Act 2015, a committee of three Members be appointed to determine the number and trade union affiliation of members of the employees' side of the Public Services Commission Joint Negotiating Committee.

It was further noted that membership would be a maximum of 5 or 6 members in total with the committee's determination to be published by 10 July 2015 and laid before Tynwald.

050/15 ANY OTHER BUSINESS

a) Corporate Communications

The Group noted that Corporate Communications were working closely with Departments to fully support economic development initiatives.

b) Treasury

The Chief Financial Officer advised that in accordance with financial reporting standards, an actuarial pension liability statement would be published in the Government's accounts (estimated June / July 2015).

The Group also noted that work on the medium-term financial strategy was underway. The Group discussed the application of Lean Management and Value for Money principles, and the important role that they play in financial planning matters. The Group also acknowledged that unilateral Departmental positions should not lead to detrimental impacts on other areas of Government, and agreed that decisions should support corporate, cross-Departmental aims.

The meeting closed at 11.55am

D. Chow.
Chief Secretary
14/7/15
Date