

**MINUTES OF THE MEETING OF THE CHIEF OFFICER GROUP  
HELD ON TUESDAY 10 JANUARY 2017 AT 10.00 IN THE KING ORRY ROOM, CABINET  
OFFICE, GOVERNMENT OFFICE**

**Present:** Mr W Greenhow, Chief Secretary, Cabinet Office  
Prof R Barr, Chief Executive, Department of Education and Children  
Mr N Black, Chief Executive, Department of Infrastructure  
Mr M Lewin, Acting Chief Executive, Department of Economic Development  
Dr M Couch, Chief Executive, Department of Health and Social Care  
Mr M Kelly, Chief Executive, Department of Home Affairs  
Mr R Lole, Chief Executive, Department of Environment, Food and Agriculture  
Mrs S Lowe, Chief Financial Officer, Treasury  
Miss K Parkinson, Executive Assistant to the Chief Secretary, Cabinet Office

SLDP Group 1 (Members: Gary Lark, Jennifer Chance, Linda Watts and Mark Gosden) were in attendance for the following item.

**001/17 SLDP GROUP UPDATES – UNDERSTANDING OUR CUSTOMERS AND TAKING ACTION**

The Chief Executive, Department of Infrastructure as sponsor introduced the SLDP Group who were tasked with measuring customer service and how they could improve customer service within Isle of Man Government.

Gary Lark from the SLDP Group provided the Group with a summary of the project explaining that the SLDP Group were committed to developing a corporate approach to carrying out a customer survey, running pilot projects to seek customer feedback, to 'test' the recommended method and review the toolkit.

Gary Lark confirmed that pilot projects had been undertaken within the Cabinet Office, Department of Environment, Food and Agriculture and the Department of Infrastructure in which there were a number of findings which the Group then reviewed and a number of outcomes were established.

Following discussion the Group agreed that a consistent approach to gathering customer service feedback should be put in place across Government.

The Chief Secretary asked the SLDP Group how they had found the last 12 months working on the project, and how they had managed to continue with their day job and work on the project.

Gary Lark confirmed that everyone was busy in their roles but the Group felt that it was a beneficial project which would be deliverable and would add significant value across Government.

Jennifer Chance added that the project has been successful by having deadlines to adhere to and the members of the SLDP Group remaining focussed and committed.

The Group agreed to the recommendations as set out in the paper:

- The survey tool would be developed in line with the recommendations;
- A Customer Service Survey would be delivered by the Change and Reform Team in the Cabinet Office with ongoing support and;
- The accompanying customer service toolkit would be integrated into the corporate Customer Service Strategy being developed by the Customer Service Development Manager within the Change and Reform Team

SLDP Group 2 (Members: Paula Primrose and Vicki McLaughlin) were in attendance for the following item.

### **002/17 SLDP GROUP UPDATES – AUTONOMY AND EMPOWERMENT**

The Chief Executive, Department of Environment, Food and Agriculture (“Chief Executive, DEFA”) as sponsor introduced the SLDP group who were asked to look at ways as to how autonomy and empowerment could be driven across the public service in the current political environment.

Paula Primrose provided the Group with a summary of the project explaining that the group had undertaken desk research and interviews with a range of stakeholders in both the public and private sectors. Paula went on to say that following the research the SLDP Group determined that empowerment and autonomy were closely linked to engagement and that the topic was massive and that it should be added as an ongoing corporate initiative across Government.

Vicki McLaughlin provided the Group with some examples of the work undertaken in various Departments including the staff engagement project across Treasury, encouragement for staff to access LEaD Courses and other training, and encouraging more fun in the workplace with quizzes, competitions, cake bake sales, games etc at appropriate times.

Following discussion the Group agreed to the recommendations as set out in the paper:

- Leaders need to be more visible, find ways to encourage more fun in the workplace, to remember to say thanks more often and find ways of celebrating success. The Project asks the Group to reflect and consider if they have progressed these actions within their own environments;
- Encouraging people to be empowered and act autonomously forms part of the much wider remit to change the culture of Government which needs to be a continuous process. It is recommended that the work identified above under ‘engagement’ continues to be progressed through the usual fora including the next Senior Leadership Development Programme which the SLDP Group understood was planned for March 2017.

The Executive Director, Office of Human Resources (“Executive Director, OHR), Cabinet Office was in attendance for the following three items.

### **003/17 ANTI-BRIBERY AND WHISTLEBLOWING POLICIES**

The Executive Director, OHR provided the Group with an overview of the paper which highlighted the responsibility of Government to ensure that its bribery prevention policy and procedures are embedded and understood throughout the organisation through internal and external communication, including training that is proportionate to the risks it faces.

Following discussion the Group supported the recommendations as outlined in the paper:

- Ensure that the policies are cascaded to all staff within their Departments including those staff who do not have access to the Government Outlook System;
- Support the roll out of the e-Learn Vannin training across their Departments,

and encourage managers to ensure that their employees complete the electronic trainings sessions;

- Liaise with their HR Advisors to consider how the information may be made available to other groups of staff.

#### **004/17 PHASED RETURN TO WORK FOR PUBLIC SERVICES COMMISSION (PSC) EMPLOYEES**

The Executive Director, OHR gave an overview of the paper which informed the Group of a new policy which was to be implemented in January 2017 regarding phased returns to work for PSC (Civil Servant and Manual and Craft) employees.

Following discussion the Group supported the recommendations as set out in the paper:

- Note the new draft policy
- Ensure that once the policy has been ratified it is cascaded to all managers and staff within their Departments including those staff who do not have access to the Government Outlook System
- Encourage managers to engage with requests for phased return to work in a positive and constructive manner

#### **005/17 INDUSTRIAL JEGS – TO CONSIDER A PAPER SUBMITTED TO PSC**

The Executive Director, OHR confirmed that the PSC had agreed subject to the views of the Chief Officer Group that any manual and craft workers in post prior to 1 April 2016, who are downgraded as a result of assimilation onto the new pay band and grade structure, should be afforded 10+4 pay protection, as already exists for civil servants.

The Group supported the principles, but agreed that this item would be included on the agenda to be discussed at the meeting of the Joint Negotiating Committee scheduled for the 25<sup>th</sup> January 2017.

The Director, Change and Reform Team and the Programme Lead for Change and Reform were in attendance for the following item.

#### **006/17 UPDATE ON PROGRAMME FOR GOVERNMENT**

The Director, Change and Reform provided the Group with an update on the Programme for Government.

The Group agreed that the Change and Reform Team would meet with the individual Departments Senior Management Teams to present the new Programme for Government and discuss how to develop the service delivery plans and identify performance indicators for the relevant outcomes. The group noted that the sub-committees would have ownership of outcomes relevant to the committee and responsibility for monitoring progress against the outcomes. The group also noted that the committees would receive progress updates on the actions identified in the Programme for Government. The Director, Change and Reform would be returning to the Group between the end of January and March to update on progress and present the finished governance framework. Performance would be reported as part of the COG Quarterly performance update.

**007/17 FUTURE POLICY AREAS**

The group had a discussion with regards to future policy areas, it was agreed that the Executive Assistant to the Chief Secretary would put together a list of the suggestions to be discussed at a separate meeting of the Group which was to be arranged.

**008/17 TYNWALD ORDER PAPER AND FUTURE BUSINESS**

The Group discussed a number of items on the Tynwald Order Paper.

**009/17 ANY OTHER BUSINESS**

There was a discussion with regards to Social Media, the Group agreed to discuss this matter further at their next meeting.

The meeting ended at 12.15pm.

.....*W. Alow*.....  
Chief Secretary

.....*24 Jan 2017*.....  
Date