

**MINUTES OF THE MEETING OF THE CHIEF OFFICER GROUP HELD ON  
TUESDAY 10 DECEMBER 2013 AT 10.00 AM IN THE KING ORRY ROOM, CHIEF  
SECRETARY'S OFFICE, GOVERNMENT OFFICE**

**Present:** Mr W Greenhow, Chief Secretary, Chief Secretary's Office (CSO)  
Mr C Kniveton, Chief Executive, Business Change Management Group and  
Department of Community, Culture and Leisure  
Mr C Corlett, Chief Executive, Department of Economic Development  
Prof. R Barr, Chief Executive, Department of Education and Children  
Mr R Lole, Chief Executive, Department of Environment, Food and Agriculture  
Ms L Keenan, Deputy Chief Executive, Department of Health  
Mr M Kelly, Chief Executive, Department of Home Affairs  
Mr N Black, Chief Executive, Department of Infrastructure  
Mrs Y Mellor, Chief Executive, Department of Social Care  
Dr M Couch, Chief Financial Officer, Treasury  
Mr J Callister, Chief Officer, Office of Human Resources  
Miss M A Norman, Acting Head of Chambers Management, Attorney General's  
Chambers  
Mr E Southworth, Director, Manx National Heritage  
Mr M Lewin, Director, ISD, Treasury  
Mr C Hawker, Assistant Financial Controller, Treasury

**Apologies:** Mrs A Martin, Director of Performance and Delivery, CSO  
Mr D Killip, Chief Executive, Department of Health

**In attendance** Mr D Davies, Director, Transforming Government Programme, CSO  
Ms C Hunter, Head of Communications, CSO  
Ms J D Hetherington, Policy and Research Officer, CSO

**099/13 MINUTES OF THE MEETING OF 12 NOVEMBER 2013**

Having been previously circulated, the Minutes of the meeting of 12 November 2013 were agreed and signed by the Chief Secretary.

**100/13 MATTERS ARISING**

None.

**101/13 VISION 2020 PRESENTATION**

The Chief Officer, Department of Economic Development (DED) delivered a "Vision 2020" presentation to the Group.

Chief Officers noted how Vision 2020 seeks to support economic growth within the Isle of Man via eight defined themes as follows:

**1. Safe haven**

Change our Financial Services so we are recognised as a safe, reputable centre providing real expertise to an increasingly global client base

**2. Technology Island**

Rapidly expand our e-business capabilities and reputation worldwide

### **3. Destination Island**

Make the Island much more attractive to target visitor groups, residents and investors

### **4. Enterprise Island**

Create a climate attractive for entrepreneurs to live, work and create jobs

### **5. International Partner**

Deepen international political, regulatory and business links with key target countries

### **6. Manufacturing centre of excellence**

Provide the skills, infrastructure and costs needed to support this growing hi-tech sector

### **7. Distinctive local food and drink**

Support flourishing businesses to reliably supply locally produced staple and artisanal products, profitably exporting and contributing to a local food culture

### **8. Offshore energy hub**

Maximise the potential benefits from offshore wind, tidal, gas and other energy sources in our waters

During discussion it was acknowledged that an appropriate alignment between the Island's economic strategy and its educational system was very important. The Group welcomed confirmation from the Chief Executive, Department of Education and Children, that Vision 2020 was well aligned with the secondary school curriculum.

Chief Officers were advised that DED could deliver the Vision 2020 presentation to any Departmental Senior Management Team, upon request.

## **102/13 COST IMPROVEMENT PROGRAMME**

**In attendance members of the Cost Improvement Programme Team:- Caldric Randall (Chief Internal Auditor, Treasury); Jo O'Donnell (Treasury); Karen Malone (MNH); Roger Christian (Treasury); Audrey Christian (Treasury)**

The Cost Improvement Programme (CIP) team, led by the Chief Internal Auditor, delivered a presentation which updated the Group on the results and overarching conclusions of the CIP project. Chief Officers noted that feedback to individual Departments would be provided after Christmas.

The CIP team advised that in order for an organisation to achieve significant, sustainable change, there should be a structured and formal approach to cost improvement.

The Group noted that external benchmarking exercises had been carried out to assess the maturity of Isle of Man Government in terms of its sustainable cost improvement level.

Results from the CIP project showed that Government does not have a clear idea of the capacity of its staff in relation to service demand. Other issues highlighted included the need for strategic direction and quality management information. In addition, five key challenges were identified as:

1. Exploring and achieving a full range of strategic options/futures within our political environment;
2. Translating the priorities and policies to allow resource prioritisation and allocation to build the target operating model;
3. Creating a culture of continuous improvement focussing on cohesive longer term aims and objectives;
4. Having the appropriate resources - getting the right people in the right place with the right tools;
5. Having the right information to help make decisions

It was noted that challenges 1-3 were mainly strategic elements which rely on strong leadership, whereas challenges 4 and 5 were operational elements which rely on robust management practices. The CIP team advised that the strategic elements would be led by the Cabinet Office and Treasury with the support of Chief Executives leading their Departments.

The Chief Internal Auditor advised that a clear view of the next phase of the project was required and all members of the Group were invited to provide feedback as soon as possible.

**ACTION ALL**

### **103/13 OFFICE OF HUMAN RESOURCES - UPDATE**

The Chief Officer, Office of Human Resources ("OHR") advised the Group in regard to the number of (non-funded) vacant positions across Government as they appeared within the Oracle system. It was agreed that all Chief Officers would review the number of (non-funded) vacancies within their own Departments and report back to the Chief Officer, OHR by Thursday 12 December 2013.

**ACTION JC; ALL**

It was acknowledged that the systems and procedures currently in place to monitor Government vacancies were insufficient. Following discussion, it was agreed that vacancies would be reviewed by the Group every six months in order to share information across Departments and achieve greater transparency.

The Chief Financial Officer emphasised the importance of Finance Officers' roles in the delivery of Departmental targets. The Group was advised that the Treasury wished to introduce a programme of conferences for Finance Officers, in order to support the cross-Departmental delivery of financial excellence.

Other issues, including redeployment and the control of recruitment were discussed. It was agreed that reports on these issues should be incorporated into the quarterly performance review meetings, which are due to be scheduled.

**ACTION JDH**

**104/13 TRANSFORMATION OF GOVERNMENT - UPDATE**

The Programme Director, Government Transformation provided further clarity in regard to the budget rebalancing programme and the submission of projected Departmental financial savings for Year 1. Following discussion, it was agreed that all outstanding figures should be submitted to the Chief Secretary's Office by 11 December 2013 and updated figures would be circulated to the Group as soon as possible.

**ACTION DD; ALL**

The benefits of e-procurement were discussed by the Group as an effective way to reduce costs. The Group also discussed the importance of staff development within Government and it was acknowledged that short-term cost savings through the reduction of training and development budgets would be detrimental to the organisation in the long term.

**105/13 ANY OTHER BUSINESS**

**a) Modernising Ministerial Government**

It was agreed that the Chief Officer, OHR would continue to progress the Transfer of Functions Orders, to be submitted to the January 2014 sitting of Tynwald.

**106/13 DATE OF NEXT MEETING**

The Group noted that the date for the next monthly meeting was Tuesday 14 January 2014 to be held in the King Orry Room, Third Floor, Government Office, Douglas.

The meeting closed at 1.18 pm.

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W. Alow

Chief Secretary

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14/1/14

Date