

**MINUTES OF THE MEETING OF THE CHIEF OFFICER GROUP  
HELD ON TUESDAY 13 OCTOBER 2015 AT 10.00 AM  
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 R Lole, Chief Executive, Department of Environment, Food and Agriculture  
Dr M Couch, Chief Executive, Department of Health and Social Care  
Mrs S Lowe, Chief Financial Officer, Treasury  
Mr M Kelly, Chief Executive, Department of Home Affairs  
Mr N Black, Chief Executive, Department of Infrastructure  
Ms J D Hetherington, Executive Assistant to the Chief Secretary, CO

**Apologies:** Mr C Corlett, Chief Executive, Department of Economic Development

**092/15 MINUTES OF THE COG MEETING HELD ON 22 SEPTEMBER 2015**

Having been previously circulated the minutes of the Chief Officer Group ("the Group") meeting held on the 22 September 2015 were agreed and signed by the Chief Secretary.

**093/15 MATTERS ARISING FROM THE MINUTES OF THE MEETING HELD ON 22 SEPTEMBER 2015**

**a) Health and Safety – Results of Health and Safety Risk Profiling**

Minute 088/15  
COG Paper 019/15

The Chief Executive of the Department of Education and Children ("the Chief Executive, DEC") made reference to the paper submitted by the Principal Health and Safety Advisor, entitled "Results of the Health and Safety Risk Profiling".

The Chief Executive, DEC advised that although he had not been present at the meeting of 22 September 2015, he wished to express concern about the proposed changes to the provision of Health and Safety ("H&S") services across Government, and in particular to DEC.

The Group noted that under the proposals, there would be a 60% cut in H&S services to DEC (from 5 days a week to 2 days a week). The Group further noted that H&S services would be cut to 2.5 days a week for the Department of Infrastructure ("DoI").

Following discussion, it was agreed that DEC and DoI would support the provision of additional H&S resources from existing Departmental budgets in order to maintain the level of cover required and mitigate risk accordingly. It was also agreed that the Chief Secretary would discuss the matter with the Principal Health and Safety Advisor and the Executive Director, OHR and request that an additional paper be prepared and submitted to the Group.

**b) Visions and Values**

Minute 089/15

The Group discussed the ongoing Vision and Values work and in particular, the importance of clearly articulating its messages to staff. It was agreed that the Chief Secretary would discuss the matter with the Director of Learning, Education and Development ("LEaD") and request that a definitive timetable is also produced.

**Ms Jo Roberts, Development Manager, LEaD was in attendance for the following item.**

**094/15 "DELIVERING FUTURE LEADERS" PRESENTATION**

Paper 028/15

The Development Manager, LEaD gave a presentation to the Group which accompanied a "Delivering Future Leaders" paper for approval.

The Group noted that the paper outlined a supportive cross-Government initiative to help identify talent and support succession in delivering future leaders. The Group further noted that the recruitment process was not and should not be equal to a development placement. It was also noted that the process of "Delivering Future Leaders" should enable key people to be linked with the most appropriate placements.

The Group discussed the importance of a number of issues including:

- Managing staff expectations appropriately;
- Effective communications and engagement with staff;
- Provision of feedback to line managers on areas where opportunities are identified;
- Provision of mentoring support by Senior Manager or Chief Officer;
- Appropriate duration of full-time placements to meet the exigencies of IoM Government;
- Sufficient detail to be included in development placement process to support staff returning to their substantive post;
- Opportunities for staff to network across Government rather than limited to bi-lateral networking between full-time placement Department and substantive role (e.g. bringing groups of staff together through part-time placements); and
- Ultimate placement approval to be made by the respective Chief Officer

Following consideration, the Group endorsed the progression of a new talent placement process with a robust entry point, and agreed the following:

- i. The new development process as detailed in the paper;
- ii. No further "Career Path Roles" to commence;
- iii. LEaD to write a development placement process to support staff throughout placement and on return to substantive post;
- iv. LEaD to pilot a "*So you think you have potential*" and Development Centre for executive leaders in November 2015 ;
- v. Where possible, the Chief Officer Group to support this process by keeping roles open for individuals who would benefit from undertaking development placements;
- vi. Observers on Development Centres to be Chief Officers and Senior Managers (subject to observer training from LEaD if required);
- vii. Standard duration of full-time development placements to be 12 months, with flexibility applied as appropriate (up to a maximum of 18 months if required); and
- viii. Opportunities for multi-disciplinary teams to be brought together for part-time development placements as required.

**Ms J Roberts left the meeting**

**095/15 COUNCIL PAPERS**

The Group noted the contents of two Council Papers which related to the tracking and monitoring of corporate priorities and the medium term financial strategy.

Following discussion, it was agreed that a mechanism should be put in place to review these issues at future Chief Officer Group Quarterly Performance Meetings.

**096/15 ANY OTHER BUSINESS**

**a) Policy considerations for refugees**

The Group noted that a letter detailing policy considerations for refugees would be circulated to all Chief Officers by the Chief Secretary, from the External Relations Division, Cabinet Office. Following discussion, it was agreed that Chief Officers would consider the letter and submit any responses to the Cabinet Office by the end of October 2015.

**b) Review of Shared Services**

The Group noted that the Assurance Advisory Division was currently undertaking a review of Shared Services and that it was anticipated that a report would be available in December 2015.

The meeting closed at 11.30am

W. Alow  
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Chief Secretary  
10/11/15  
.....  
Date

