

**REPORT TO: CILEx REGULATION BOARD**

**FOR: DISCUSSION**

**DATE: 2 May 2019**

**REPORT TITLE: People Strategy**

**SUBMITTED BY: Helen Whiteman, CEO**

## **INTRODUCTION:**

1. The purpose of this report is to provide the Board with an update on the development activity taking place to operationalise a new, cohesive people strategy for the team at CILEx Regulation. The people strategy is proportionate to the size of the company which currently has 21 employees, and the resource available to us from Group Services.

## **GROUP SERVICES – ADDITIONAL HR AND LEARNING RESOURCE**

2. Since December 2018, additional resourcing has been made available to us through the Group Services HR function. A new permanent HR Director was appointed and a Learning and Development project manager was contracted for a 12 month fixed term. The new HR Director conducted a stakeholder engagement exercise with senior leaders, managers and teams from across each organisation to understand the current position/provision and capture future requirements/aspirations.
3. Following this audit, it was identified that there are a number of services being arranged locally which would be more appropriately developed and delivered by the HR function, such as learning and development (L&D). At the appropriate time, these will be delivered through a service level agreement (SLA) with Group Services. We will ensure this is captured as part of the governance work on the internal governance rules (IGR). The staff action plan, arising from the staff survey over December 2018, is reported under the CEO report.
4. A new people strategy was presented to our March staff meeting and focuses on three key pillars:
  - a. Attracting the best talent
  - b. Having frameworks for high performance; and
  - c. Focusing on engagement
5. A number of new initiatives are being developed and introduced, and a timeline for 2019 is appended at **annex 1** for further reference.

## KEY AREAS OF FOCUS AND DELIVERY

6. The senior management team (SMT), in collaboration with the HR and L&D team, has developed and introduced the following new or improved services for our staff:
  - a. Introduced a new appraisal document and personal development plan, directly linking to the three strategic aims and business plan activities.
  - b. Audited a new learning management system (LMS) and various key modules such as GDPR.
  - c. Identified new core training modules for our team, to be delivered through the new LMS which launched at the beginning of April.
  - d. New automation of training records for each member of staff, allowing audit and review more easily.
  - e. Reviewed several core HR policies as part of HR stakeholder exercise
  - f. Enhanced our staff induction procedure to capture new L&D services and requirements.
  - g. Attendance by all managers at a mental health and wellbeing training course in May, CEO is now a mental health first aider. Staff working group to develop a new action plan in this area.
  - h. Job role evaluation – appropriate salary bandings identified following external benchmarking exercise.
  - i. New SharePoint hub site (intranet) for our staff, designed heavily around user needs and requirements.
7. All staff have been involved in developing and producing a set of organisational values, the headlines for which are appended at **annex 2**.
8. Formal relationships with CILEx will be captured through a set of new protocols which form part of the IGR working group activity, reported at Item 9. Informal relationships and communication across the different organisations are being discussed by the Executive Committee, which the CEO attends.
9. The Board is asked to note the above activity and provide any observations.



Our core values set out our guiding principles in our day to day dealings with others. They express what CILEx Regulation stands for and can be summarised as: **Efficient, Firm but Fair, Flexible and Focused.**