People Services Positions
Interim Director of People Services

Head of Talent and Workforce Planning
Interim Head of People and Strategy
Head of Reward & Performance
Head of Organisational Development and Capability
HR Systems and Implementation Manager

Business Partner WDP
Talent Business Partner
Group Manager People and Strategy
People Business Partner
People Business Partner

Pay and Reward Business Partner
Policy and Performance Business Partner
HR Manager, Shared Services
HR Manager
Business Partner ER and Policy
Organisational Development & Capability Business Partner
Organisational Development & Capability Business Partner
Equality, Diversity and Inclusion Business Partner
Early Talent Development Manager

Talent Adviser
Talent Apprentice
Talent Adviser
Talent Manager
People Services Manager
People Services Manager

Pay and Reward Manager
Lead Project Coordinator
Team Leader HR Shared Services
Team Leader HR Shared Services
Leadership Development Manager
Capability and Learning Manager
Inclusion and Wellbeing Manager
People Adviser
People Adviser
People Adviser
People Adviser
People Adviser

Pay and Reward Adviser
Pay & Pensions Lead

People Services Directors Admin
HR Assistant
HR Co-ordinator
HR Co-ordinator
HR Assistant
Learning and Development Assistant
Learning and Development Assistant
Capability and Learning Adviser
Digital Learning Co-ordinator
Capability and Learning Adviser
Inclusion and Wellbeing Adviser
Inclusion and Wellbeing Adviser

1	**Delivery of the Doing it Differently (Employee Experience) Programme**					
Impact and transformational activities and Projects						
Ref	Impact and transformational activity	BAU or Project/ Other?	Quarter 1 impact expectation	Quarter 2 impact expectation	Quarter 3 impact expectation	Quarter 4 impact expectation
1.01	Delivery of the people survey	Project/Other	Creation and launch of the People Survey. Results will also be delivered in this quarter and shared with the business.	Action plans will be developed for each business area to allow us to demonstrate we are listening to the feedback given by colleagues and celebrating success/doing things differently. We will also be able to measure some of the actions in our High Performance Strategy.	Business areas will continue to deliver their action plans and we will continue to measure actions in our High Performance Strategy.	Business areas will continue to deliver their action plans and we will continue to measure actions in our High Performance Strategy.
1.02	Delivery of Leading Self and the Leading Others development programme	Project/Other				
1.03	Design, launch and implementation of Leading the ICO senior leadership development programme	Project/Other	Procurement process commences	Planning underway with external provider to scope content of programme	Launch of programme	SLT and ET attend programme
1.04	Review and refresh of our Resourcing policy and associated talent and selection activity – Talent continue to enhance our policies to	Project/Other	Revised policy created and shared at ET & other stakeholders with decisions	Robust policy that enables us to hire market leading Talent into post, with consistent application of the policy with the relevant audit and governance	Reduction in candidate complaints against the policy or our application of it	

			agreed ready for communication			
1.05	Launch and embedding of the ICO behavioural framework (ICO values)	Project/Other				
1.06	Embedding and futrher promotion of ICO coaching and mentoring proposition	BAU				
1.07	Delivery of annual PDR cycle, identifying and acting on opportunities for improvement from both process and experience perspective	BAU				

2	Delivery of EDI Objectives and Action Plan (Year 1 & Year 2 actions)					
Impact and transformational activities and Projects						
Ref	Impact and transformational activity	BAU or Project/ Other?	Quarter 1 impact expectation	Quarter 2 impact expectation	Quarter 3 impact expectation	Quarter 4 impact expectation
2.01	Use people data to understand our workforce demographics so that we recruit, retain and promote the best talent by identifying and removing any potential barriers impacting particular groups.	Project/Other				
2.02	Incorporate behavioural and skills-based criteria to attract and retain people of talent from a wide range of backgrounds through recruitment and progression processes.	Project/Other				**Positive EDI trajectory**
2.03	Embed EDI as a golden thread across all policies, performance and behavioural frameworks.	Project/Other				
2.04	Build capability through Promoting Inclusion for People Managers and Promoting Inclusion for all employees.	Project/Other				
2.05	Provide resources and senior championing for Network groups.	Project/Other				
2.06	Ensure reasonable adjustments are embedded at every stage of the employee lifecycle.	Project/Other				
2.07	Run an internal people engagement survey to set a baseline to measure cultural progress and demographic changes in our workforce.	Project/Other	**ALREADY COVERED BY 1.01**			
2.08	Work on an awareness raising disclosure campaign to encourage and improve self-id data collection including at recruitment stages.	Project/Other				

2.09	Develop our research and insight to understand the needs of the diverse communities we serve.	Project/Other				
2.1	Actively consider EDI within our procurement tendering process.	Project/Other				
2.11	Actively consider EDI in our regulatory remit activities. EDI considerations are incorporated within the Regulatory Risk Review programme actions and recommendations.	Project/Other				
2.12	Ensure our customer and stakeholder-facing services are accessible and in line with the outcomes of our equality impact assessment and best practice.	Project/Other				
2.13	Actively consider and seek to increase the diversity and inclusivity of our expert stakeholder and speaker panels that support our regulatory work and external events.	Project/Other				
2.14	**Year 2:** Conduct a robust review of our recruitment and progression processes.	Project/Other				
2.15	Provide training for network gropu chairs with a specific focus on influencing others and other network members on active allyship.	Project/Other				
2.16	Develop a modular programme that develops capability in five key areas: Inclusive hiring; Active anti-discrimination leadership; Managing reasonable adjustments; Understanding the impact of menopause; Enabling neurodivergent people.	Project/Other				
2.17	Continue work on a disclosure campaign to allow for self-id data collection including at recruitment stages.	Project/Other				
2.18	Link EDI accountabilities to the PDR process ensuring leaders, managers and employees are held to account in the EDI journey.	Project/Other	EDI Objective added as mandatory for			

			all colleagues through PDR process.			
2.19	Actively consider and seek to increase the diversity and inclusivity of our expert stakeholder and speaker panels that support our regulatory work and external events.	Project/Other				
2.2	Continue to develop our research and insight with a focus on our Communities work.	Project/Other				
2.21	Ensure our external comms promote the impact our regulation work has on different groups both publicly and internally, and that our stakeholder engagement actively reaching those communities and people that are at risk from suffering greatest harm.	Project/Other				
2.22	Delivery of wellbeing initiatives that are evidence led and based on data analysis linked to ER landscape	Project/Other				
2.23	Delivery of actions associated with work underway to create accessibility by design.	Project/Other				

3 Delivery of Strategic Change and Transformation

Impact and transformational activities and Projects

Ref	Impact and transformational activity	BAU or Project/ Other?	Quarter 1 impact expectation	Quarter 2 impact expectation	Quarter 3 impact expectation	Quarter 4 impact expectation
3.01	Delivery of revised career banding framework: a. change of framework/policy b. comms c. training d. move to one window	Project/Other	Policy and Frameowrk changes agreed with TUs and ET. Launch of changes to the organisation Training complete New window opens	Window closes PCP meeting Payments made		Comms and training launch ahead of new window in Q1 2025/26
3.02	Review of People Services TOM to better understand progress since implementation and identify further opportunities	BAU		Resrach undertaken to inform development of proposals, including engagement with internal stakeholders. Consideration of opportunities arising from Workday implementation	Proposals developed and implemented	
3.03	Supporting the embedding of cultural change through the People Services operating model	Project/Other	Ongoing delivery of strategic change and transformation, including at directorate level, through the People Business Partner model	Ongoing delivery of strategic change and transformation, including at directorate level, through the People Business Partner model	Ongoing delivery of strategic change and transformation, including at directorate level, through the People Business Partner model	Ongoing delivery of strategic change and transformation, including at directorate level, through the People Business Partner model

3.04	Mandatory and core learning	BAU	Completion rates to be XX for all mandatory modules	Completion rates to be XX for all mandatory modules	Completion rates to be XX for all mandatory modules	Completion rates to be XX for all mandatory modules
3.05	Governance Transition: Lead on all people workstreams in the project	Project/Other				

4	Development of Workforce Planning methodologies and actions					
Impact and transformational activities and Projects						
Ref	**Impact and transformational activity**	**BAU or Project/ Other?**	**Quarter 1 impact expectation**	**Quarter 2 impact expectation**	**Quarter 3 impact expectation**	**Quarter 4 impact expectation**
4.01	Grow the number of colleagues undertaking learning through the apprenticeship levy	BAU				Increase in colleagues completing apprenticeship courses will positively influence succession planning, and the number of colleagues ready for lateral moves or promotions
4.02	Undertake skills gap analysis and create upskilling interventions	Project/Other				
4.03	Define critical roles and roll out succession planning approach	Project/Other		A clear map of areas of strength, and risk for our most senior roles		
4.04	Develop cross-cutting skills and capability development, e.g. change management, matrix management, agile	Project/Other				
4.05	Define and implement capacity planning methodology	Project/Other		Capacity modelling data starts to influence decisions on cases we investigate and resources we deploy.	Start to roll-out capacity modelling in other customer facing areas	

4.06	Delivery of the medium term Reward strategy a. Engagement b. Recommendations/modelling c. People committee/ET agreement d. Comms/implementation e. Measure/review	Project/Other	Options presented to People Committee and ET Decisions on 2024/25 pay award Begin ICO engagement on options agreed by ET	Implementation of 2024/25 Pay Award Complete engagement on options agreed by ET	Engagement and modelling of options presented to People Committee and ET Strategy agreed	
4.07	Review and make recommendations on our location strategy	Project/Other	Paper developed for ET consideration to inform decisions. Agreed approach on employees contracted location			Clear strategy on our accommodation to procure and retain the best talent
4.08	Develop our approach to procuring flexible and contingent labour	Project/Other		Process improvements to enable the organisation to procure contingent labour more efficiently		
4.09	Refresh EVP	Project/Other				Incremental improvements to attract and retain talent as measured by increases to candidate application rates, and increased colleague retention rates
4.10	Improvements to onboarding process	Project/Other			Streamlined onboarding process. Reduced	

					onboarding timescales, and reduced candidate withdrawals in onboarding	
4.11	Improve our tools for candidate selection	Project/Other			Implementation of a suite of selection tools to improve hiring decisions	
4.12	Develop partnering and networking for improvement and sharing best practice with DRCF (skills and capabilities project)	Project/Other				Increase in number of secondments / collaborative graduate placements with member organisations
4.13	Delivery of workstream 4 in Better Regulatory Interventions project (capability and capacity)	Project/Other	Priority capability uplift areas of development - training delivered. Approach to capacity forecasting signed off and agreed	Capacity modelling data starts to influence decisions on cases we investigate and resources we deploy		
4.15	Develop and launch professions and career pathways	Project/Other				Professions work for priority areas complete, following review of critical roles and skills gaps
4.16	Develop and deliver a portfolio of early career initiatives (apprenticeships, graduate schemes and sandwich placements)					Design of programme for year 2 implementation
4.17	ICO Project Lead for the DRCF Skills and Capability workstream, and leading on	BAU			Increase in sharing of Talent in/out	

	implementing, consulting, engaging and developing the Skills and Capability workstream plan and associated planned activity				with member organisations	

5	**Development of the People Services Operating Model**					
Impact and transformational activities and Projects						
Ref	**Impact and transformational activity**	**BAU or Project/ Other?**	**Quarter 1 impact expectation**	**Quarter 2 impact expectation**	**Quarter 3 impact expectation**	**Quarter 4 impact expectation**
5.01	Collaboration with DDaT through the work on EDS to develop our approach to reporting and analysis of people metrics, for use both internally within PS, but with stakeholders such as SLT/ET/People Committee.	BAU	Engage with DDaT to understand scope of work and agree actions	Delivery of improved people dashboard and upskilling of PS team in utilisation of workday reporting	Delivery of improved people dashboard and upskilling of PS team in utilisation of workday reporting	Continuous Improvement
5.02	Implementation of workday help - Self Service Ticketing solution, with end to end People Processes documented and embedded in the People Services Teams, encouraging tier 0 and 1 delivery. Ensure the ticketing system measures appropriate People related queries and informs KPI's	Project	Design and scope	Testing and build	Launch workday help	Continous improvement of articles and KPIs/SLAs
5.04	Further development and embedding of our service delivery model – through PBPs, tiered model through advisers and HR Admin team	BAU	Aligned with 3.02	Aligned with 3.02	Aligned with 3.02	Aligned with 3.02
5.05	Review of our Shared Services operating model (purpose, process, performance (SLAs and KPIs), capability, structure	Project		Design and launch review		End Review
5.06	Ensure effective and responsive management of all employee relations cases in line with legal requirements, ensuring	BAU				

	operating model standards are met through tier 2 offer, coaching of people managers and meeting SLA's					
5.07	People policy refresh, in line with shared services and wider operating model review and launch of workday help	BAU				