CIPD
*Championing better
work and working lives*

CIPD GUERNSEY BRANCH BUSINESS PLAN

July 2015 – June 2016

Completed:1 May2015

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(Incoming Chair)

INTRODUCTION

CIPD is the professional body for HR and more broadly for those involved in people management and development. The CIPD's purpose is to **champion better work and working lives** by improving practices in people and development for the benefit of individuals, businesses, economies and society. The CIPD is incorporated by Royal Charter and is a registered charity.

CIPD branches and groups (geographical and special interest groups) are spread throughout the UK and Ireland and run by volunteer branch officers and committee members. Branches provide a key channel for member and potential member engagement at a local or country level, they:

- act as **advocates for the CIPD** locally in support of the national and international member objectives and provide insight and feedback on member needs
- provide **low-cost CPD** by hosting local events and activities which enable local practitioners to network and learn from each other
- support members with their **career development**
- often develop and maintain good relations with **local centres** offering CIPD programmes
- support members by ensuring our **latest research** and other **CIPD services** are disseminated

The CIPD aims to strengthen and enable the branches to better support members and potential members locally. This year branches are asked to help support the CIPD strategic imperatives by:

1. supporting local qualifications training centres with membership inductions to ensure they see the value of joining and remaining in membership

2. supporting members with career plans & ensure they are in the right professional grade

3. continuing to support national campaigns where appropriate and pertinent eg 'Learning to Work' Campaign, 'Engage for Success' (EfS) initiative, etc.

The purpose of this Business Plan is to capture relevant, appropriate branch activity including associated costs for year July 2015 – June 2016 and is required to release branch funding for that period. It enables members, potential members, branch officers and committee members to understand the plans for the year ahead and the investment required to ensure these materialise.

HEADLINE REVIEW OF LAST YEAR

Key achievements:-

- Events programme range and involvement from the business community
- Partnership working with CIMA/ACAS/Engage for Success
- Showcase PACE award for branch chair
- People Conference – engaging with business and HR community

Key challenges

- Introduction of finance procedures
- Website update and maintenance for the branches and lack of control locally
  Lack of resource and consequential pressure on committee members as a result

Final predicted financial outturn 2014– 2015

Total income	£24,427.50
Total expenditure	(£26,297.00)
Approved budget	(2,350)
Surplus for the year	£480.50

Opportunities for the coming year

- Review and change in committee make-up, structure and operation
- Potential expansion of the committee
- Increased momentum and engagement with membership, government and local media
- A further sophistication of activities and targeted learning opportunities for members and Guernsey business alike

SECTIONS

1. **INFORMATION**: ABOUT THE BRANCH

2. **IMPACT**: WHAT YOU PLAN TO DO AND HOW YOU PLAN TO DO IT

3. **INVESTMENT**: WHAT RESOURCES YOU NEED

SECTION 1:INFORMATION: About the branch

1.1 Context of branch - location, geography, political, social and economical

Guernsey is 24 square miles; the island makes its own laws, has its own government, sets its own budget and has its own tax system.

The Bailiwick of Guernsey is a Crown Dependency and includes Alderney and Sark and the islands of Herm, Jethou and Lihou. The island of Brecqhou is part of Sark.

Crown Dependencies are not represented in the UK Parliament and the Bailiwick of Guernsey is not part of the UK. The Bailiwick of Guernsey's governing body is known as "the States" and the islands have their own directly elected legislative assemblies, administrative, fiscal, legal systems and courts of law. The States is felt to be reasonably conservative in its policies and rulings and the islands way of life and work represents a relatively steady and safe place to operate business.

The population of Guernsey is circa 62,700 with a working population currently at 31,000 approximately. Unemployment in Guernsey historically is low and currently stands at 1.1% of the workforce. Finance is the mainstay of the economy; with around 6,500 (21%) employed in this sector, which at 37% is the largest single contributor to GDP.

Guernsey is made up predominately of SMEs. From the latest statistics the vast majority of these employ less than 10 people, with only 6 companies employing more than 250 employees and 42 companies employing more than 100.

1.2 Groups and Networks that are connected/operate under the Branch

Geographical groups	Special Interest Groups (including self-managed groups)	Other (eg networks, sub-committees)
There are no geographical groups in the Guernsey branch. The branch looks after all the islands found within the Bailiwick.	• Learning Matters	• Communications sub-committee (currently under review) • Events sub-committee (currently under review)

1.3 Membership profile

Membership grade	Total
Chartered Companion	
Chartered Fellow	23
Chartered Member	41
Associate	126
Affiliate	14
Student	24
Academic Fellow	
Academic Member	
Academic Associate	
Total Branch Membership	228

Membership profile opportunities in terms of the core aims for branches to achieve this year include:(See also objectives in 2.2)

1) Continue action support groupsworkshops (for membership upgrading) as appropriate to the demand

2) Sophisticate the approach to the various levels of membership by differentiating the support and communications for the branch's activities

3) Develop closer working with CIPD Students by recruiting a Student member to sit on the committee from one of the Study Centres

4) Develop closer relationships and support for qualifications training with CIPD Study centres and local training providers

5) Continue with the induction of CIPD students to CIPD membership and initiate an initial level of help with the transition out of the Student membership level

6) Target and communicate with Chartered members to encourage them to upgrade to Fellow.

1.4   Branch Committees – please see Appendix One

1.5   Branch Operations

1. Annual strategy meeting - provides a review of last years' objectives, working practices and helps lay out the strategic focus for the following year.

2.Committee – meets on a monthly basis. The Committee agrees the overall activity plan for the year, the budget, receives updates from key committee members and/or sub-committees, organises and takes decisions regarding its activities.

3.Sub Committees – have historically met on a monthly basis (one for events and one for communications). These sub-committee meetings have enabled the committee to deliver its key targets, breaking down the task into manageable tasks for individuals to organise and report back on. These groups have been encouraged to work in an autonomous way with the remit of a certain level of decision making , they provide an update to and seek key decisions of the main committee on a monthly basis.

For varous reasons it is felt that it is not possible to fully operate these sub-committees as they have been and it is thought that one or both are replaced with more discussion and decision making occuring at the monthly committee meetings and when action or decision needed more quickly, key individuals are responsible themselves for much of what the sub-committee would have done, reporting into the monthly meeting directly and/or the Chair or Vice Chair as appropriate . This change will be considered at the next monthly meeting and trialled thereafter with a review of how it has worked later in 2015.

4.One to ones - As part of the new committee set up, as well as supporting the committee team and resource building, a one to one meeting or phone call will be held periodically between all individual committee members and the Chair or Vice Chair, to support the individual in their role and the activity associated with it.

5.Bi Weekly e bulletins/Quarterly Newsletters - The committee actively uses these means of communication with the membership and business community and provides regular information on events, policy and activities generally.

6.LinkedIn - To widen the reach, the branch has developed its own LinkedIn site, one site for the branch and one for Learning Matters. LinkedIn is used to share key documents and key news to those signed up and this medium will become more important as less options become available to place news on the website.

7. Council meetings are undertaken by the Chair or elected representative - Information to and from these meetings support the communications and connections of the branches to the Centre and vice versa. Key topics are discussed and reported on at the monthly committee meetings leading up to and after Council as appropriate.

9.Surveys – Using on-line survey tools, the branch will increase its interaction with the membership and/or wider business community to gather feedback on various activities, influencing States policy in line with the membership's needs, as well as providing important information for members about market practices.

10. Other Special Interest Groups – As well as the Learning Matters speical interest group, the Committee will also give consideration to creating other ad hoc special interest groups to assist groups of the members to come together where they have a particular need and the CIPD is in a position to assist them in their dialogue with the States on matters of policy.
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1.6   Additional information to share

The branch will continue to forge relationshipswith other professional bodies, States policy makers and business groups. Further development will continue with:

1) **CIMA** – This relationship was developed last year with a joint event in November facilitated by a CIMA tutor who ran a workshop on "Business cases that convince" to an attendance of 54 people from both finance and HR and with this success we will look to put on another collaborative event late 2015.

2) **ACAS** – This relationship was strengthened earlier this year and culminated in a workshop being developed with ACAS tutors resulting in 62 attendees learning about "Managing extremely challenging people". We will look to continue the good work done here, replicating this type of event as demand dictates.

3) **Engage for Success -** The workshop scheduled for June will help cement and refresh the work that the branch started locally at a conference in November 2012 on Employee Engagement.

4) **Government –** As well as discussions around events with Industrial Relations, further relationship building and discussions have taken place with Commerce and Employment and the Policy Council on pending employment related legislation,helped enormously by our having a new Policy Advisor. This brings the branch more to the fore of the consideration and development of States policy and legal changes relevant to work and working lives, and provides a voice for our membership to influence the direction of these issues.

5) **Local Schools –** The branch have supported local schools with "Inspiring the Future" for the last two years. although volunteers required to undertake this has been stretched at times. It is expected we continue to support this scheme in the future. However we must be realistic in what we can commit too.

6) **Local Study Centres –** Discussion has taken place over the last year with the GTA, the States College of Further Education and BPP to help support the provision of HR qualifications and HR related courses. This will see further development over this next year.

SECTION 2:IMPACT: What you plan to do and how you plan to do it

2.1 Aims and objectives for the coming year:

- To increase and grow the branch committee resource

- To better adapt to changing resource levels on the committee

- To further engage with members and sophisticate what on offer including more targeted activities at different membership levels

- To continue to raise the profile and influence of the CIPD and its local members with business.

- Help shape the future success and influence of HR as part of business locally.

2.2 Objectives for the following year include:

Committee Resource

Objective: To increase and grow our branch committee resource	
Key actions	*Key measures*
1) Advertise vacancies on e-bulletins and on LinkedIn Spring 2015	Number of individuals that come forward
2) Brain storm those to target individually, to ask if they might consider joining the committee (June 15 onwards)	Number of individuals we target and number that agree to join us
3) Set up an annual CIPD student scheme with local CIPD qualification study providers, to join the committee	Student contributing and adding value to the committee meetings and activities

4) Consider employing an individual to undertake some of the administration of the committee (3 hrs a week initial proposal)using the expected financial success of some of our events
  i) identify tasks/areas that need assistance and completion
  ii) Work in partnership with Jersey to see if there is a pan-island solution
	Administration burden relieved and there is no concern over finances to pay for the solution.

Committee Resilience

Objective: To better adapt to changing resource levels on the committee	
Key actions	*Key measures*
1) Alter committee structure if felt necessary, by removing one or more of the sub-committees from the normal means of operation	Sub-committee/s not missed by committee members
2) Provide more responsibility and accountability to individuals to undertake more independently, reporting into the monthly meetings to full committee and aided by the 1 2 1s with Chair and/or Vice Chair	Individuals clear on what their responsibilities are and what they can do and feel able to take on the task/s accountable to the full committee and to the Chair/Vice Chair
3) Set up project based approach (similar to sub-committee working) for certain activities or bigger events where the situation needs	Committee members are happy to use a project based approach and can easily adapt to the different approaches needed.
4) Where possible, develop knowledge and skills for each task, and ensure the committee has more than one (and preferably two) people that can do each job, to provide resilience for holidays, sickness, work and personal commitments.	When resource issues come up there is someone to readily fill the gap
5) Organise knowledge sharing sessions amongst individuals that need to learn specifc tasks/ areas	Individuals able to support others and know what to do when asked

Continued Engagement and Sophistication of what on offer

Objective: To further engage with members and sophisticate what on offer including more targeted activities at different membership levels	
Key actions	*Key measures*
1) Develop e-bulletins on e-mail in line with new Centre guidelines, to keep them purposeful and impactful and something members find easy to read	Continued good open rates on e-mail and click through rates on items embedded into e-mails
2) In light of technological and tool changes, refine and better plan how often the e-bulletins and newsletters go out and what they should contain.	Continued good open rates on e-mail and click through rates on items embedded into e-mails
3) Consider the impact that not being able to attach information on the website now creates and develop other means of communicating items wanted	No complaints on not being able to access information wanted easily by members or committee representing members feedback
4) Ensure members are informed of the reason why decisions were/ are made that impact on them, are communicated effectively e.g changes in payment, reasons why slide notes or documents not available from website, photographers, disclaimers, cancellations	No questions or complaint as to why changes have been made from members or their not knowing.

	Key actions	Key measures
6)	Survey membership of what they would like to see the Guernsey branch doing locally. Continue with feedback surveys following on from events and consider for other activities.	Varied activities appealing to different membership levels with reasonable numbers involved/ attending considering the total population of individuals targeted
7)	Committee to come up with an activity plan and events calendar to cater for the different levels of membership , using the strengths in committee resource and with membership levels in mind, consider not just events but surveys, information sharing, working groups etc and possibly involve other groups, bodies and charities.	Core aims of CIPD branches, as well as branch aims and objectives, are covered and adapted for Guernsey

CIPD profile and influence

Objective: To continue to raise the profile and influence of the CIPD and its local members with business.

	Key actions	*Key measures*
1)	Continue to develop relations with the Guernsey Press	Relationships trusted discussions open and activity productive in the form of press coverage and impact
2)	Target Radio to better pick up on CIPD's expertise and relevance to business and the economy	Our Policy Advisor, our Membership & Development member, Chair or Vice Chair on the radio creating "voice" around any one of our aims and objectives, nationally or locally.
3)	Develop utilisation of LinkedIn i)Upload forthcoming events ii) Upload events flyers and materials for the benefit of attendees	Increased activity and number of contributors seen on LinkedIn

Shape future of HR in Guernsey

Objective: Help shape the future success and influence of HR as part of business locally

	Key actions	*Key measures*
1)	Continue to develop relationships with Industrial Relations, Policy Council and Chamber of Commerce etc.	Relationships trusted and discussions open and activity productive
2)	Target IOD and other business groups to initiate talks on how we can work together to better work in Guernsey and therefore HR's involvement in business	At least one further business group on board with us in terms of activity initiated this year
3)	Identify and produce relevant surveys to support those writing the government's policy and laws	Surveys are quoted in magazines and Press and in discussion on radio or at other business events
4)		

Produce relevant articles and information to encourage thought and discussion amongst business leaders on how to develop work and working lives in Guernsey	Articles quoted in magazines and Press and in discussion on radio or at other business events

Membership

Objective: To provide appropriate opportunity to membership and encourage growth in capability	
Key actions	*Key measures*
1) Continue action support groupsworkshops (for membership upgrading) as appropriate to the demand	Statistics on members that want to upgrade and attend as well as those that upgrade as a result
2) Sophisticate the approach to the various levels of membership by differentiating the support and communications for the branch's activites	Attendance at events are good for the size of population of targeted membership
3) Develop closer working with CIPD Students by setting up a Student member to sit on the committee from one of the Study Centres	Student regularly attending and contributing to branch activities
4) Develop closer relationships and support for qualifications training with CIPD Study centres and local training providers	Continued involvement in talks regarding qualification provision with Study centres
5) Continue with the induction of CIPD students to CIPD membership and initiate an initial level of help with the enduction out of the Student membershiplevel	CIPD committee member attend and talk of CIPD at the start of any qualifications study provision as an induction into CIPD. To set up a similar approach when nearing completion of study
6) Target and communicate Chartered members to encourage them to upgrade to Fellow	Specific targeted communications sent to remind Members of the benefits of becoming a fellow and depending on numbers an event thereafter to support this process
7) Reference CPD and altered HR professional map during activities where relevant	Increased interest and request for CPD certificates and stated use of the HRmap.

2.   Branch Programme – see Appendix Two for an outline of your Branch/Group activities for the coming year

3.1   Budget

Income	**£**
Event income, incl. sponsorship	11,400
Total income	**11,400**

Expenditure	
Event expenditure	11,250
Administration support	2,000
Mailings & Promotion	1,250
Inspiring our Future	400
Stationery	50
Postage	200
Committee misc.	750
Total expenditure	**_16,400_**

Appendix One - Branch and Group Committees

Who's who? Committee members, positions held and current tenure

Branch Committee

Role	Name & Membership Number	Tenure (sector employed by/ expected tenure in current position)
1. Chair (MCIPD)	Caroline Shakerley -11424010	Private company- 2 years
2. Vice- Chair (MCIPD)	Wendy McHugh – 23027819	Private company- 2 years
3. Treasurer (MCIPD)	Stephanie Barnes -22751039	Public Sector -2 years
4. Secretary (MCIPD)	Lesley Lowe -40287693	Private company
5. Council Representative (MCIPD)	Caroline Shakerley -11424010	Private company- 2 years
6. Event co-ordinator (MCIPD)	Vanessa Harvey – tbc	Private company– 1 year
7. Policy Advisor	Richard Sheldon -42834818	Private company– 3 years
8. Membership &CPD(FCIPD)	Janine Lane –11913613	Private company– 3 years
9. Assistant Treasurer	Tracey Ozanne - 22974995	Private company– 3 years
10. Member	Nadine Vermeulen –tbc	Private company – 3 years
11-15.Vacant roles		

Appendix Two – Branch and Group Programme
Please outline all activities for the year

DATE/MONTH	TITLE	Profession MAP area	TIME	VENUE	EVENT SPEAKER	NET RESULT
September	Law Update or Local Survey Results Discussion on Maternity or Disability	Personally credible/Skilled influencer	Lunch	Tbc	Policy Advisor	+£200
October	Small event (TBC)		Lunch	Tbc	TBC	+£200
October	Learning Matters	Learning and Development/Role Model	Lunch	NP Group	Membership advisor	+/- £0
November	CIMA Partnership event	Skilled influencer/Service Delivery and information	AM Workshop	Les Cotils	CIMA tutor or other professional	+£500
December	Action Support Group	Role model/Courage to challenge	Lunch	NP Group	Membership advisor	£0
February	Small event (TBC)		Lunch	Tbc	TBC	+£200
February	Learning Matters	Learning and Development/Role Mode	Lunch	NP Group	Membership advisor	£0
March	Large Branch Event tbc	Tbc	Lunch or Evening	Les Cotils	TBC	+£1,500
April	Branch Event tbc	Tbc	Lunch	Les Cotils	TBC	+£200
May	AGM + Branch Event	Collaborative/Role Model/Driven to Deliver	Lunch	Les Cotils	TBC	-£750
June	Summer networking	Collaborative	Evening	TBC	TBC	£-1,500
June	Learning matters	Learning and Development/Role Mode	Lunch	NP Group	TBC	£0

There will also be two small networking events for Fellows only (dates TBC), budgeted at a cost of £200 each.