

Committee	Dated:
Establishment Committee	20 September 2018
Subject:	Public
HR Transformation Programme Update	
Report of:	For Information
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Summary

This report provides the Establishment Committee with a quarterly report on the activities of the HR Transformation Programme since the initial report in May 2018.

There have been a number of changes since the May report, the Assistant Director – Transformation, who was leading the programme left in July 2018 and the Head of Organisational Development, also left in July. There has been some slight restructuring and reallocation of work to fill the gaps, but all programmes are on track.

This report gives an update on the activities in the six workstreams which are designed to enable a skilled and committed workforce to work together to excel in delivering high quality, accessible and responsive services and thereby ultimately achieving the Corporate Plan outcomes.

Recommendations

The Establishment Committee is asked to note the report.

Main Report

Background

1. The Human Resources Business Plan was agreed at the February meeting of the Establishment Committee. The HR Business Plan is focussed on achieving 'business as usual' HR services and how current policies and processes are improved to deliver an effective HR service for the City Corporation. Whilst working on the business plan we have found it difficult to distinguish between 'business as usual' and transformation projects and we are working on combining these into one reporting tool.
2. There is so much work included in the projects and business plan that it is difficult to provide a summary of the activity in an easy to digest and readable form. We are working on a dashboard to better summarise this, which should be ready for

the next quarter reporting. Below at 4, is a summary of the activity since May 2018.

Current Position

3. At the April meeting of the Establishment Committee the Chairman advised that key priorities for the Committee would be:
 - Developing a reward strategy which means we can attract, retain, and incentivise staff at all levels of the organisation;
 - Putting diversity and inclusion at the heart of our policies, ensuring that our staff and our services reflect the communities we represent and serve;
 - Tackling the gender pay gap in the Corporation;
 - Succession planning and recruitment to a few key senior roles; and
 - The effective oversight of further change programmes.
4. The HR Transformation Programme is intended to enable these priorities to be delivered. This is a summary of the activity since May.

Attracting Talent

- Attracting Talent to the organisation (Branding) project has completed the research and agreed the creative concept.
- Compliance processes for DBS have been reviewed and made more robust and training for DBS authorised signatories has been rolled out to all signatories and is being rolled out to all document checkers.
- Recruitment process – requisition stage has been re-engineered and has reduced error rates by 50%
- Recruitment and Selection training has been brought in house as part of the programme of bringing in house some of our class room based training, particularly where it involved City Corporation policies
- Recruitment and Selection guidance reviewed and refreshed
- Anonymised recruitment carried out for senior roles
- First Aid Training reviewed, alongside 'qualified' first aider requirements in departments. Facilities in Training Room 1 for First Aid training reviewed and renewed to provide more flexible space for floor activities.

Performance Excellence

- Pilots for new appraisal system with Coaching conversations training rolled out to all pilot areas
- Reviewed electronic appraisal recording systems and identified one possibility which will be piloted in October for 3 months.
- Employee Engagement Survey; procured supplier, questionnaire finalised will be launched mid September

City Academy

- Refurbishment of the training rooms 1 and 2, to provide more flexible work space with screens being replaced with TVs with access to the internet to enable videos, TED talks and Youtube videos to be shown.

- Reviewed the induction (Welcome) packs and the use of single use plastic in training rooms, replaced the Welcome pack using recycled material bag with multi use and reusable 'coffee cup style' mug for use with tea/coffee/water. Replaced all the plastic cups with reusable cups.
- Appointment of two inhouse trainers
- City Academy proposals for Project Management Academy to Summit Group
- City Learning Live goes on tour in November to the Port and Hampstead Heath
- Unconscious bias e.learning module rolled out
- New Apprenticeship video developed
- Development prospectus finalised and due to be rolled out in September
- New Institute of Leadership and Management (ILM) apprenticeship launched – is portfolio based not assignment based.
- New Apprenticeship strategy with cross organisational themes agreed. Providers for all 6 themes at different levels identified and will be launched for staff in the autumn

Pay and reward

- Benefits Portal rolled out in July
- Pay and Reward task and finish group to be set up to develop and appraise options for replacement of current 'contribution pay system'
- Pay Award agreed and will be paid in September
- Senior Remuneration Panel established, has had the first meeting and next meeting scheduled for Autumn 2018.

Health Safety and Wellbeing

- Mental Health and Wellbeing Conference in May 2018 attended by 180
- Mental Health and Wellbeing Policy agreed by Establishment Committee
- Mental Health Action Plan drafted with stakeholders.
- Three new CityWell guidance notes completed including 'approaching sensitive conversations'
- New "This is Me" Video developed to support the Lord Mayor's Green Ribbon appeal

Equality and Inclusion

- We reported on our annual analysis of the workforce in July to establishment committee. This report sets out the workforce profile information for the year 2017-2018. It also provides Members with a summary of the main equalities and inclusion initiatives and actions that have taken place over the year 2017-18.
- The Town Clerk reported on a proposed piece of work to explore the development of an over-arching policy on gender identity for the City Corporation. It was noted that we already have workplace guidance and online learning on transgender equality.

- The Equalities and Inclusion Board received an update on take up of Mandatory equalities training and agreed to adjust the Board's Action plan to align with the business planning process from April to March each year and agreed the employment actions within the plan. The Board also received updates from the staff network leads with some of their sponsors in attendance as well. This included an update from the Pride London Parade which was supported by the Committee and plans for the proposed 3rd year birthday celebrations and participation at the Lord Mayor's Parade in November.

Corporate & Strategic Implications

5. The HR Transformation Programme contributes towards the achievement of the twelve outcomes in the Corporate Plan. Specifically, it impacts on 1, 2, 3, 4, 5, 8 and 10.

Conclusion

6. The Establishment Committee is asked to note the actions listed within the work streams and that the HR Transformation Programme contains the relevant actions to enable the organisation to deliver the Corporate Plan and the aims of the Establishment Committee.

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