



**Our mission is to enable a skilled and committed workforce to work together to excel in delivering high quality, accessible and responsive services**

# Human Resources

## Our ambitions are:

1. For the City of London Corporation to be an employer of choice for high performing individuals, delivering excellent services
2. To recruit, develop, reward and retain our talented workforce within a forward thinking, flexible and adaptable framework
3. To drive down bureaucracy and increase empowerment to create a fast paced healthy and safe working environment increasing our capacity to add value
4. To meet the challenges of the future workforce within the legal framework and upholding our values
5. To be an exemplar for leadership, diversity, equality and inclusion

## What we do is:

The HR team is proud to provide professional expertise, to be accurate, reliable and efficient and to be known as forward thinkers. Our services include:

- Organisational development, design, change support & workforce planning
- HR policy research, development and advice in line with the values of the organisation
- Recruitment, including leading on Chief Officer campaigns, Business Partnering, DBS screening, contract management and HR Operational services
- Occupational Health, Safety and Wellbeing
- Providing and maintaining frameworks for paying, rewarding and managing the performance of our employees, including benefits and the Employee Assistance Programme
- Developing and maintaining City People and providing HR management information
- Learning and development, including corporate induction, City Learning and My Mentor
- Leading on equality and inclusion, including staff networks and managing Employee Relations
- Generating income by providing HR services to external clients, including London Councils
- Corporate people events e.g. City Learning Live and Celebrating our People Awards

## Our budget is:

	£000s
Employee	2738
Indirect Employee	23
Transport	2
Supplies and Services	96
Total Expenditure	2859
Total Income	323
Total Local Risk	2536

## Our top line objectives are:

### HR Service Deliverables

- Provide a responsive, forward thinking HR service to the City Corporation, ensuring the HR team is resourced to deliver business as usual activity and is agile enough to react to peaks in demand at pace
- Develop and implement a corporately responsive HR Business Plan
- Facilitate the development of departmental Workforce Plans to inform demand of resource, skills and talent
- Support managers to achieve their business plans, to include resource planning, achieving the optimal resource mix, job evaluation, providing expert advice on policy, pay and conditions, intelligent recruitment and induction
- Facilitate devolved accountability and empowerment by increasing manager and employee access to City People through 'self-serve' and supporting managers with robust employee management information, including the HR Dashboard
- Review the recruitment, talent, succession and performance management strategies
- Ensure a working environment where health and safety risk is managed and well-being is promoted to maximise attendance
- To provide competent health, safety and wellbeing advice, guidance, assurance and manage risk holistically

### Deliverables within Corporate Programmes and Projects

- Provide a change framework to support managers in managing their people through change
- Manage and recruit to the graduate programme in support of employability and social mobility principles
- Update policies and procedures to support agile working
- Carry out the activities in the annual equality and inclusion action plan
- Provide an exemplar quality standard of recruitment, induction, training and support for the 100 apprentices due to join the City Corporation over the next 12 months and maximise opportunities for future employment
- Lead and contribute to corporate boards and groups, including SARG, MFS & Honoraria, Health, Safety & Wellbeing, Equality & Inclusion and cross cutting review boards, for example FM Support and Category Board

## What we'll measure:

The People measures for the City Corporation:

- Sickness Absence
- Turnover (total and within 12 months)
- Pay Policy elements and gender pay differentials
- Compliance with the Public Sector Equalities Duty and the Equality Framework of local Government
- Wellbeing Charter standards
- Investors in People standards
- Disciplinary and grievances
- Health, Safety and Wellbeing KPIs, including accidents, near misses and incidents
- Organisational spend on staffing
- Training course evaluation
- FOI responsiveness
- HR Service Standards



# Human Resources

## Departmental objectives

- Initiate reviews of the performance management framework, contribution based pay, awarding of MFS, recruitment, talent, succession planning and the employee benefits package, with the full involvement of our stakeholders
- Develop, implement and communicate the HR Service Standards to the City Corporation
- Refresh the HR structure to align to the delivery of the HR Business Plan and introduce new methods of service provision, for example SharePoint, instant chat, enhanced telephone support, increased visibility
- Deliver the HR actions linked to the apprenticeship and graduate programmes
- Develop and promote the Change Management Manual and provide proactive support to managers
- Working with our stakeholders review the learning and development strategy, to include a new leadership programme
- Update the Employee Relations Framework and deliver the Equalities and Inclusion Plan
- Working with our Chief Officers design and implement a new workforce planning process
- With City Procurement undertake a review of the contracts owned by HR, including the provision of agency staff
- Continue the timetable to review policies and procedures to drive down bureaucracy, maximising the use of City People
- Providing assurance to the City Corporation on health and safety
- Fulfilling the Occupational Health Service role of advising on the management of health risks and maximising attendance
- Embedding wellbeing within the City Corporation

## How we plan to develop our capabilities this year

- Implement the City HR Level 3 Development Programme and support Continuous Professional Development for all HR staff
- Up skill the HR team in supporting and managing change and equip them with the skills and knowledge required to work with their departments more effectively
- City HR's One Team will continue to progress the initiatives previously highlighted around improved communication, team working, engagement and improving service standards
- Increasing connection of HR staff with the business
- Implement and monitor the One Team communication process
- Extend the use of the HR Portal
- Increasing capacity for process re-engineering, programme and project management
- Implement a corporate health, safety and wellbeing learning and development programme, including mental health first aid for line managers

## What we'll measure

- HR's KPIs, to include the City HR's Service Standards
- Achievement of the HR Business Plan and aligning resource within budget constraints
- The costs of HR Service deliverables
- Equality and inclusion, including gender pay differentials
- Satisfaction with the HR Service by survey
- HR Dashboard measures and the impact and influence of policies and procedures on these, including sickness absence, disciplinary and grievance cases, accidents, near misses and incidents
- Investors in People, Equality and Inclusion, Wellbeing and Health and Safety action plans
- Health, safety and wellbeing KPIs
- CIPFA and London Councils Human Capital Metrics Benchmark Surveys

## What we're planning to do over the following two years

- Following appropriate consultation with stakeholders the Pay and Reward Strategy will be implemented in full, including a revised contribution based pay scheme
- Explore further synergy with the payroll department to increase efficiency
- Have in place a clear talent and succession plan for the whole City Corporation
- Provide clearly identified career paths for apprentices and graduates entering the organisation
- Continue to be forward thinking and be ready for changes to employment legislation resulting from any changes, including as a result of leaving the European Union
- Communicate a comprehensive benefits package and use this to support the developments in the City Corporation's external branding to attract talented applicants
- Achieve the Mayor of London's Gold Healthy Workplace Award
- Support the City Corporation's Social Mobility and Employability programmes
- Working towards the Safe Effective Quality Occupational Health Standards (SEQOHS) standards
- Proactively respond to the demands identified for the City Corporation workforce through the revised comprehensive Workforce Planning process