



We will enable a skilled and committed workforce to work together to excel in delivering high quality, accessible and responsive services

Our ambitions are that:

- We are an employer of choice for high performing individuals, delivering excellent services and rewarded fairly
- We have an agile workforce empowered to achieve the goals set out in the Corporate Plan and skilled for the future, diverse, motivated and engaged
- We have the right people, in the right places with the right skills to deliver on priorities within a healthy and safe environment

What we do is:

- Business Partnering, advice and operational / corporate support
 - Equality and inclusion, policy development, employee relations, workforce planning, staff networks
- Recruitment
 - Recruitment campaigns, induction, contracts, agency provision, DBS
- Occupational Health, Safety and Wellbeing
- Organisation Development
 - Learning and development, behaviours framework, organisation capability, change management
- Pay and Reward
 - Pay, grading and performance management framework
- City People and HR Management Information
 - Dashboard and Self-Service

Our budget is (£000s):

Business Partnering & Recruitment	1,704
Occupational Health*, Safety and Wellbeing	128
Organisation Development	222
Pay and Reward	243
City People and HR MI	237
Indirect, Transport and Supplies & Services	121
Total Expenditure	2655
Total Income	(323)
Total Local Risk	2,332

*OH monies included in COL Police Budget

Our top line objectives:

1. Review and propose a Total Reward package for all grades
2. Create a new L&D Framework to support the identification, gap analysis and development of the required leadership skills and behaviours
3. Complete the actions in the Equality and Inclusion Plan, including attracting underrepresented groups in to senior management and anonymised recruitment
4. Implement a new Workforce Planning process to ensure that the right people are in the right places with the right skills, to underpin the creation of a Corporate Talent and Succession Plan

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 the Accommodation and Ways of Working project
- Provide an exemplar quality standard of recruitment, induction, training and support for 100 Apprentices
- Implement a corporate health, safety and wellbeing learning and development programme, including mental health first aid for line managers
- Lead and contribute to corporate boards and groups and their plans, including SARG, MFS & Honoraria, Health, Safety & Wellbeing, Equality & Inclusion and cross cutting review boards
- Advise and support on a corporate culture change programme

What we'll measure:

- Reward proposal completed by the end of December 2017
- An increase in satisfaction with the L&D provision by course evaluation and attendance at learning events
- An increase in diversity of applications, particularly at Grade G and above
- Workforce plans completed and the collation of information informs HR Strategy
- CIPFA and London Councils Human Capital Metrics Benchmark Surveys



Corporate Human Resources

Departmental objectives:

- To deliver an agile and responsive HR service the following transformation activity will be undertaken:
 - Implement a HR Portal, HR Service Desk and document management (SharePoint under review)
 - Greater automation, including self service
 - Added value services, including the Dashboard and MI
- To update and implement job documentation and associated processes
- To attract, motivate and retain talent the Performance Management Framework will be reviewed, aligned to the Reward Strategy
- Complete the Attracting Talent Project
- To update the Employee Relations Framework to support an engaged and motivated workforce
- A Mental Health First Aid Programme to be rolled out to support the healthy and safe environment
- Employee Benefits are to be updated and promoted to meet employees' requirements
- To motivate and engage our employees the annual City Learning Live and Celebrating Our People Awards will be held
- To establish the HR Transformation Programme Board, programme governance and delivery plan

How we plan to develop our capabilities this year:

- Implement the HR Development Programme and support ongoing CPD
- 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
- HR's One Team will continue to progress the initiatives previously highlighted around improved communication, team working, engagement, connection with the business and improving service standards
- Increasing capacity for process re-engineering, programme and project management
- IT capability and digital literacy will be enhanced through the implementation of a new HR Service Desk and City People self-service

What we'll measure:

- HR's Service Standards – detail to be confirmed
- Satisfaction with the HR Service by survey
- FOI responsiveness
- HR Transformation Programme Board established and actions associated with programme completed to time
- Mental Health First Aid programme complete
- An updated ER Framework in place
- Time to evaluate jobs will be reduced and 90% will be completed within 20 days of receiving full information
- Attendance at City Learning Live events increased by 15% year on year
- Feedback from the Intergenerational Group on satisfaction with the total reward package

What we're planning to do in the future:

- Reward Strategy to underpin the Corporate Plan and HR Strategy
- To increase efficiency and new ways of working in the HR Service
- Active Corporate Talent and Succession Plan in place
- The City Corporation's external and internal employer branding attracts, retains and motivates talent
- Achieve the Mayor of London's Gold Healthy Workplace Award
- Working towards the Safe Effective Quality Occupational Health Standards (SEQOHS) standards
- Flexible OD Strategy that responds to and leads demand
- Responding to the changing nature of the workforce and external market