

# **Corporate Human Resources' Business Plan**

***Relevant***

***Responsible***

***Reliable***

***Radical***

***2017-18***

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## Introduction

1. This plan presents an overview of the aims and objectives of the Human Resource's department, together with a summary of our Business Plan activity for the business planning period of 2017-2018. It aligns to the high-level Business Plan.
2. Our activity fulfils a key role in delivering the City of London Corporation's Vision and Strategic Aims which are:

### Vision

The City of London Corporation will support, promote and enhance the City of London as the world leader in international finance and business services, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.

### Strategic aims

- To support and promote The City as the world leader in international finance and business services
  - To provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors
  - To provide valued services, such as education, employment, culture and leisure, to London and the nation
3. The mission for the Human Resource's service is that:  
'We will enable a skilled and committed workforce to work together to excel in delivering high quality, accessible and responsive services.'
  4. The Service has three key ambitions for 2017-2020:
    - 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
  5. The Service has set four top line objectives, which focus on the delivery of the corporate vision and strategic aims. They are:
    - **Reward** – Review and propose a Total Reward Strategy for all grades
    - **Learning and Development** – Create a new L&D Framework to support the identification, gap analysis and development of the required leadership skills and behaviours
    - **Equality and Inclusion** – Complete the actions in the Equality and Inclusion Plan, including attracting underrepresented groups in to senior management and anonymised recruitment

- **Workforce Planning** – 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.
6. The key departmental objectives also include:
    - 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
  7. Additionally, our planned activity has been assessed with a view to ensuring that we continue to be relevant, responsible, reliable, and where appropriate radical in the services that we provide.
  8. Highlighted at Appendix A is a summary of some of the key activity that will be undertaken over the coming business plan period that will contribute to the delivery of these objectives. Each area is supported by a detailed project plan that will either be monitored through HR's senior management team or via the HR Transformation Programme Board.
  9. The HR Service's performance indicators can be seen at Appendix B. Some more work is required to ensure there are reporting mechanisms in place and this activity is planned to be complete by the end of September 2017.
  10. The HR Transformation Programme Board will be established to oversee the corporate organisation development activity required to meet the demands of the Corporate Plan. The Transformation Programme has three key strands – Corporate Organisation Development (to include Learning and Development), a review of the Reward Strategy and Workforce Planning.

### **Developing our Capability**

11. In order to meet the stretching Business Plan the HR Service has been reviewed to ensure that the right people are in the right roles and that the structure enables

clear accountability and line of sight from the Director of Human Resources through the rest of the roles. The structure can be seen at Appendix C.

12. It is crucial that we increase the capability of the department to deliver the plan. The following actions will be taking place over the coming year:

- Devise and implement a HR Development Programme, to include professional development, and support on-going 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. The One Team commitments are listed below:

**One Team  
Together Everyone Achieves More**

- ✓ **Have pride in delivering upon our promises to each other and to our customers; and be responsible for keeping each other informed of progress**
- ✓ **Take personal responsibility for agreed actions and deliver them with professionalism and pace; pride and passion**
- ✓ **Accept ownership of enquiries and ensure a secure professional hand off if we cannot resolve the matter**
- ✓ **Commit to work together to improve core processes to ensure that they are both relevant and reliable for our customers**
- ✓ **Commit time and resource to improve current processes to deliver timely outcomes**
- ✓ **Be generous in our support to each other in our day to day work and through the process of change**
- ✓ **Assume best intentions in all our interactions with each other – no attribution or blame**
- ✓ **Help to create a 'can do' atmosphere across the department focused upon delivering a quality service in which we can all be proud**

**Other Issues**

13. There are a number of workforce related issues that have been considered during the business planning process. The staffing changes related to Service Based Review savings and other changes to the structure of the department have resulted in the need to revise working practices to ensure we deliver our objectives with less resource.
14. There are a number of enhancements to the service planned that are considered business as usual activity. These include setting, monitoring and communicating Service Standards.

15. Retaining staff key to the delivery of our services, has led to the consideration of the introduction of retention measures in some cases, and further consideration of succession plans.
16. The recruitment of an apprentice in the operational team is also planned, offering a work based learning opportunity.
17. Corporate cross cutting work remains key and examples of this include running the Sickness Absence Review Group (SARG), Procurement Steering group, AWoW Project, Employability Strategy amongst others.
18. The HR Service includes support to the City Corporation's three independent Schools and service level agreements also exist with London Councils and others.
19. The budget reductions that have been agreed as part of our service based review were met in the 2016/17 financial year. The budget reduction of 2% for 2017/18 will be met by a review of staffing practice across the whole team. The savings will be challenging and everything possible will be done to ensure service levels are maintained.

## **Conclusion**

20. This HR Business Plan has been produced with the organisation undergoing a significant period of transition and transformational change is required. Our challenge will be to achieve the required and future efficiencies, but ensure that the traditional values of reliability, responsibility and relevance that have been the basis, on which the reputation of this organisation has been built, are maintained.

HR's Business Plan - summary activity 2017-18

| Key Objective  |  | 1 – Total Reward Strategy   |  |              |
|--|--|---|--|--------------|
| Aligns to Corporate Plan:  |  | Rationale   |  |              |
|  | KKP1-6   |   | <p>The City of London Corporation seeks to be a fair employer and an employer of choice, recognising and rewarding the contributions of staff in an appropriate way and delivering value for money. The Pay and Grading system was extensively reviewed in 2007 and feedback from the organisation confirms that the reward strategy is now in need of review.</p> <p>Linked ambition: We are an employer of choice for high performing individuals, delivering excellent services and rewarded fairly</p> |              |
| Action to meet aim   | Detail   | Measure of Success  | Target Date  | Lead Officer |
| <b>1.1 Establish a Reward Project to encompass all elements of the reward strategy</b> | <p>Establish project streams to review each element of the reward strategy:</p> <ul style="list-style-type: none"> <li>• Reward principles</li> <li>• Salary structure</li> <li>• Variable pay</li> <li>• Grading</li> <li>• Job evaluation</li> <li>• Statutory compliance</li> <li>• Benefits</li> <li>• Allowances</li> <li>• Roles and responsibilities</li> </ul> | <p>Reward projects are delivered on time, within budget and are aligned with the City of London Corporation's aims and objectives</p> <ul style="list-style-type: none"> <li>• Reward principles agreed</li> <li>• User groups highlight reward is felt fair</li> <li>• The City Corporation's ability to attract, motivate and retain employees is enhanced</li> <li>• The contribution pay scheme and structure of the pay scheme will be reviewed with proposals made</li> </ul> | <p>Separate projects to review each element of the reward strategy to finalise overarching proposals and options in <b>Dec 2017</b></p>  | Amanda Mays  |
| <b>1.2 Benefits Review</b>   | Benefits booklet to be produced to highlight what is on offer as well as improving   | Booklet drafted and take up of benefits increased   | 30/06/17   | Amanda Mays  |

|                                 |   |  |            |               |
|---------------------------------|---|--|------------|---------------|
|                                 | the online information to align to extended benefits offer  |  |            |               |
| <b>1.3 Benefits Review</b>      | Benefits - Feasibility study on buy / sell annual leave   | Proposals submitted and agreed. To implement from, beginning of new leave year in 2018   | 01/01/18   | Tracey Jansen |
| <b>1.4 Variable Pay Review</b>  | Proposal for contribution based pay process and distribution curve reviewed   | Contribution based pay is felt fair and meets the needs of both the City Corporation and employees. Seen as a motivator and linked to business success                             | 30/09/17   | Amanda Mays   |
| <b>1.5 Benefits Review</b>      | Investigate the costs and benefit of a Finance Education Programme  | Satisfaction with total benefits package   | 30/09/17   | Amanda Mays   |
| <b>1.6 Statutory compliance</b> | Family Leave and Pay - Analyse the City Corporation's package around maternity / paternity / adoption pay and leave | Proposals submitted and agreed. Satisfaction with the City Corporation as an employer, Increased retention and engagement. Part of overall reward strategy paper for December 2017 | 31/07/17   | Amanda Mays   |
| <b>1.7 Variable Pay Review</b>  | MFS process to be reviewed to become more agile and relevant and a retention and attraction tool                    | Proposals submitted and agreed. Satisfaction with the City Corporation as an employer, Increased retention and engagement. Part of overall reward strategy paper for December 2017 | 31/07/2017 | Amanda Mays   |
| <b>1.8 Job Evaluation</b>       | JE system and process reviewed  | A JE system that is fit for purpose. Time to complete evaluations is significantly reduced and the process is seen as transparent and fair   | 31/03/18   | Amanda Mays   |

|  |   |   |  |                     |
|--|---|---|--|---------------------|
| <b>Key Objective</b>                       | <b>2 – Learning and Development</b>   |   |  |                     |
|  |   | Rationale   | Developing and delivering key learning and development priorities to ensure the organisation is “fit for purpose” and able to meet the challenges ahead.             |                     |
| Aligns to Corporate Plan:                  | KPP1-6  |   | Linked ambition: 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. |                     |
| <b>Action to meet aim</b>                  | <b>Detail</b>   | <b>Measure of Success</b>   | <b>Target Date</b>   | <b>Lead Officer</b> |
| <b>2.1 Investors in People</b>             | To lead the City of London Corporation in achieving the core standard and the stretch standards   | The organisation benefits from the work conducted to achieve the standard, in terms of leadership and reputation <ul style="list-style-type: none"> <li>The focus this year will be on successfully completing the compliance review</li> <li>Making a decision corporately on the future of inclusion in the IIP award scheme</li> </ul> | September 2017<br>December 2017  | Janet Fortune       |
| <b>2.2 Performance Development Reviews</b> | To review the performance development framework to create a more streamlined and simplified process   | Strategy and project plan by Sept 17 dependent on Cultural Change analysis. This includes Leadership Development and Management Development   | March 2019   | Janet Fortune       |
| <b>2.3 Employee Development Programme</b>  | Identify, carry out a gap analysis and develop a framework of the required leadership skills and behaviours across the organisation. Ensure alignment to performance management | Strategy and project plan by Sept 17 dependent on Cultural Change analysis. This includes Leadership Development and Management Development   | March 2019   | Janet Fortune       |



|  |  |  |          |               |
|--|--|--|----------|---------------|
| <b>2.4 City Learning Live</b>            | To host CLL over two phases Dec 17 and May 18  | Attendance at CLL events increased by 15% year on year                 | May 2018 | Janet Fortune |
| <b>2.5 Celebrating our People Awards</b> | Support and lead on the annual Celebrating our People Awards, aligned to key cultural themes | COPA held on time and to budget. Participants satisfied with the event | Dec 2017 | Tracey Jansen |

|                      |   |
|----------------------|---|
| <b>Key Objective</b> | <b>3 – Equality &amp; Inclusion in Employment</b> |
|----------------------|---|

|                           |                  |   |
|---------------------------|------------------|---|
|                           | <b>Rationale</b> | The City of London Corporation values the rich diversity and creative potential people with different backgrounds, skills and abilities bring to the workplace. Our equal opportunities policy aims to treat all current and prospective employees fairly and with dignity and respect. |
| Aligns to Corporate Plan: | KPP1-6           | Linked ambition: We are an employer of choice for high performing individuals, delivering excellent services and rewarded fairly  |

| <b>Action to meet aim</b>                   | <b>Detail</b>  | <b>Measure of Success</b>  | <b>Target Date</b>           | <b>Lead Officer</b> |
|---|--|--|------------------------------|---------------------|
| <b>3.1 Attracting Talent Project</b>        | Attracting Talent Project - To eliminate unconscious bias, trial anonymised recruitment & gender neutral advertising at grade H+ | The City Corporation is more representative of the community. Improved ratio of applicants at senior grades. Further activity includes guidance to Selection Panels and new mandatory recruitment training | Trial to commence 01/06/2017 | Tracey Jansen       |
| <b>3.2 Corporation E&amp;I Plan</b>         | Devising and implementing the Corporate E and I plan   | The E&I Plan contains the full plan and measures of success and is monitored at the E&I Board  | Various                      | Tracey Jansen       |
| <b>3.3 Annual E&amp;I Monitoring Report</b> | Workforce profile data for the year analysed. E&I activities over the year recorded.   | The report forms part of the annual performance summary published in accordance with Public Sector Equality Duty   | 30/06/17                     | Tracey Jansen       |
| <b>3.4 Gender Pay Gap Report</b>            | Report produced and actions identified.  | Gender Pay Gap Report published to time and appropriate action plan developed to address any issues highlighted  | 31/03/2018                   | Tracey Jansen       |

| Key Objective                                |   | 4 – Health, Safety and Wellbeing  |             |   |  |
|--|---|---|-------------|---|--|
| Aligns to Corporate Plan:                    |   | KPP1-6  | Rationale   | <p>As a responsible employer, the City Corporation goes beyond the minimum legal obligations to support and encourage employees to be healthy and resilient individuals. The Corporation has chosen to adopt a holistic and proactive approach to workplace health and wellbeing, by adopting preventative measures, this enables us to safeguard the physical health and mental wellbeing of our employees.</p> <p>Linked ambition: 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</p> |  |
| Action to meet aim                           | Detail  | Measure of Success  | Target Date | Lead Officer  |  |
| <b>4.1 Mental Health First Aid</b>           | Implement a corporate health, safety and wellbeing learning and development programme, including Mental Health Training for line managers | Mental Health First Aid programme rolled out to time                              | 31/03/2018  | Justin Tyas   |  |
| <b>4.2 Wellbeing</b>                         | To review and create a Wellbeing Programme  | Wellbeing increased in the City Corporation, which can be measured through survey | March 2018  | Justin Tyas   |  |
| <b>4.3 Health, Safety and Wellbeing Plan</b> | The H&S Strategy is developed and monitored through the Health, Safety and Wellbeing Board  | See Health, Safety and Wellbeing Strategy   | Various     | Justin Tyas   |  |

| Key Objective  |   | 5 – Organisation Development  |   |               |
|--|---|---|---|---------------|
| Aligns to Corporate Plan:  |   | KPP1-6  | <p>Rationale</p> <p>Developing and delivering key organisational and departmental development priorities to ensure the organisation is “fit for purpose” and able to meet the challenges ahead. Having a flexible, skilled and motivated workforce is essential if the organisation is to deliver its strategic aims and objectives.</p> <p>Linked ambition: We have the right people, in the right places with the right skills to deliver on priorities within a healthy and safe environment</p> |               |
|  |   |   |   |               |
| Action to meet aim   | Detail  | Measure of Success  | Target Date   | Lead Officer  |
| <b>5.1 Performance Development Reviews / Behaviours / Appraisals</b> | To review the performance development framework to create a more streamlined and simplified process | The appraisal framework becomes more efficient and less time consuming, whilst retaining the integrity of the process. Review the behaviour framework, building links with the Corporate values: Relevant, Responsible, Reliable, Radical and individual values of Pride, Professionalism, Passion and Pace as well as Lead, Empower, Trust | 31/03/2017  | Janet Fortune |
| <b>5.2 Talent Management and Succession Planning</b>                 | Develop a succession and talent planning corporate wide process                                     | Performance management system -review PMF/revise Behaviours/organisational process. Critical roles as in 24 above. Branding and attracting talent to be part of this and the Appraisal process. Includes Apprentices/Graduates and maximising digital fund  | 31/12/2017  | Janet Fortune |
| <b>5.3 Apprenticeship and Graduate Strategy</b>                      | Set up process for recruitment of 100 apprentices. Including contract, framework and                | 80% of the 100 are in either work or continuous and further education within 6 months of the end of the training. Link to Talent Management Strategy  | On-going  | Janet Fortune |

|                                 |  |   |            |               |
|---------------------------------|--|---|------------|---------------|
|                                 | being expert point of contact. Provide an exemplar quality standard of recruitment, induction, training and support. Manage and recruit to the Graduate Programme in support of employability and social mobility principles |   |            |               |
| <b>5.4 Culture Change</b>       | Advise and support a Corporate Cultural Change Programme by HR Policy and Practice such as psychological contract / working practices  | Links to Employee Engagement Strategy, Benefit and benefits statements. First event Middle Manager Conference September 2017  | 31/03/2018 | Janet Fortune |
| <b>5.5 Behaviours Framework</b> | Develop a revised Behaviours Framework aligning to LET and incorporating the Rs,Ps and Gs and ensure that this is integrated into the refreshed Performance Management Process   | To follow identification of needs - link to Reward Strategy   | 31/03/2018 | Janet Fortune |
| <b>5.6 Workforce Planning</b>   | Revamp the Workforce Planning process for April 2018 to create a more agile workforce and demand plan  | Critical roles to support succession planning to be identified by Business Partners. Workforce Plans completed and the collation of information informs the HR Strategy | 30/09/17   | Tracey Jansen |

| Key Objective                            |   | 6 – Corporate HR and City People   |             |  |  |
|--|---|--|-------------|--|--|
| Aligns to Corporate Plan:                |   | KPP1-6   | Rationale   | Improving the transactional HR service to enable the City Corporation to functions effectively – ‘getting the basics right’<br><br>Linked ambition: We have the right people, in the right places with the right skills to deliver on priorities within a healthy and safe environment |  |
| Action to meet aim                       | Detail  | Measure of Success   | Target Date | Lead Officer   |  |
| <b>6.1 Service Standards</b>             | Develop HR internal metric for HR Service Standards and set up an internal HR dashboard   | Measures agreed, communicated and performance published. Satisfaction with HR Service to be monitored and to increase year on year. TO include FOI responsiveness                        | 31/10/17    | Amanda Mays  |  |
| <b>6.2 IT and Information Management</b> | Develop HR’s IT and Information Management Strategy. Linked to Trent contract   | Contracts up to date and IT systems deliver expected outcomes  | 31/03/2017  | Amanda Mays  |  |
| <b>6.3 City People</b>                   | Manager and employee Self-Serve continued development and roll out of greater access and devolvement  | City People fulfilling its capability and managers have more access and accountability for their people management. Monitored through City People Board                                  | On-going    | Amanda Mays  |  |
| <b>6.4 Enhanced HR Service</b>           | To scope the use of an IT intervention for a HR Portal, HR Service Desk and HR documents storage. SharePoint and Midland HR identified as options | Project gully scoped and implemented subject to funding being secured. Customer satisfaction increased by ease of access to the service and space freed up by electronic storage options | 31/12/2017  | Amanda Mays  |  |
| <b>6.5 Policies Review</b>               | A number of HR Polices and Processes to be reviewed   | Policies and processes underpin desired culture and outcomes   | 31/03/2018  | Tracey Jansen  |  |

|   |   |  |          |               |
|---|---|--|----------|---------------|
|   | throughout the year, including References, Honoraria Policy, Exit Interviews and the Business Continuity Plan (HR elements) |  |          |               |
| <b>6.6 Employee Relations Framework</b> | To update the ER Framework, to include Trade Union Facility time  | Updated ER Framework in place  | 31/07/17 | Tracey Jansen |
| <b>6.7 Agency Workers</b>               | To implement the Hays contract to replace Comensura   | Agency staff kept fully informed of process. Managers see a smooth transition to Hays. Management Information improved and time to fill temporary vacancies improved | 31/07/17 | Janet Fortune |

**Performance Indicators**

**Appendix B**

| <b>Performance Indicators</b> |   |  |                           |  |
|-------------------------------|---|--|---------------------------|--|
| <b>Measure Ref.</b>           | <b>Measure Name</b>   | <b>Division</b>                          | <b>Latest Performance</b> | <b>Target 2017-18</b>                            |
| HR1                           | An increase in satisfaction with the L&D provision by course evaluation and attendance at learning events | L&D                                      | TBC                       | Latest Performance + 10%                         |
| HR2                           | An increase in diversity of applications, particularly at Grade G and above                               | Recruitment                              | TBC                       | Latest Performance +10%                          |
| HR3                           | HR's Service Standards – detail to be confirmed   | Corporate HR                             | N/A                       | TBC  |
| HR4                           | Satisfaction with the HR Service by survey  | Corporate HR                             | N/A                       |  |
| HR5                           | FOI responsiveness  | Systems Team                             | TBC                       | TBC  |
| HR6                           | HR Transformation Programme Board established and actions associated with programme completed to time     | Assistant Director HR and Transformation | N/A                       | See HR Transformation Programme board governance |
| HR7                           | Mental Health First Aid programme complete  | Health, Safety and Wellbeing             | N/A                       | TBC  |
| HR8                           | An updated ER Framework in place  | Policy and Projects                      | N/A                       | Plan in place                                    |
| HR9                           | Time to evaluate jobs will be reduced and 90% will be within 20 days of receiving full information        | Pay and Grading                          | Average is currently x    | 20 days  |

|      |   |                       |                           |                              |
|------|---|-----------------------|---------------------------|------------------------------|
| HR10 | Attendance at City Learning Live events increased by 15% year on year                   | Policy and Projects   | TBC                       | Latest Performance +15%      |
| HR11 | Feedback from the Intergenerational Group on satisfaction with the total reward package | Pay and Grading       | N/A                       | TBC                          |
| HR12 | Workforce plans completed and the collation of information informs HR Strategy          | Business Partner Team | N/A                       | 100%<br>HR Strategy in place |
| HR13 | CIPFA and London Councils Human Capital Metrics Benchmark Surveys                       | Corporate HR          | Measures to be determined | Measures to be determined    |





