

Committee	Dated:
Establishment Committee – For information	17/10/2017
Subject: HR Business Plan – Quarter 2 Update	Public
Report of: Chrissie Morgan, Director of Human Resources	For Information
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Summary

The report updates Members on progress made against the achievement of the HR Business Plan for 2017/18. It highlights progress made towards objectives and planned activity against the six key objectives as listed in the detailed HR Business Plan.

Recommendations

The Establishment Committee is asked to note the report.

Main Report

Background

1. The Establishment Committee approved both the high-level and detailed Corporate HR Business Plans on the 19 June 2017.
2. The high level Corporate HR Business Plan is attached at Appendix One for information.

Current Position

The detailed Corporate HR Business Plan outlined six key objectives for the HR Department to achieve throughout 2017/18. The six key objectives were linked to the three ambitions, as seen on the high level business plan at Appendix 1.

The following details key highlights and progress against each objective.

3. Total Reward Strategy
 - i. Proposals have been developed to introduce an Employee Discounts Portal to increase the knowledge, understanding and accessibility of

the City Corporation's benefits package as well as including more high street discounts.

- ii. A proposal has been developed to introduce the buying of additional annual leave. This was requested as part of a review with the Intergenerational Group on improving the benefits package.
- iii. With the staff networks a review has been undertaken of the City Corporation's Maternity Pay and proposals developed to improve the package.
- iv. A Benefits Booklet has been produced as a short term measure to increase visibility of the City Corporation's Benefits Package.
- v. Contribution Based Pay and the associated fixed distribution curve has been the subject of discussion and proposals will be developed for December.
- vi. The JE system has been reviewed and found to be fit for purpose but work continues in regard to making the process quicker and more customer focused.

4. Learning and Development

- i. The Celebrating our People Awards were held in September and over 200 nominations were received across the City Corporation, culminating in an Awards Lunch and a celebratory evening at Tower Bridge.
- ii. The Performance and Development Review process is being reviewed to make it more aligned to the City Corporation's Values and to be a simpler process. This is on-going with an aim to share proposals by the end of the financial year.
- iii. The new Head of Learning and Development starts with the City Corporation on the 4 October 2017.

5. Equality and Inclusion in Employment

The annual Equality and Inclusion Plan is on track for delivery. Specific activity undertaken and planned is as follows:

- i. The Terms of Reference for the Equality and Inclusion Board and the Staff Diversity Networks have been reviewed.
- ii. An equalities training session was held as part of the Member Development Programme on standards/behaviours outlined in the Member/Officer protocol. This included how to review an Equality Analysis to ensure that Members are well-sighted on equality considerations in line with the Public Sector Equality Duty (PSED). There is a separate report on the Committee's agenda this month which provides members of the Committee with a presentation on the PSED.
- iii. HR Business Partners are working with Equality Representatives to use the annual workforce profile and departmental HR dashboards to develop workforce development activities/plans that address differential patterns in the recruitment, promotion, progress and achievement of CoL staff against the protected characteristics.
- iv. Equality and Inclusion objectives are included in all Chief Officer's annual appraisal objectives and personal development plans.

- v. The Attracting Talent Project has begun, which includes trials of anonymised applications and the working used in job adverts.
- vi. A requirement for all staff and managers to complete mandatory e-learning on 'Equality in the Workplace' on City People has been rolled out.
- vii. A briefing session has been held with the Chief Officer Group to clarify the possible consequences of non-compliance with Public Sector Equality Duty, with case studies of judicial reviews/challenges.
- viii. Staff Networks are routinely involved as in Equality and Inclusion stakeholder discussions for policy development.
- ix. The Equality and Inclusion Board continue to provide more support to increase the Staff Diversity Network membership e.g. an equalities induction leaflet and 60 second interviews with Network Chairs.

6. Health, Safety and Wellbeing

- i. A second 2-day (Adult) Mental Health First Aid course to be delivered by internal trainers in October.
- ii. Materials have been developed for a new E-learning course '*Release the Pressure*' which is a suicide prevention module.
- iii. A '*Line Managers Guide to Mental Health*' went live on City Learning at the beginning of September. This module supports the written Guidance for Managers (and Staff) plus sign-posting information.
- iv. Promotion is targeted around the World Mental Health Day on 10 October.
- v. Four pilot half-day '*Mental Health for Managers*' courses have been booked and 100 managers are signed up to attend. The 4 courses were filled within a week and there is a waiting list.
- vi. A 'Resilience' Insight lunch was delivered by Remploy in July, which received good feedback from those attending.
- vii. 'Drugs, Alcohol and You' Insight Lunch booked for 25 October.
- viii. The Celebrating our People Awards included for the first time an award to recognise Excellence in Wellbeing as well as Health and Safety.
- ix. Planned activity includes scoping out a proposal for City Well Ambassadors, considering if there might be leads/areas of specialism.

7. Organisation Development

- i. A new Head of Organisation Development started with the City Corporation in September. The first task has been to review the Behaviours Framework and align to the Town Clerk's stated Values as listed in the draft Corporate Plan.
- ii. The Workforce Planning process has been revised for the 2018/19 year and this has been designed to underpin a new talent and succession planning process. Further work is required in developing the City Corporation's Talent Management Strategy.
- iii. The Apprenticeship Programme has now recruited to a second cohort and the plan is on track to recruit 100 Apprentices by the end of the financial year.
- iv. Two graduates started with the City Corporation in September 2017.
- v. The department supported the design and delivery of a Senior Management Forum in September 2017, focusing on the Corporate

Plan and Values. This was supported by an external speaker describing Authentic Leadership.

8. Corporate HR and City People

- i. Each Section Head on the HR Department has a standard objective to create service standards for their teams. In some areas this is difficult as there is no IT infrastructure to support this, for example a HR Service Desk. This is an area that is being progressed.
- ii. The City People's roll out of the recruitment module for London Councils is complete. On-going training and support is provided to managers to support them in using City People's self-service capability.
- iii. The Capability and Probation Policies have been reviewed, the last two of the Managing People suite of policies. These are with the Establishment Committee for agreement this month.
- iv. The ER Framework is under review and will be complete by the end of the year.
- v. The Hays contract was successfully introduced in July 2017 and this has replaced the Comensura contract for the supply of agency staff.

Corporate & Strategic Implications

9. The draft high level HR Business Plan was developed to align to the City Corporation's 2015-2019 Corporate Plan and the six Key Policy Priorities. In addition it highlights the cross cutting corporate programmes and projects that the HR service will be involved in. Activity has continued in all areas throughout the financial year so far.
10. The HR service intends to revise the HR Strategy and accompanying HR Business Plan over the course of 2017/18 to align to and support the delivery of the 2018-2023 Corporate Plan.

Conclusion

11. The HR service feels confident that in achieving the objectives and deliverables within the HR Business Plan the mission of enabling a skilled and committed workforce to work together to excel in delivering high quality, accessible and responsive services will start to be realised

Appendices

Appendix 1 – Corporate HR's High Level Business Plan

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