

**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, 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, HR support to Schools and external bodies via SLAs
- City People, HR Management Information and Self-Service
- Supporting managers with sick absence & case management
- Equality and inclusion, policy development, employee relations, workforce planning, staff networks
- Health, safety and wellbeing and Occupational Health Services
- Organisation development, learning and development, organisation capability, change management
- Pay and reward, grading and performance management
- Recruitment, induction, contracts, agency provision, DBS
- Keep abreast of developments in the world of work, new forms of work, worker rights and responsibilities

**Our budget is (£000's):**

HRBPs & Recruitment	(1967)
OH, Safety and Wellbeing	(96)
L&OD	(222)
Pay and Reward	(243)
City People and MI	(237)
Indirect, Transport Supplies & Services	(100)
Total Expenditure	(2865)
Total Income	323
Total Local Risk	(2542)

<sup>1</sup> OH monies in CoL Police Budget

<sup>1</sup> Shortfall in budget for 2018/19 to be identified

**Our top line objectives are:**

- Deliver the Attracting Talent Project, to increase diversity, improve our Employer Brand and a Talent Management Strategy for the City Corporation
- Learning and Development Framework - implement a more blended and accessible approach
- Implement a Workforce Planning approach integrated into business and financial planning
- Implement the outcomes of the Total Reward Strategy review
- To deliver the Equality and Inclusion Action Plan
- Promoting a healthy and safe work environment

**Deliverables within Corporate Programmes and Projects:**

- Apprenticeship Strategy - maximise the draw down from the digital fund for development of all levels of staff for all levels in the organisation to support the increase of organisational capability
- To develop policies and activities to support the City Corporation in regard to the Social Mobility Employer Index, Responsible Business Review, Employability Partnerships and the HR Security & Policy Board
- To support a Corporate Cultural Change Programme by developing an Employee Engagement Strategy
- Support the implementation of the Workplace Management Project (AWOW)

**What we'll measure:**

- 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
- 100% of departmental Workforce Plans completed and the collation of information informs HR Strategy
- London Councils Human Capital Metrics Benchmark Survey

### Departmental deliverables:

- Manage and recruit to the Graduate Programme and develop policy on work experience and internship placements in support of employability and social mobility principles.
- Refresh the Corporate Health, Safety and Wellbeing learning programme, including mental health
- HR Business Unit to increase customer satisfaction and subject to funds implement a digital Service Desk
- Job documentation review to support recruitment, performance management and grading
- Support and drive the Cross Sector Leadership Partnership and develop a Cross Sector Coaching Network
- Implement the Digital Literacy Strategy
- Engage the organisation in developing a new Behaviours Framework that will help drive cultural change enabling change in behaviour to be measured, ready for the 2019/20 appraisal year
- Ensure compliance with forthcoming employment related legislation including GDPR
- Induction and on boarding for all staff to be refreshed
- Design, implement and host the Celebrating our People Awards 2018 and City Learning Live 2018
- Support the organisation to maximise attendance through health and safety risk reduction, proactive rehabilitation advice and promoting healthy lifestyles.
- Subject to agreement to begin the tender process for the Payroll and HR system
- Continue to review policies in accordance with planned programme of review
- Support the organisation with transformation activity and change management
- Research options for accreditation and external recognition as an employer of choice

### How we plan to develop our capabilities this year

- Develop the HR Professional Training Programme and agree CPD plans for all HR employees
- HR's One Team will progress initiatives to increase service standards
- Maximise the use of resources, including drawing on the digital fund, to support professional training and competence of the HR function to enhance skills

### What we'll measure:

- HR's Service Standards
- Satisfaction with the HR Service by survey
- FOI responsiveness
- Mental Health programme embedded
- Attendance at City Learning Live events increased by 15% year on year
- Feedback from the Staff Survey on satisfaction with the total reward package
- Statutory and mandatory training interventions
- Commitment to 6 work experience placements
- Appointment of 5 HR apprenticeships

### What we're planning to do in the future:

- Benchmark and horizon scan total reward packages and introduce innovative approaches to attracting and retaining talent
- Achieve the Mayor of London's Gold Healthy Workplace Award
- Ensure compliance with changing employment and related legislation
- Increase our diversity women, BAME and LGBTQ in the workplace and at a senior management level
- Embrace the changing demographics of the population and a five-generation workforce to increase our external pool of talent and organisation design