

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

### The corporate outcomes we aim to impact on are:

1. People are safe and feel safe
2. People enjoy good health and wellbeing
3. People have equal opportunities to enrich their lives and those of others and reach their full potential
5. Businesses are trusted and socially and environmentally responsible
8. We attract and nurture relevant skills and talent
12. Our spaces inspire excellence, enterprise, creativity and collaboration

### 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 and staff networks
- Health, safety and wellbeing and Occupational Health Services
- Organisation development, learning and development, organisation capability, talent and change management
- Pay and reward, grading and performance management
- Recruitment, induction, contracts, agency provision, DBS and pre-employment screening and vetting
- Keep abreast of developments in the world of work, worker rights, responsibilities and compliance with employment related legislation

### Our budget is (£000's):

HR Business Unit	1,272
Health and Safety	91
Corporate HR Unit	1,227
Indirect, Transport Supplies & Services	100
Total Expenditure	2,690
Total Income	(323)
Total Local Risk	2,367

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

### Our top line objectives are:

- Deliver the Attracting Talent Project, to increase diversity, improve our Employer Brand and Talent Management 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 and to meet the target of 100 Apprentices
- To develop policies and activities to support the City Corporation regarding the Social Mobility, Responsible Business Review, Employability Partnerships and the People 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)
- Ensure compliance with forthcoming employment related legislation including GDPR

### 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 I and above
- 100% of departmental Workforce Plans completed and the collation of information informing 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
- 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
- Deliver changes to reward, for example Holiday Pay and non-contractual payments

### 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
- 100% of all managers to complete "Line Managers Guide to Mental Health"
- 30 additional Mental Health First Aiders
- 250 managers to complete 4-hour MH Awareness course
- Attendance at City Learning Live events
- Employee Engagement
- To record and report statutory and mandatory training interventions
- 6 work experience placements
- 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 in relation to BAME and LGBTQ in the workplace and women 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