

Committee	Dated:
Establishment Committee – For information	22/05/2018
Subject: HR Transformation Programme	Public
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Summary

This report provides the Establishment Committee with an overview of HR transformation activity planned for 2018-2020.

During 2017 a few changes were made in the HR team to establish a robust learning and organisation development team and to strengthen reward and organisation wide change / transformation activity. Activity for the next two years is being delivered under six work stream headings – Agile Resourcing, Performance Excellence, City Learning Academy, Reward Management, CityWell and Equality and Inclusivity.

The six workstreams are designed to enable a skilled and committed workforce to work together to excel in delivering high quality, accessible and responsive service and thereby ultimately achieving the Corporate Plan outcomes.

The HR Transformation Programme underpins the objectives established by the Chairman of the Establishment Committee as outlined at the meeting in April 2018.

Recommendations

The Establishment Committee is asked to note the report.

Main Report

Background

1. The Human Resources Business Plan was agreed at the February meeting of the Establishment Committee. The HR Business Plan is focussed on achieving 'business as usual' HR services and improving current policies and processes to deliver an effective HR service for the City Corporation.
2. The City Corporation has a new Corporate Plan for 2018-2023 and to deliver the 12 outcomes in the plan some changes are required in terms of the way the organisation manages its employees throughout their whole life cycle and to the

way the organisation is designed. Therefore, a HR Transformation Programme has been developed to achieve this. This programme focuses on organisation wide activity as opposed to delivering the core HR service, which is included in the HR Business Plan.

Current Position

3. Appendix 1 highlights transformation activity taken and started throughout 2017/18.
4. Some changes were made to the HR structure to support the HR Transformation activity throughout 2017/18. This included strengthening the learning and organisation development teams, a new appointment on a fixed term basis of a Digital HR Officer and seconding a Senior HR Business Partner in to a dedicated role to manage cross cutting departmental change activity. A senior appointment was also made to strengthen reward and organisation wide change / transformation activity.

HR Transformation Programme 2018-2020

5. The draft HR Transformation Programme for the next two years is attached as Appendix 2. It is important to note that this transformation programme is quite separate from the HR “Business as usual” work programme which will continue to be delivered alongside the transformation.
6. The aim of the HR Transformation Programme is to ensure that the City Corporation has the right people, in the right places with the right skills to deliver the outcomes in the Corporate Plan, which will contribute to a flourishing society, support a thriving economy and shape outstanding environments.
7. The Programme is designed to deliver a transformed workforce and the different but interlinked transformation projects will create more flexibility for departments to enable them to deliver their objectives. The HR Transformation Programme aligns to the numerous planned changes within the HR service and the delivery of the HR Business Plan.
8. The following table highlights what ‘good’ looks like in the organisation when we start to implement and embed the actions listed:

For our organisation:	For our managers:	For our staff:
We build capability from across the Corporation	You take responsibility for delivering your objectives, the wider aims of the corporate plan and making change happen	You have the right skills and support to do your job well
We have cross collaboration and knowledge sharing	You are committed to improving the performance of the whole corporation and seek out enterprising ways to work collaboratively	You live our values in everything you do
We look after the wellbeing of our employees and ensure they are safe at work	You manage, motivate and lead your team	You support your colleagues
Equality and inclusion is embedded in our services and our internal and external relationships	You develop individuals and support their wellbeing	You are confident and are listened to
We share our successes		You feel supported through and embrace change
We are proud to work here		Your performance is recognised
		You are empowered to raise concerns and ideas

9. The HR Transformation Programme Board, made up of Chief Officers and Senior Managers, will continue to oversee the HR Transformation Programme and provide assurance to the organisation that the programme is on track and meeting the expected outcomes.

10. At the April meeting of the Establishment Committee the Chairman advised that key priorities for the Committee would be:

- Developing a reward strategy which means we can attract, retain, and incentivise staff at all levels of the organisation;
- Putting diversity and inclusion at the heart of our policies, ensuring that our staff and our services reflect the communities we represent and serve;

- Tackling the gender pay gap in the Corporation;
- Succession planning and recruitment to a few key senior roles; and
- The effective oversight of further change programmes.

The HR Transformation Programme is intended to enable these priorities to be delivered.

Corporate & Strategic Implications

11. The HR Transformation Programme contributes towards the achievement of the twelve outcomes in the Corporate Plan. Specifically, it impacts on 1, 2, 3, 4, 5, 8 and 10.

Conclusion

12. The Establishment Committee is asked to note the actions listed within the work streams and that the HR Transformation Programme contains the relevant actions to enable the organisation to deliver the Corporate Plan and the aims of the Establishment Committee.

Appendix 1: Summary of actions throughout 2017/18

Appendix 2: Draft HR Transformation Programme 2018-2020

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Summary of HR Transformation Activity 2017/18

1. Agile Resourcing

- Anonymised recruitment (Chief Officers and Grade I & J roles)
- Assessment panels will have a diverse balance (where possible)
- Simplified application form for grades A – C
- Recruitment and selection training redesigned and features unconscious bias
- Unconscious bias training is being incorporated across the range of management training programmes as appropriate
- 100 Apprentices recruited and Graduate Programme
- Attracting Talent Strategy
- Work experience proposals

2. Performance Excellence

- Development of Conversation Grid (Appraisal)
- Development of Competency Framework (Behaviours Framework)
- Staff Survey – research and proposals
- Change Management Manual
 - o Proposals in train subject to governance
 - o Support for employees included
- OD interventions – MH/CCC, IT, Leadership Days facilitation
- Workplace Management and associated cultural change is being planned
- Culture shift activity – Senior Leaders Forum

3. City Learning Academy

- Design of a City Learning Academy prospectus to show all elements of learning opportunity for COL staff
- Changes to programmes to offer more blended approach to development for all levels of staff (leading self, leading others, leading functions, leading organisation) to give staff the tools and skills for preparing for today, preparing for tomorrow and preparing for change
- A range of in house courses, traditional routes to academic courses and using the digital levy fund to support development of staff using apprenticeships
- Build on working collaboratively with other sectors to share learning resources
- Introduction of micro learning using 'Go-animate' in various subjects
- Utilisation of gamification in new eLearning
- Coaching and mentoring zone
- Resource zone with learning opportunities that will include research articles, podcasts, webinars (this is very early stages)
- Updating the training rooms to support more blended approach to learning

4. Reward Management

- Review of MFS, Redundancy Formula, Maternity, Adoption and Shared Parental Leave Pay, Honorarium Process, Purchasing of Annual Leave
- Agreement given to progress changes to Contribution Based Pay and Incremental Progression
- Benefits review – Discounts Portal
- External pay benchmarking
- Job Evaluation Process
- Reward Strategy Manager role

5. City Well – Working Well Together

- Mental Health First Aid Instructors - The Head of Responsible Business and the Health Safety and Wellbeing Manager are accredited MHFA Instructors
- Mental Health First Aid Training (2-day Accredited course). The 2 MHFA Instructors have co-delivered 2-day Adult in-house courses training 30 colleagues as Mental Health First Aiders.
- Mental Health Awareness (half-day): Target 300 managers to be trained 2018/19. 9 half-day Awareness courses have been scheduled with 5 completed and 125 managers trained to date including 3 Chief Officers.
- Line Managers Guide to Mental Health. A bespoke e-learning course on City Learning has been developed.
- A CityWell Ambassadors Network - Being developed and consideration is being given to having a lead ambassador for mental health. There are currently 24 Ambassadors from 9 departments
- Mental Health & Wellbeing Conference – 18 May 2018 - in collaboration with Mental Health First Aid (England)

6. Equality and Inclusivity

- E&I Board with annual equality action plan (four-year objectives)
- Continued support for the 6 staff networks, support of the Staff Networks float at the Lord Mayors Show
- Unconscious Bias seminar for all staff
- All Chief Officers have E&I appraisal objectives
- Role of sponsors of networks reviewed
- PSED toolkit - presentations for committee members on PSED
- Compliance with Gender Pay Gap reporting
- Staff survey on E&I
- 3 new online learning courses for staff
- Unconscious bias training
- Guides for staff and managers in collaboration with the networks on, Work Life Balance Guide, Shared Parental guide
- Improved maternity and adoption pay provisions
- E&I Hub permanently on intranet with E&I related stories



HR Transformation Programme 2018-20

The HR Transformation Programme will enable a skilled and committed workforce to work together to excel in delivering high quality, accessible and responsive services.

We aim to....



1. Be an employer of choice for high performing individuals, delivering excellent services and rewarded appropriately
2. Have a diverse and agile workforce empowered to achieve the goals set out in the Corporate Plan and skilled for the future, diverse, motivated and engaged
3. Have the right people, in the right places with the right skills to deliver on priorities within a healthy and safe environment

Corporate Plan. Specifically, we impact on:



Contribute to a flourishing society

1. People are safe and feel safe
2. People enjoy good health and wellbeing
3. People have equal opportunities to enrich their lives and reach their full potential
4. Communities are cohesive and have the facilities they need



Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible
8. We have access to the skills and talent we need



Shape outstanding environments

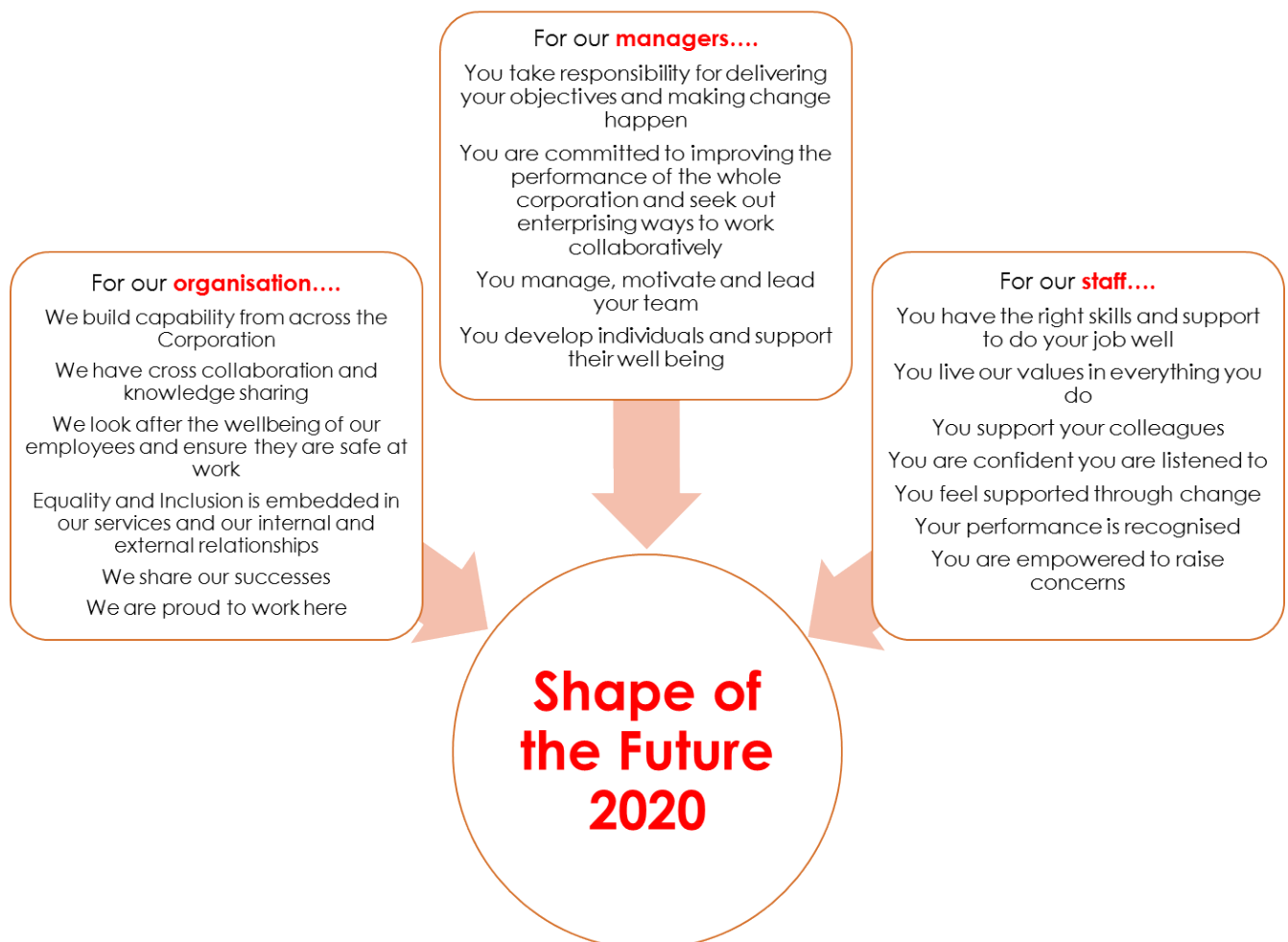
10. We inspire enterprise, excellence, creativity and collaboration

Shape of the Future 2020

The HR Transformation Programme is our mechanism for ensuring that the City of London Corporation has the right people, in the right places with the right skills to deliver the outcomes in our Corporate Plan, which will contribute to a flourishing society, support a thriving economy and shape outstanding environments. Done well it will achieve many mutual benefits for our organisation, managers and our staff.

The programme is designed to deliver a transformed workforce from targeted and speedier recruitment to enhanced employee well-being. The different but interlinked transformation projects will create more flexibility for departments to enable them to deliver their objectives.

The HR Transformation Programme aligns to the numerous planned changes within the HR service, from introducing an automated Help Desk to change in workforce planning through enhanced collaboration. This is what good looks like in the organisation when we are all doing the same things well:



Our HR Transformation Programme:

There are six elements of the HR transformation programme.

These have a clear focus on developing skills, engaging employees and ensuring that we equip our employees to deliver services that will achieve our Corporate Plan aims and outcomes.

These are:

- Agile Resourcing



- Performance Excellence



- City Learning Academy



- Reward Management



- CityWell – working well together



- Equality and Inclusivity





Agile Resourcing

We aim to be an employer where staff are recruited for the right behaviours, are skilled, competent and proud to say they work for the City of London Corporation. Our key projects include:

1. Process reengineering of Recruitment process (By September 2018)
2. Attracting a skilled workforce (By September 2018)
3. Compliance (By September 2018)
4. Reviewing Person Specifications (By December 2018)
5. Opening routes to employment (By March 2019)
6. Widening the access to entry level jobs (From January 2019)



Performance Excellence

Culture is the personality of an organisation which we want to cultivate because it has a direct correlation on how successful we are. Managing the mood of the organisation and ensuring that every employee is involved is important. We want to actively increase levels of motivation and engagement. Our key projects include:

1. Making it clear what is expected (By September 18)
2. New appraisal process (From July 2018)
3. Competence framework, including leadership and other competences (From July 2018)
4. OD interventions to improve team and individual excellence (ongoing)
5. Talent management and succession planning (From October 18)
6. Agile working and associated cultural change (ongoing throughout 2018/19)
7. Change Management – building change expertise (By December 18)
8. Organisation Design – structures, managerial span and grading (2019/20)
9. Development of the Engagement Strategy – giving staff a voice which is heard and responded to (By December 18)

City Learning Academy



The City Learning Academy is the delivery vehicle for managing workforce capability. This includes developing the principle and process for increasing capability and talent, providing clear career pathways and excellent learning and development opportunities. Our key projects include:

1. Training rooms - Flexibility and Technology (By September 18)
2. Internal courses - bringing in house (By September 18)
3. Training trainers - mandatory in-house courses (By December 18)
4. On-line Zones – Resource and Coaching (By December 18)
5. Online learning and information source (By December 18)
6. Realign foundation skills for management and a leadership offering (By December 18)
7. Maximise use of levy funds for in house apprenticeships at higher levels (By March 19)
8. Maximise the quality and experience of level 1 and 2 apprentices and set standards for all levels (By March 19)
9. Improve digital literacy at all levels (By March 19)
10. Scope the offer of places on our training courses for charities and SMEs in the City (By December 18)

Reward Management



We aim to introduce a reward strategy with a stronger focus on rewarding and recognising excellence. This key work stream will link together all pay related activities into one structured reward strategy. Our key projects include:

1. Job Evaluation process changes (By June 18)
2. CityBenefits to be launched and a further review of benefit options to be undertaken, for example health care and financial advice and support. This will include an assessment of a further recognition scheme for all grades (By March 19)
3. A review of variable pay elements such as overtime and stand by payments (By June 19)
4. Implementation of the review of the Contribution Based Pay, incremental progression (aligned to review of the performance appraisal scheme) and the changes to Holiday Pay and non-contractual payments (By March 19)
5. Reward Strategy Management – action plan (By September 18)
6. Reviewing the grade structure and associated JE scheme, including the London Living Wage impact on the grade structure and the desire for flexibility in terms of job families (2019/20)
7. To recognise the contribution of all employees, irrespective of grade (ongoing and throughout 2019/20)



CityWell – Working well together

We will establish a holistic and preventative approach to promote health and wellbeing and ensure all provision is relevant and accessible to our employees. Our key projects include:

1. Maintain low sickness levels and reduce absence due to stress, anxiety and depression (ongoing)
2. Supporting our employees through change (Change Management Manual by June 2018)
3. Implement the Mental Health and Wellbeing Policy and Action Plan (By Sept 18) and agree wellbeing KPIs and measures (By September 2019)
4. Consult and agree the Workplace Wellbeing Action Plan (By September 2018)
5. Embed Mental Health first aid training so that it is seen no differently to physical first aid training 45 MH First Aiders to be trained (By September 2019)
6. Supporting the delivery of the Health, Safety and Wellbeing Strategy (ongoing)
7. Reduce the stigma associated with mental ill-health. 100% of managers to complete the e-learning module by end April 2018
8. Normalise mental health conversations (ongoing – Mental Health and Wellbeing Seminar May 2018)
9. Deliver mental health awareness training for all our managers (By June 18)
10. Foster and facilitate a grass roots Wellbeing Ambassadors network (ongoing)
11. Differentiate our actions and support to meet the diverse needs of our employees across different departments and sites (ongoing)
12. People Security Policy Board actions (ongoing)



Equality and Inclusivity

We aspire to be a leader in best practice by creating a diverse workforce at all levels in the organisation and embedding Equality and Inclusion to address imbalance. Our key projects include:

1. Drive the diversity equality and inclusion agenda and action plan that demonstrate measurable evidence of a step change in embedding DE&I and our Public-Sector Equality Duty (PSED) (Plan agreed by June 18 and ongoing actions)
2. Develop our standing and voice in the City as a leader in DE&I and advocate of best practice (Subject to funding appointment of Equalities Manager role by September 18)
3. Gender Pay Gap (GPG) analysis of underlying reason for the gap and actions to address imbalance (By July 18)
4. Undertake BAME and Disability Pay Gap analysis (By September 18)
5. Expanding the work experience offering and work in partnership with external organisations and brokerages to provide opportunities to a wider audience (By September 18)
6. Use our middle and senior managers to provide mentoring and coaching for under-represented groups (By June 19)
7. Support activities that address the Women in Finance Charter such as a wider range of leadership development skills for aspiring women leaders, increasing the opportunities for career grade progression, greater outreach and collaborative working with external organisations (ongoing)

Key measures

Once the HR Transformation Programme is agreed detailed measures will be put in place, linked to the outcomes. Each of the six workstreams are underpinned by detailed implementation plans with actions, outputs and outcomes identified. The HR Transformation Programme Board will monitor delivery and progress.

Key risks

- Resistance of managers to engage
- Managers resort to what they know or think they know
- Funding being available
- Systems not being able to deliver
- Reduced capacity of HR team
- Communication
- Non-compliance with no consequences
- Governance arrangements may extend timescales
- Increased turnover of staff and losing expertise and key skills

Key stakeholders

- Town Clerk and Chief Executive
- Summit Group, Strategic Resources Group, Chief Officer Group
- Senior Leadership Forum
- HR Transformation Programme Board
- Members – Establishment Committee
- HR Team