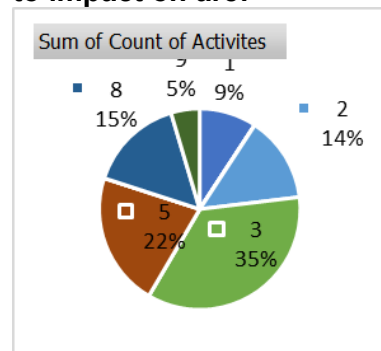


We will enable a skilled and committed workforce to work together to excel in delivering high quality, accessible and responsive services

The corporate outcomes we aim to impact on are:



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
- Effective 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	1,140
Health and Safety	130
Corporate HR Unit	1,285
Indirect, Transport Supplies & Services	194
Total Expenditure	3,169
Total Income	(420)
Total Local Risk	2,749

Our top line objectives are:

- To deliver the HR Transformation Programme
- To align our employer brand to the values of the organisation to both increase the diversity of applicants to successful recruitment and to develop a better ROI by more efficient and effective recruitment and reducing expensive alternatives to recruitment.
- To improve the face validity of Pay and Reward by disaggregating pay from performance development and developing the reward strategy.
- To provide a better ROI for development by its alignment to Corporate Strategy and departmental development plans.
- To deliver the Equality and Inclusion Action Plan
- Promoting a healthy and safe work environment

Deliverables within Corporate Programmes and Projects:

- **Smart Working:** Part of the Smart working team to review and plan different ways of working
- **People Security Board:** To chair and deliver the Action Plan
- **Corporate Category Board:** Review Corporate Service spend for more effective and compliant route market, driving down retrospective waivers in the service area and agreeing the savings plan.
- **One Safe City:** Ensuring the vetting processes are up to date and supporting the Security Training Programme.
- **Apprenticeship Strategy and Graduate Programme:** Managing the two target areas of 100 new apprenticeships, maintaining 100 Corporate funded apprenticeships and reviewing the Graduate programme
- **Employee Engagement Survey:** To align Organisational and Learning and Development strategy in response to Departmental Action plans in response to the survey, and to future workforce needs.
- **Project Management:** Supporting the changes to the Gateway process in project management by the development of the Project Management Academy.

What we'll measure:

- Improved engagement with learning and development measured through evaluation and attendance;
- Increased diversity of applications and increased viable applications
- The diversity of new apprentices and the success of forward employment/ education
- London Councils Human Capital Metrics Benchmark Survey Target:
- Response times from the Employment Service
- 100 new apprenticeships in 2019/20
- FOI responsiveness (Target:
- Managers complete "Line Managers Guide to Mental Health" (Target: 1)

Appendix 2

Departmental deliverables:

- Develop scheme on work experience in support of employability, responsible business and social mobility strategies
- Refresh the Corporate Health, Safety and Wellbeing learning programme, including mental health
- To develop the Employment Centre to decrease response times to within 24 hours and reduce repeat enquiries.
- Rebranding the recruitment advertising to increase the diversity and quality of applications
- Targeting hard to fill jobs with programmes to increase applications, in 2019 a programme for women (and men) returners to the workplace
- Implement a digital Service Desk and tracking system to include JE
- End to End review of the governance and technical changes in change management to reengineer duplications out of the system and make have simpler user interfaces with the processes including Committee decision on restructures and JE to support Corporate Change in the next 3 years.
- Launch the Project management academy as the first of the 6 strands of the City Academy
- Develop proposals for 'contribution pay' in 2020 and onwards
- Improve the class room learning experience through updating core programme courses and modernising delivery
- Roll out the new appraisal system and review the pilot on line system
- In the light of the engagement survey results and other evidence review employee starting experience, including those who change jobs, to improve engagement and maintain that level of engagement to 3 years.
- Improve engagement through awards and Learning Events.
- 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

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:

- Number of additional Mental Health First Aiders (Target: 30)
- Number of managers completing 4-hour MH Awareness course (Target: 250)
- KPIs for Project management academy
- Record statutory and mandatory training interventions (Target: 250)
- Increased engagement at new start maintained to 3 years - Target over 3 years

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