

Committee: Corporate Services Committee – For decision	Dated: 7 th December 2022
Subject: Draft HR Business Plan 2023/24 and proposed People Strategy Framework.	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? We have access to the skills and talent we need.	8
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	Not applicable
What is the source of Funding?	Not applicable
Has this Funding Source been agreed with the Chamberlain’s Department?	Not applicable
Report of: Dr Marcelle Moncrieffe, Chief People Officer	For Decision
Report author: Mark Williams, Interim Assistant Director: Talent & Organisational Development	

Summary

Members are asked to provide their views and observations on the draft HR Business Plan before it is finalised and brought back to the Committee for approval in January 2023. Work has also commenced on developing a People Strategy for the organisation. Some key themes and priorities that have been developed and the views and observations of Members are sought to inform the development of the strategy.

Recommendations

Members are asked to provide their comments and observations on the Draft HR Business Plan and the proposed People Strategy framework.

Main Report

Background

1. Chief Officers are required to produce an annual Business Plan as part of the Corporation's performance management framework. Service committees consider Business Plans annually. The draft HR Business Plan sets out the priorities for the service for 2023/24. Members views and comments are sought before the Business Plan is finalised and presented to the Committee in January 2023.
2. A key priority for the organisation is to put in place a People Strategy. The aim of the People Strategy is to set the long-term strategic vision for how the Corporation will lead and engage its employees to achieve high levels of performance and satisfaction. This People Strategy will be adopted across the Corporation, including the Institutions.

Proposals

Annual Business Plan

3. The Draft HR Business Plan is provided at Appendix 1. The plan sets out the aims and objectives for the services and the priorities for 2023/24. It also includes performance metrics. The key priorities can be summarised as:-
 - Implementing the HR Target Operating Model
 - Putting in place the People Strategy
 - Refreshing the Reward strategy so it enables us to recruit and retain the right talent.
 - The HR service being a trusted partner which leaders and employees value and respect
 - Embedding new work styles throughout the Corporation
 - Working in partnership with our Institutions to become a community of best practice in people management.

People Strategy

4. One of our most important priorities is to put in place a People Strategy that will support and enable the Corporation to meet its ambitions and priorities. Our People Strategy is intended to be bold and ambitious and provide a clear people offer which is based on:-

Warm welcome- attraction, recruitment, onboarding, induction, probation
Great career – Provide flexible career pathways and opportunities for everyone
Inclusive Environment- Promote diversity inclusion and difference, act when things go wrong

Modern People Practices – Employee self-service, flexibility, total reward embracing intergenerational change

Engagement – Ask opinions, listen, and respond meaningfully with actions

5. Some initial work has been undertaken to identify the key themes that should be included in the Strategy. These are provided in Appendix 2. The proposed key themes are:-
 - Reward and Recognition
 - Wellbeing and Belonging
 - Attracting and retaining the best talent
 - Employee equality, diversity and inclusion
 - Transformation
 - Developing the organisation
 - Learning and Development
 - Performance

6. The strategy will be developed in early 2023 and will involve a wide range of stakeholder engagement including the new Town Clerk and Chief Executive, the Executive Leadership Board, Institutions, Trade Unions and Staff Forums before it is brought to this committee for approval.

Corporate & Strategic Implications

Strategic implications – This proposal will support our priority to manage more effectively the skills and talent we need in relation to succession planning.

Financial implications – None arising from this report.

Resource implications – None arising from this report

Legal implications - None arising from this report

Risk implications – It is essential to have a clear Business Plan and People Strategy in place. A failure to do so would put the Corporation at risk of delivering its obligations and objectives.

Equalities implications – None arising from this report. Changes in policies and proposals that have workforce implications will be subject to their own equalities impact analysis as part of the HR Business Plan and People Strategy.

Climate implications - None

Security implications – None

Conclusion

7. The Draft HR Business Plan and People Strategy framework set the direction of the HR service for both the short and medium term and the views and observations of Members are welcomed.

Appendices

Appendix 1 – Draft HR Business Plan for 2023/24
Appendix 2 – Draft People Strategy framework

Mark Williams

Interim Assistant Director: Talent and Organisational Development

E: mark.williams@cityoflondon.gov.uk

T: 07513 703255