Appendix 1

DRAFT People Strategy 2024 – 2029

Cover page

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Forward By the Chair of Corporate Services Committee

To be agreed and added.

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Forward By the Town Clerk & Chief Executive

To be agreed and added.

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Forward By the Chief People Officer

I am very excited to be working with you to develop the City of London Corporation's first ever five-year People Strategy – our critical tool to help us create an exceptional work environment where our people feel safe and deeply connected with our vision, values and have the skills, recognition, motivation, and reward to deliver our ambitious and exciting corporate plan.

By understanding what really matters to you, we are looking to you to help us develop our future vision, values, and behaviours, by drawing together what helps you to thrive at work and enables you to be your best self every day.

This is why we have used your responses from the Staff Survey along with dedicated feedback sessions, to develop five themes that will start our conversation.

1. My Contribution, My Reward
2. My Wellbeing and Belonging
3. Trustworthy Leadership
4. My Talent and Development
5. Modernising our City Corporation

My team will be collaborating with you to embed these themes across our City Corporation. This strategy is about you and for you, so please do continue to learn more about this work and be a part of shaping our future organisation. I very much look forward to working with you to create the City Corporation of the future.

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Strategic Context

What is a People Strategy? Developing a people strategy is about creating a coherent framework for employees to be hired, managed, and developed to support the organisation's goals. A people strategy helps to ensure that all aspects of people management come together to forefront behaviours that create an environment that supports the organisation to accomplish its work. The City of London Corporation's People Strategy for 2024-2029 provides a framework to guide thinking and decision-making over the next fantastic five years in realising the overarching outcomes of the Corporate Plan that covers the same period. Alongside a new Digital Strategy and Transformation work, City Corporation's People Strategy will enable employees within the City of London Corporation to achieve the organisation's ambition to be world-class and to do so in an environment where employees thrive.

Our Mission: *The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London, within a globally successful UK.*

The City of London Corporation's first People Strategy has been designed to support City Corporation's mission and vision to be world-class in all that we do and sets out our key priorities to support our new 2024 – 2029 Corporate Plan. A strategic, evidence-based approach to equality, diversity, and inclusion (EDI) is a key element of this vision and EDI is still at an early point in its evolution at City Corporation. The concept of equity is also not yet fully embedded. Progressing this work will require the committed engagement of Members and Officers and will require active engagement with work underway that will include finalising and embedding the City Corporation's Equality Objectives.[1] For instance, work has already begun across the Executive Leadership Board (ELB) as follows:

- reviewing local policies, processes, and systems through an EDI lens.
- working towards seamless and consistent reporting and monitoring procedures to enable data-driven activities.
- integrating EDI into mainstream Learning and Development programmes.
- identifying delivery owners for actions at different levels (e.g. senior teams, line managers, all employees; and ensuring cohesive collective commitment to ELB level actions.

[1] Equality Objectives in summary: **Equality Objective 1 – Aspirational leadership** Taking a broad and intersectional approach to equality, diversity and inclusion which appeals to people from all backgrounds. **Equality Objective 2 - Dynamic and Engaged Workforce** Enabling career progression opportunities for all staff and the development of a suitably skilled workforce that reflects the composition of our communities. **Equality Objective 3: Accessible and Excellent services** Creating a community-centred approach to service delivery bolstered by an inclusive community and stakeholder engagement strategy. **Equality Objective 4 – Understanding our Communities** Promoting a data-led and evidence-based approach to understanding and working with our communities and networks. **Equality Objective 5 – Socio-Economic Diversity** Working collaboratively with our stakeholders to enable opportunities for everyone to flourish and reach their full potential regardless of their socio-economic background.

And over the course of the next five years, the People Strategy will forefront all aspects of EDI to advance equality, diversity, inclusion, and equity within and across all five themes of the People Strategy to deliver sustainable change.

Broader than a traditional Human Resources plan, the emergent People Strategy framework has been designed to draw together what really matters in supporting and enabling our people. The successful implementation of the People Strategy will need to keep front of mind how activity comes together within a single framework while acknowledging the need to tailor many elements of people work; for instance, across institutions, departments, and services that often have vastly diverse needs and communities. All of these will need to be carefully considered through active engagement and continuing dialogue across our unique and complex organisation.

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Purpose and Outcomes – a story in the making

The success of City Corporation in achieving its objectives now and over the next five years will be dependent on the skills and commitment of its employees in partnership with the communities they serve.

Success will occur through our work to:

- foster a fair and inclusive culture.
- build inclusive leadership capability at all levels.
- identify and role model positive values and behaviours.
- encourage cooperation and collaboration.
- organise for continuous change.
- anticipate the future through horizon scanning and workforce planning.
- diversify our workforce.
- promote personal and professional growth.
- empower people by providing responsibility and accountability.
- reward high performance.
- deal with poor performance quickly, honestly, consistently and with dignity.
- be evidence based, shaping actions using qualitative and quantitative data.
- modernise systems, processes and procedures and use technology to create efficiency, effectiveness, and flexibility.

The People Strategy is made up of five themes:

1. My Contribution, My Reward
2. My Wellbeing and Belonging
3. Trustworthy Leadership
4. My Talent and Development
5. Modernising our City Corporation

Why these five themes? The People Strategy articulates what will be necessary to realise City Corporation's ambition to be a world class organisation; an organisation where people feel:

1. valued, rewarded, and recognised.
2. respected, safe, included, and heard.
3. that inclusive, values-led leadership is consistently role modelled across all levels.
4. supported, challenged, and motivated to do excellent work and achieve exceptional outcomes while being seen as unique individuals with individual and collective strengths and aspirations.
5. ease in getting on with the work at hand without barriers to efficiency and effectiveness.

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Our people are critical to achieving positive organisational outcomes and the People Strategy framework that has been created will help us to be proactive in meeting current and future challenges and organisational and community requirements by ensuring we have the right people in the right places at the right time. As employees and leaders at all levels within City Corporation's unique community, we all contribute to the environment and culture that enables our people to thrive. We will build our future together and the story that will be written is in our hands.

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Underpinning Principles and Values

It is important to note that City Corporation will undertake an all-employee and Member engagement exercise beginning in spring 2024 to confirm new values and behaviours to fit the evolving vision and context for City Corporation with its new People Strategy and Corporate Plan and to continue its journey to develop an inclusive culture. Changing culture does not happen overnight and the ambition is to ensure that the new values and behaviours will be embedded across all people activities within City Corporation by the end of the five-year period. These new values and behaviours will inform the future development of activities in the later years of the People Strategy.

In the meantime, the principles that follow have been already agreed by Members and Officers for a project already underway: the *Ambition 25 Reward Project*, which is the first significant piece of work within the theme of My Contribution, My Reward. The principles agreed within this project have been suggested as an initial touch point within the People Strategy until new values and behaviours are confirmed. These principles are:

Equity
- Our definition of work and careers helps every colleague thrive.

Empowerment
- People are clear on what is expected of them.
- We are one Corporation enabling colleagues to operate and partner effectively across organisational boundaries.

Engagement
- We retain our distinct organisational identities whilst uniting around shared purpose and culture where people strive for excellence, encourage trust, and drive innovation.

Excellence
- We can attract talent to secure a pipeline of brilliant diverse people and identify and target inclusive development and retention opportunities for all colleagues, thus reducing the risk of critical skills gaps.

Efficiency
- There is less duplication of effort associated with people related activity and processes across all areas.

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Scope

As mentioned above within the underpinning principles, the People Strategy incorporates the concept of a One Corporation model while also enabling the retention of distinct organisational identities. To break down barriers and silo working, individual work streams within the People Strategy, as these unfold, will necessitate close partnership working across all areas of City Corporation, particularly with the leadership teams and area dedicated HR teams where these exist. For instance, the Ambition 25 project already underway is working to span boundaries and acknowledge the varying contexts of individual institutions, departments, and services across City Corporation, while still intentionally identifying commonalities.

The People Strategy covers the period from 2024/25 through 2028/29 which is also the period covered by the Corporate Plan. It will develop in an iterative way, particularly given the current large project agenda such as Ambition 25 and the Enterprise Resource Planning (ERP) project that will continue over the next two years and that will have a significant impact on prioritised work plans for future years as well as the creation of new values and behaviours that will underpin culture development more broadly.

We recognise that there are terms used in the People Strategy that may carry multiple meanings and are also continually evolving. Based on feedback from colleagues, we have summarised the start of a glossary of definitions in **Annex 1**. We will be posting these definitions to the Intranet and will add to these definitions over time.

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Engagement in the development of the People Strategy

Highlights from Employee and Member engagement leading to the creation of the People Strategy are outlined in **Annex 2.**

While the People Strategy will launch in April 2024, we invite continuing discussion across City Corporation throughout the duration of the Strategy. Our intention is to create a culture that enables innovative and collaborative partnerships and that taps into great practices already underway everywhere at City Corporation. Engagement will continue over the course of the five-year period through a range of mechanisms, including:

- All employee webinars led by the Town Clerk & Chief Executive (TCCX) and the Chief People Officer (CPO)
- Senior Leadership Team sessions (SLT)
- Executive Leadership Board sessions (ELB)
- **NEW**: Quarterly forums for senior/mid-level leadership / management tiers with up to three groupings that will also be adjusted based on Ambition 25 project results (Theme 2; also connected to Theme 3)
- Trade Union sessions with the Chief People Officer
- All area HR leads sessions
- Equality and Diversity Network sessions
- Strategy Forum sessions
- Individual Department / Service / Institution Team sessions
- Collaborative partnerships; for instance, with Corporate Strategy and Performance; Health & Safety; Equality, Diversity and Inclusion; and Corporate Communications (and others as appropriate)
- Specific Project Working Groups already underway and/or that will be established (e.g. Ambition 25, ERP, and other projects)
- Quarterly Member Reference Group meetings (additional information and membership outlined in Annex 1)
- Annual Corporate Services Committee reports

Measuring and Reporting Progress

The People and Human Resources team hold responsibility for delivering on and monitoring progress of the People Strategy in close collaboration with all areas across City Corporation and will report annually to the Corporate Services Committee who hold overall accountability for People Strategy outcomes.

The annual report will include an update on all agreed key performance indicators (KPIs) against targets (including any individual service area, department or institution reporting agreed) and an annual operational action plan will be published on the City Corporation Intranet.

A review will also be undertaken in the final year of the People Strategy to report on the achievement of outcomes, final performance against targets, and all agreed future actions to inform the next People Strategy.

Data and Informing Decision Making

Understanding our employee profile and using data as our evidence base will help us to identify areas where we need to focus our efforts in our workforce planning and our People Strategy activities. The data within this profile and the draft Key Performance Indicators (KPIs) that follow within this document give a collective overall picture and of course will vary from area to area across City Corporation. As part of annual workforce planning processes, initially a manual annual exercise and then enabled by the Enterprise Resource Planning system, managers will have the ability to review and take action to improve team diversity, employee engagement, and other key KPIs.

However, due to the challenges of multiple systems, manual entry, and instances of low data quality within the organisation, setting up performance reporting will be iterative and will take time. In some areas of work relevant to the People Strategy, limited performance measurements are in place. Improving reporting and action planning year on year as more and/or better data becomes available will be critical. We are working with teams across City Corporation to support and enhance performance reporting.

Performance reporting and measuring progress also requires both data baselining and target setting. Initial quantitative data is provided in this report for 2022/23 and will be updated to incorporate baseline measures following the close of 2023/24. Work has already taken place over the course of the current year to enhance reporting by adjusting elements within the existing People System and through manual interventions and mechanisms. These adjustments will enable the creation of an appropriate set of baseline measurements for 2023/24 with accompanying targets, with additional baseline measures and targets added once further data is available.

A small amount of data measures does not currently follow an annual financial cycle. For instance, the most recent baseline data on staff survey results is from 2022. The

next staff survey is planned for spring 2024 which will tie in well with People Strategy initiatives and will provide a helpful set of measures.

Reporting progress on people measures also goes beyond numbers and therefore will require qualitative elements to supplement quantitative measures. For instance, qualitative feedback from future staff surveys that span the five thematic areas will be incorporated into annual People Strategy reporting along with findings from associated practices such as interviews, exit surveys, focus groups and other types of engagement activities.

Additionally, future benchmarking measures will be considered where reliable data sources are available. For instance, salary benchmarking will be part of the Ambition 25 Reward project that is now underway and, once these benchmarks are agreed, will set the stage for appropriate benchmarking for other areas of work.

The objective is to work towards developing a set of meaningful measures and targets across the lifespan of the People Strategy.

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Our Current Workforce Profile

Summary for 2022/2023
Most recent date for full year reporting; to be updated for 2023/2024.

- Directly employed: 4,248 or 3,993 full time equivalent employees.
- Turnover rate: 14% (number of leavers replaced by new starters).
- Average length of service: 8 years with 21% of employees serving between 10 and 20 years.

Salary bands:

Grade Display	Total	Percentage
Apprentice	58	1.4%
F9 Grade	117	2.8%
Grade A	114	2.7%
Grade B	579	13.6%
Grade C	817	19.2%
Grade D	761	17.9%
Grade E	612	14.4%
Grade F	436	10.3%
Grade G	217	5.1%
Grade H	101	2.4%
Grade I	36	0.9%
Grade J	18	0.4%
SMG	20	0.5%
Teachers Grade	362	8.5%
Total	**4,248**	**100.0%**

Gender %:

Gender	Total	Percentage
Female	2,167	51%
Male	2,081	49%
Total	**4,248**	**100.0%**

Ethnicity: %

Ethnic Group:	Total	Percentage

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Ethnic Minorities	758	17.8%
Not Known	989	23.4%
White	2,501	58.9%
Total	**4,248**	**100.0%**

Disability: %

Disability	Total	%
No	2,898	68.2%
Not Known	1,155	27.2%
Yes	195	4.6%
Total	**4,248**	**100.0%**

Age: %

Age Band	Total	%
0 to 20	39	0.9%
21 to 30	691	16.3%
31 to 40	1,004	23.6%
41 to 50	1,011	23.8%
51 to 60	1,111	26.2%
61 and over	392	9.2%
Total	**4,248**	**100.0%**

Sexual orientation: %

Sexual Orientation	Total	%
Declined to specify	213	5.0%
Heterosexual	2,402	56.5%
LBQTBA+	262	6.2%
Not Known	1,370	32.3%
Total	**4,248**	**100.0%**

Religion or Belief: %

Religion or Belief	Total	%
Buddhist	11	0.3%
Christian	1,195	28.1%

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Hindu	56	1.3%
Jewish	27	0.6%
Muslim	139	3.3%
None / No religion	1,431	33.7%
Not Known	1,212	28.5%
Other	114	2.7%
Sikh	25	0.6%
Spiritual	38	0.9%
Total	**4,248**	**100.0%**

Note: Social mobility will be tracked and reported on in future annual People Strategy updates but there is currently insufficient data to report at this time.

Trends

Item	2021/22	2022/23	Upward/ downward
Total staff	3,997	4,248	Upward
Average age	N/A	44	N/A
Disabled	5%	5%	No change
Ethnic Minorities	18%	18%	No change
Gender	Female =50% Male=50%	Female =51% Male=49%	Upward female
LGBT+	6%	6%	No change

Note: Due to low levels of disclosure in some areas, caution must be exercised in drawing conclusions from this data. A top priority, as outlined in Theme 5, will be to increase employee voluntary disclosure rates through a sustained campaign over time to explain why data is collected and the benefits of doing so for individuals as well as for the organisation overall. Creating an environment of trust and safety for people to feel comfortable disclosing sensitive information will be critical to this work.

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Our People Strategy Framework

What follows are the most significant priorities across the five themes of the People Strategy with a focus on the first two years. The plan will be iterated on an annual basis.[2] Major projects underway within Themes 1 and 5 that form part of the People Strategy will significantly impact priorities for years three to five. The five themes are:

1. My Contribution, My Reward
2. My Wellbeing and Belonging
3. Trustworthy Leadership
4. My Talent and Development
5. Modernising our City Corporation

Coding Key

Activities are coded and summarised in the tables that following using the following Keys:

1. My Contribution (C), My Reward (R)
2. My Wellbeing (W) and Belonging (B)
3. Trustworthy Leadership (TL)
4. My Talent (T) and Development (D)
5. Modernising our City Corporation (M)

[2] Business as usual HR work is ongoing and therefore not all HR activity is explicitly included within the priority initiatives outlined within the People Strategy.

My Contribution (C), My Reward (R)

Our ambition

Through flexible, sustainable, fair, equitable, and transparent reward and recognition mechanisms, beginning with the Ambition 25 project, we will attract a diverse array of excellent people and provide career support for progression and retention.

What do we need?

A total reward and recognition offer that recognises performance and supports progression.

Why is it important?

Helping new and existing employees see and feel that we are a world class organisation is essential for employees to function as our greatest ambassadors and facilitate continued organisational success.

What does success look like?

Increasing clarity and transparency of roles and how they fit together as well as providing assurance that pay and grading is fair and will support employees to undertake fulfilling work. Success will enable employees to access career progression opportunities and will reduce disengagement and resignations due to pay, reward, or insufficient opportunities to learn and gain experience.

We will achieve this by:

	Activity	**Year 1 2024/25**	**Year 2 2025/26**	**Years 3-5 2026/27 – 2028/29**
R	Implementing a manageable number of succinct and outcome focused role profiles defining each role's purpose, responsibilities, accountabilities, knowledge, skills, and experience with follow on work outlined in theme 4.	x		
R	Implementing job families that inform horizontal and vertical career pathways outlined in theme 4 and ensure career progression opportunities are available to all eligible employees, regardless of job type.	x		
R	Developing a new pay and grading structure based on market benchmarking.	x		
C	Creating a new job evaluation process to grade and evaluate roles.	x		

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R	Designing an approach and underpinning principles for a new Total Reward Strategy.	x	x	
C	Simplifying regrading and promotion processes to acknowledge job growth and exceptional contribution.	x	x	
R	Creating and implementing the new Total Reward approach to remuneration, offering flexibility and choice through a new flexible benefits portal that includes recognition mechanisms.		x	x
R	Ensuring annual reviews and regular benchmarking of pay and reward are undertaken		x	x

We will measure our progress annually by:

Measuring, analysing, reporting, and implementing action plans for:

- Voluntary leaver reasons and retention trends.
- Pay gaps across all job families and all protected characteristics, including attention to socio-economic factors.
- Pay benchmarking.

Measure	**2022/23 Baseline**	**Future Baselines and Targets**
% Turnover	14% all reasons. 11% voluntary.	2023/24 Baseline and 2024/25 Target to be set
% voluntary turnover in first two years of employment (based on headcount)	20.3% (from 1 Dec 21 to 30 Dec 23)	2023/24 Baseline and 2024/25 Target to be set
Voluntary turnover reason trends (exit survey data now being collected)		2023/24 Baseline and 2024/25 Target to be set
% ethnicity pay gap	Mean hourly rate – 17.4% Median hourly rate – 14.7%	2023/24 Baseline and 2024/25 Target to be set
% gender pay gap	Mean hourly rate – 4.5% Median hourly rate – 2.7%	2023/24 Baseline and 2024/25 Target to be set
% disability pay gap	Mean hourly rate – 8.8% Median hourly rate – 2.4%	2023/24 Baseline and 2024/25 Target to be set
% social mobility pay gap to be added when data is available		2025/26 Baseline and 2026/27 Target to be set

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Pay benchmarking and annual reviews to be added through Ambition 25 project; groupings of appropriate benchmarking comparators will be determined		2025/26 Baseline and 2026/27 Target to be set

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2. My Wellbeing (W) and (B) Belonging

Our ambition

We will be an inclusive, diverse, and people-oriented City Corporation. We will ensure that all employees are appropriately challenged and supported and are able to work in flexible ways that consider whole life commitments and appropriate boundaries.

What do we need?

An environment where our people feel physically and psychologically safe, demonstrating respect between employees and between employees and Members, where employees have sufficient support and resources to undertake their work, manageable workloads, a sense of control and autonomy, and excellent partnership working.

Why is it important?

Supporting the wellbeing and belonging of our people is critical to our continuing success and we recognise the need to integrate all our people initiatives with EDI objectives that are now being finalised to create an environment of belonging for all.

What does success look like?

Employee survey results show upward trends for employee engagement; how employees view managers / leaders and Members; employees feel valued and listened to; are proud to work in an organisation where all aspects of diversity and inclusion are valued and where there is visible leadership for important issues such as sustainability and climate action. Employee alumni will be encouraged and supported to stay in touch with City Corporation through regular communications. Current and previous employees will be City Corporation's most vocal positive ambassadors.

We will achieve this by:

	Activity	**Year 1 2024/25**	**Year 2 2025/26**	**Years 3-5 2026/27 – 2028/29**
W/B	Undertaking and implementing a values and behaviours project on how we work, how we deliver.	x		
W/B	Reviewing and revising codes of conduct for employees and Members based on new values and behaviours.	x		
W/B	Creating and sustaining deeper working partnerships across City Corporation with a particular focus on the following: -Members	x	x	x

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	-Institutions & all City Corporation locations -Unions -Equality, Diversity & Inclusion -Health & Safety			
W/B	Undertaking collaborative HR/EDI/H&S projects (e.g. to continue the work of the Tackling Racism Taskforce as a top priority; other priorities to be confirmed & addressed individually & through an intersectional lens; eg. gender; disability, etc.).	x	x	x
B	Creating quarterly forums for senior/mid-level leadership / management tiers across up to three groupings. These will be used to share good practices and lessons learned with the goal to increase transparency, decision-making autonomy, empowerment, commitment, measured risk appetite, permission to fail, appreciation, recognition, hierarchy reduction.	x		
B	Undertaking an annual employee survey, creating collective & individual action plans; connecting these directly to future year People Strategy initiatives.	x	x	x
B	Developing cross-City Corporation virtual lunch & learns through networks; eg. on sustainability, digital literacy, EDI, and face to face site visits are encouraged: 'what we do here; what we're proud of.'	x	x	
B	Reviewing and revising our Celebrating our People Awards to connect to new values and behaviours; creating rolling employee case studies / stories of what 'good' looks like; possible annual publication to celebrate success		x	x
W	Researching, benchmarking, and implementing a holistic and proactive wellbeing offer to create consistent conditions for our people to flourish.	x		
W	Introducing an anonymous HR reporting system and process to investigate and resolve employee complaints (scope tbd).	x		
W	Undertaking a stress at work project with Health & Safety that reviews and addresses physical, psychological, psychosocial impacts.		x	
W	Developing and implementing actions to improve autonomy and address		x	

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	frustrations of what we do and how we work.			
W	Reviewing occupational health service.		x	
W	Refining mental health awareness training for managers and employees, including stress risk assessments, and reviewing the role of mental health / wellbeing champions.		x	x
B	Introducing communications and staying connected programme for City Corporation employee alumni.			x

We will measure our progress by:

Measuring, analysing, reporting, and implementing action plans for:

- annual employee survey engagement, wellbeing and belonging feedback.
- sickness absence; occupational health referrals; EAP usage; access to work spend.
- employee grievances; bullying & harassment incidents.

Measure	**2022/23 Baseline**	**Future Baselines and Targets**
Employee survey participation	51% (2022)	2024/25 Target to be set
Employee survey engagement*	52% (2022)	2024/25 Target to be set
Rolling average sick days per FTE (and review other patterns of sickness absence).	0.6	2023/24 Baseline and 2024/25 Target to be set
Number of referrals to occupational health function.	61	2023/24 Baseline and 2024/25 Target to be set
Employee Assistance Programme utilisation as a percentage, calculated as counselling and advice calls against headcount	5.7%	2023/24 Baseline and 2024/25 Target to be set
Number of grievance cases / outcome trends.		2023/24 Baseline and 2024/25 Target to be set
Number of bullying and harassment cases / outcome trends.		2023/24 Baseline and 2024/25 Target to be set
Number of anonymous complaints about employee issues (such as racist incidents, bullying and harassment), investigated, and resolved. Note – the specific nature of complaints to be included are still to be confirmed as part of next steps scoping		2025/26 Baseline and 2026/27 Target to be set

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Stress Indicator Tool measurements and reporting to be developed w/H&S		2025/26 Baseline and 2026/27 Target to be set
Safety index score to be developed w/H&S		2025/26 Baseline and 2026/27 Target to be set

*Five survey elements were used to create the engagement measure:

1. The purpose of City Corporation makes me feel good about my work.
2. I have confidence my career aspirations can be met at City Corporation.
3. I feel valued and recognised for the work I do.
4. I feel appropriately supported through change.
5. City Corporation has a culture of openness, transparency, and inclusion.

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3. Trustworthy Leadership (TL)

Our ambition

We will develop a community of leaders and managers at all levels who create an inclusive and respectful environment. All leaders and managers will consistently role model our values and have the capability and confidence to engage with, develop, challenge, and celebrate our people, take measured risks, and deliver excellent outcomes.

What do we need?

A clear sense of direction and vision that encompasses horizon scanning and strategic thinking with regular opportunities for two-way dialogue and feedback, where reliable, credible, compassionate, values-based behaviours are role modelled and where a collaborative, creative strengths-based approach is taken to culture development.

Why is it important?

Leaders and managers hold critical responsibility for creating a safe physical and psychological working environment, excellent employee experience and exceptional organisational outcomes. Empowering all who lead and manage with the ability to make decisions within appropriate parameters will ensure organisational growth and success.

What does success look like?

Leaders will evidence their positive impact through employee survey results and a robust performance management framework aligned to the Corporate Plan that demonstrate good manager / team engagement, and organisational results will improve year over year, creating a world-class environment.

We will achieve this by

	Activity	**Year 1 2024/25**	**Year 2 2025/26**	**Years 3-5 2026/27 – 2028/29**
TL	Leading the development, communication and embedding of values and behaviours that create an environment where everyone can thrive – through 'different kinds of conversations' that forefront time for listening, reflection, and learning.	x	x	x
TL	Developing and implementing a new performance management framework that features dynamic conversations with individual and team objectives connected to Corporate Plan outcomes, and including	x	x	

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	360-degree feedback, beginning with SLT and ELB			
TL	Providing programmes of development for SLT / ELB leadership cohorts, including horizon scanning, strategic capability, and inclusive culture team building	x	x	
TL	Providing three levels of integrated and inclusive management / leadership internally delivered cohort-based programmes, for first time, middle and senior managers to enable talent development and leadership succession planning.	x	x	
TL	Developing the Head of Profession People & HR /focused network across City Corporation for information and good practice sharing, networking, and creative collaborations on employee-focused initiatives.	x	x	
TL	Developing leadership capacity and capability across all aspects of EDI; for instance, by widening access and participation range in working groups and meetings, actively listening to understand lived experience, and considering who is in the room, who has a voice.	x	x	x

We will measure our progress through:

- Measuring responses to employee surveys, setting baselines and targets, and creating action plans to address gaps.
- Creating a new performance management framework, beginning with senior leaders, that will include 360-degree feedback and reportable and actionable measures.

Attributes that have been highlighted include (but are not limited to) the following:

- Measuring against revised code of conduct in relation to leadership of values and inclusive behaviours (once these are created and agreed).
- Actively contributing to and promoting an inclusive culture that forefronts equity, wellbeing and belonging.
- Enabling and empowering team members through projects, secondments, development activities including mentoring, coaching and sponsorship programmes, and promotion.
- Demonstrating connectedness of teams.
- Working effectively with Members.

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4. My Talent (T) and Development (D)

Our ambition

We will attract & retain excellent, diverse, local, and national talent to support the success of City Corporation. We will continue to create opportunities for people to develop and grow professionally.

What do we need?

We need a great employer brand and effective, inclusive, internal / external recruitment approaches that are underpinned by proactive workforce planning, supportive onboarding, performance aligned to the Corporate Plan, and development initiatives to support progression & retention.

Why is it important?

Providing effective recruitment, onboarding & development experiences for all our people will pave the way for improved performance, retention, and exceptional organisational outcomes, all aligned to the Corporate Plan.

What does success look like?

Existing and new employees will easily access exciting new opportunities and will be supported and encouraged to develop and progress in their current or their future roles anywhere in City Corporation. They will have the confidence, skills, and capabilities to be able to move or leave when it is the right time to do so and will want to stay, thrive and be part of a world class organisation.

We will achieve this by:

	Activity	**Year 1 2024/25**	**Year 2 2025/26**	**Years 3-5 2026/27 – 2028/29**
T	Introducing a manual process and then automating annual workforce planning to enable understanding of current and future recruitment and succession planning needs, including identifying and addressing skills gaps, critical roles, and improving recruitment timelines.	x	x	x
T	Overhauling end to end internal & external inclusive recruitment / assessment processes to address talent identification and acquisition; including anonymised applications, panel composition review and improving access and accessibility for those from marginalised groups.	x	x	

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T	Developing lateral and vertical career path maps based on job families, including access to apprenticeships, secondments, and shadowing opportunities to inform progression and promotion processes.		x	x
T	Developing an employer brand refresh.			x
T	Reviewing and refining organisational structure and organisational design approaches.			x
D	Enhancing central and local induction, including technology led mandatory training.	x		
D	Enhancing Member inductions and training.	x	x	
D	Creating a comprehensive EDI training offering with a focus on awareness raising, skills building, and inclusive culture development, including coaching and embedding EDI in general training.	x	x	
D	Partnering across City Corporation to create / revise and determine solutions to technical & digital / professional / external customer service / conflict skills training needs.	x	x	
D	Introducing online interactive on-boarding and digital learning solutions to address initial and ongoing core probation and training needs.		x	
D	Implementing a systems-based all-employee dynamic conversations and performance management framework with individual and team objectives connected to Corporate Plan outcomes and based on values and behaviours, including dedicated time and resource allocated for development.		x	x
D	Creating job family-based continuous professional development for all employees.			x

We will measure our progress by:

Measuring, analysing, reporting, and implementing action plans for:

- Speed of time to hire.
- Applicant pipeline and progression based on EDI characteristics.
- Employee career pipeline and progression based on EDI characteristics.
- Documented appraisal completions and objective setting aligned to the Corporate Plan for all.
- Responses to ‘how was my on-boarding’ survey conducted within six months of commencing employment.
- Engagement in development opportunities.

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Measure	2022/23 Baseline	Future Baselines and Targets
Average time to hire in days: as measured across 3 elements: 1) manager request to advertisement live; 2) advertise close to conditional offer; 3) conditional offer to all checks complete		2023/24 Baseline and 2024/25 Target to be set
Diversity of applicant pipeline, measured at application, shortlisting, and appointment		2025/26 Baseline and 2026/27 Target to be set
Indicative historical figures are provided below to highlight possible future measures for career pipelines across EDI characteristics to enable target setting based on the communities around us. This is NOT an exhaustive list and is provided as an exemplar only, noting there continues to be a high level of missing and incomplete data		
% of Black, Asian & Minority Ethnic employees	18%	2025/26 Baseline and 2026/27 Target to be set
% of Black, Asian & Minority Ethnic employees in grades H - SMG	11%	
% of women employees	51%	
% of women in grades H - SMG	41%	
% of LGBT employees	6%	
% of LGBT employees in grades H - SMG	6%	
% of employees declaring they meet the Equality Act definition of disability	5%	
% of employees declaring they meet the Equality Act definition of disability in grades H - SMG	3%	
% of annual appraisal completions	80% (2023/24)	82%
% of internal appointments		2023/24 Baseline and 2024/25 Target to be set
Number of capability cases / outcome trends		2023/24 Baseline and 2024/25 Target to be set
Number of disciplinary cases / outcome trends		2023/24 Baseline and 2024/25 Target to be set
% employees undertaking at least one learning & development opportunity each year		2025/26 Baseline and 2026/27 Target to be set
% of positive responses to ‘how was my onboarding’ survey in 6 months of start		2025/26 Baseline and 2026/27 Target to be set

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5. Modernising (M) Our City Corporation

Our ambition

Our processes, systems and reporting mechanisms will efficiently provide real-time data and information to inform effective prioritisation and decision-making.

What do we need?

We need simple to use, automated people processes. This includes robust and easy to use automated systems that facilitate data collection, including all EDI protected characteristics and social mobility, including disaggregating data by identity characteristics, and consideration, where possible, to how protected characteristics intersect. We need reporting and self-service mechanisms that support prioritisation and decision making. We need easy to understand and simple to use people policies and the ability to create simple, effective, and timely workforce planning solutions.

Why is it important?

We understand that ensuring our people can focus on doing their jobs well by using simple and efficient processes and policies is essential for our success.

What does success look like?

All data held about our people is of high quality, ensures legal compliance and adheres to GDPR requirements with good insights available through dashboards and reporting that can be used with confidence for action planning and prioritised decision making, with particular attention to ensuring fairness across our workforce. Recruitment and workforce planning processes are simple, fair, and inclusive. Policies, processes, and practices are fully legally compliant and simple to use and understand.

We will achieve this by:

	Activity	**Year 1 2024/25**	**Year 2 2025/26**	**Years 3-5 2026/27 – 2028/29**
M	Continuing to make back-office improvements and data cleansing within the existing People system in preparation for the new Enterprise Resource Planning (ERP) system.	x		
M	Creating an agile talent management approach by implementing and embedding contingent labour & casuals labour approaches.	x		
M	Continuing to improve data and insights, including improving annual data gathering	x	x	x

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	through extensive and sustained communications in partnership with EDI and Communications, dashboard provision and reporting on all protected characteristics, and social mobility, disaggregated where possible by identity data.			
M	Undertaking a comprehensive compliance and risk management audit of HR policies, creating a prioritisation matrix and calendar for updates to all HR policies, procedures, and manager/employee guidelines with a focus on those that have the greatest impact on managers and employees, undertaking work to on those prioritised as most urgent in year one.	x		
M	Adjusting HR policies as required due to legislative, regulatory, internal, external changes.		x	x
M	Implementing and embedding the ERP system to bring together financial and people data and provide easy-to-use automated system for the management of people processes including recruitment, onboarding, induction, probation, performance management, development, talent management, succession planning, and exiting.		x	x

We will measure our progress by:

- Providing a standard suite of people reports run in a standard and consistent way with a focus on EDI characteristics that are used to improve prioritisation and decision-making that in turn improves both employee experience and organisational outcomes.
- Holding to a rolling calendar that ensures all policies remain current and up to date.

Measure	**2022/23 Baseline**	**Future Baselines and Targets**
Levels of **missing** data around employee equalities characteristics for:		
Ethnicity	23%	2023/24 Baseline and 2024/25 Target to be set
Sexual orientation	32%	2023/24 Baseline and 2024/25 Target to be set
Disability	27%	2023/24 Baseline and 2024/25 Target to be set

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Religion / Belief	32%	2023/24 Baseline and 2024/25 Target to be set
Social Mobility	89%	2023/24 Baseline and 2024/25 Target to be set
Policy updates adherence to annual revision calendar		2024/25 Baseline and 2025/26 Target to be set

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Annex 1: People Strategy Definitions

(Initial definitions have been provided by City Corporation subject matter expert leads in Human Resources, Health & Safety, and Equality, Diversity & Inclusion[3])

“Our words create our worlds.” Pierre du Plessis

The language we speak, hear, and read, and with which our minds reflect our place in the world, shapes our reality. Our intention here, based on feedback by employees about the development of the People Strategy, is to provide a glossary of definitions.

It is impossible to create definitions with universal agreement, especially as language and terminology is continually evolving; however, it is critical to make a start to begin to create a sense of shared understanding of what we mean when we use certain words.

Belonging: a concept from social psychology used to describe an individual's quality of social connections, and the extent to which they feel like a valued member of a group.

Equality: the right of different groups of people to receive the same treatment.

Equity: fair treatment for all people, so that the norms, practices, and policies in place ensure identity is not predictive of opportunities or workplace outcomes. Equity differs from equality in a subtle but important way. While equality assumes that all people should be treated the same, equity takes into consideration a person’s unique circumstances, adjusting treatment accordingly so that the result is equal.

Diversity: who is represented in the workforce. Some examples of diversity in workplaces include:

- Gender diversity: What makes up the composition of men, women, and nonbinary people in a given population?
- Age diversity: Are people in a group from mostly one generation, or is there a mix of ages?
- Ethnic diversity: Do people in a group share common national or cultural traditions, or do they represent different backgrounds?

[3] EDI definitions: McKinsey & Company; Cambridge Dictionary; Merriam Webster Dictionary.

- Physical ability and neurodiversity: Are the perspectives of people with disabilities, whether apparent or not, accounted for?

These are a few of the most common examples, but what is considered diverse can range widely. Although there is sometimes a tendency to assume diversity is about others, in fact, everyone is diverse.

Inclusion: the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalised, such as those who have physical or intellectual disabilities and members of other minority groups.

Intersectionality: the complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect, especially in the experiences of marginalised individuals or groups. Kimberlé Crenshaw introduced the theory of intersectionality, the idea that when it comes to thinking about how inequalities persist, categories like gender, race, and class are best understood as overlapping with all elements forming essential parts rather than being isolated and distinct.

Physical safety: the absence of harm or injury that can be experienced by any person from a physical object or practices that include a physical object.

Psychological safety: the ability to speak up, take interpersonal risks and challenge without fear of negative repercussions.

Psychosocial safety: the conditions in the workplace that affect the psychological and social wellbeing of employees and involves factors such as work organisation, job design, interpersonal relationships, organisational culture, and management practices.

Trust: based loosely on the Trust Equation by Charles Green: a model of trust that details four components that affect trust. Three of them increase a person's trustworthiness: credibility, reliability, and good relationships. The fourth one, self-interest, reduces a person's trustworthiness.

Annex 2: Engagement in the development of the People Strategy

Employee and Member Engagement leading to People Strategy Creation
Period Covered: July – November 2023

1. Employee Engagement

A summary follows highlighting People Strategy priorities based on employee engagement.

My Contribution, My Reward

- All agreed this is our top priority. We need to get this right.
- Work is underway already through a separate consultation process happening in parallel with broader engagement on the less developed areas of the People Strategy.
- Reward Refresh Project name too unspecific – the word "refresh" does not cover what is happening which is a complex project across the whole City Corporation – need to focus on pay and recognition as baseline. Renamed project to Ambition 25: My Recognition, My Reward.
- It was explained that The Ambition 25 project seeks to improve recruitment and retention and ensure fairness, transparency and equity throughout the reward structure.

My Wellbeing & Belonging

- Our second priority is wellbeing and belonging with a genuine focus on equality, diversity, and inclusion.
- What is wellbeing? Values need to be role modelled. Wellbeing is psychological safety where colleagues can share ideas and take risks.
- Flexibility at work, rather than using the terms work life balance or integration is more descriptive of what is needed. Boundaries between work and other parts of life need to be clear and respected.
- Wellbeing is about 1) physical space 2) physical safety 3) psychological safety and 4) psychosocial safety and is a key leadership responsibility for all who manage and lead others; definitions are needed for each.
- Wellbeing is also impacted through interactions with external communities as well as internal colleagues; including employees who experience discriminatory, insulting & even criminal behaviours by the public – better reporting & employee

training needed to provide support to know how to manage tricky situations & maintain wellbeing.

- Challenging Member behaviours also impact employee wellbeing; Members need to role model the type of behaviours we wish to see in employees.
- Every day racism is hurtful as are other discriminatory behaviours. What behaviours do we want to embed? Employees often do not feel safe speaking up. An anonymous reporting system Is needed.
- We need to provide better access to employees to offerings made externally through events and networks; collaborating and partnering more with businesses and others.
- Employee networks such as EDI networks struggle to use our own facilities due to prohibitive caterings costs and difficulty getting space.
- We need to continue to break down siloes to understand what people do (including more attention to Heads of Profession); challenges faced; share good practices; develop communities.
- Team / area meetings can support or detract from a feeling of belonging; how often they are held; what format they take; who does the talking; how is information shared both about the area and the wider organisation; how are people recognised for good work? How are new starters introduced?
- All areas need to be considered in relation to wellbeing and belonging initiatives; not just office-based employees.
- A policy on violence and abuse of employees by external communities is needed – a no tolerance policy and clear sign posting.

Effective (Trustworthy) Leadership

- Although this is our third priority, good leadership is critical to all themes.
- Effective leadership feels top-down. Trust-worthy leadership embodies credibility, reliability, good relationships, and shared purpose.
- How can we better understand connections to Members?
- We need greater transparency about how decisions are made.
- Employees would value an increase of autonomy of ownership and if decisions could be pushed further down from senior leadership levels; a great deal of time is spent simply reporting upward on work underway, rather than doing the work itself.
- The role modelling of leadership behaviours should include the demonstration of inclusion, equity, and wellbeing; the ‘heart’ of City Corporation.
- Managers need to emphasise the value they place on employee training by ensuring time and resource is allocated for employees to undertake as well as to engage in City activities (e.g. EDI networks); the ambition is to make City Corporation more of a ‘learning’ organisation.
- ‘Accidental’ managers require support & development to effectively carry out responsibilities.
- One area commented they were not keen on the term ‘trustworthy’ leadership – need to continue to emphasise what ‘trustworthy’ means in our context: demonstrating credibility; reliability; good relationships; working to a greater purpose to benefit the organisation (rather than self-interest).
- Staff surveys are important, and people need to know something will be done; need to focus beyond quick wins; need to measure progress and benchmark with other organisations; not just local councils.

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- Greater leadership stability is required; there continues to be constant flux, particularly at senior levels, leading to continuous uncertainty on priorities, expectations, approaches to work and change.
- A good deal of leadership language here still has a very top-down approach.
- Need to look at people development and success.
- Near miss incident reporting can be a good indicator of a 'safe' environment

My Talent & Development

- Our fourth priority is to support the development of our current and future workforce.
- We need clearer career pathways. Our learning is outdated and needs to be revamped for a digital age. We are focusing on key elements of inclusive recruitment, including apprenticeships, a review of contingent labour and creation of management programmes.
- Internal career development will be a critical element within the People Strategy; including the opportunity to consider succession planning and lateral as well as vertical moves across the entire unique organisation that is City Corporation; this will become easier as Ambition 25 brings more clarity to roles, job families and interconnections; technical specialties as well as management pathways in some areas.
- Secondments and shadowing opportunities would also be great additions; more opportunities to gain experience on the job rather than in a classroom.
- Apprenticeships and graduate scheme welcomed; however, also need to provide short, sharp development (e.g. centrally run manager pilot programme underway).
- More bite-size technical training would also be welcomed – e.g. Finance and IT; apps for use in hybrid team meetings to increase participation and engagement.
- A high profile for sustainability and climate justice externally; how to embed more deeply across City Corporation; an appetite by employees to engage in this space.
- Some areas also have funding to create their own development programmes; inconsistencies between areas are noticed; what do areas do when there is no budget for staff development?
- Need to 'sell' City Corporation better as a contemporary employee brand while not losing the 'bizarre and weird' unique traditions that its history brings.

Modernising and Transforming Our City Corporation

- Our fifth priority is getting the basics right. This is foundational and we want to see this work completed. It is important to just get on with this work which will make it important as a baseline.
- Our people systems and processes need streamlining and modernising. City People Improvement Projects & Enterprise Resource Planning (ERP) project.
- Modernising is about getting the basics right; transformation will come from the outcomes contained in other themes.
- Policies are not written in helpful ways for users; too ambiguous; too negative in approach and tone; need to be clearer, simpler, and more specific on responsibilities; overuse of the passive tense.

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2. Member Reference Group Engagement

Member engagement has been initiated through the creation of a Member Reference Group (RG) that launched in November 2023 and will meet quarterly over the course of the five-year People Strategy. The group will report formally to Corporate Services Committee.

The Chair of the RG will be the Chair or Deputy Chair (as availability permits) of Corporate Services Committee. The full membership is as follows:

1. Alastair Moss (Chair) (AM)
2. Florence Keelson-Anfu (Deputy Chair) (FKA)
3. Deputy Henry Colthurst (HC)
4. Anthony Fitzpatrick
5. Steve Goodman
6. Alderman Alison Gowman
7. Deputy Shravan Joshi
8. Deputy Edward Lord
9. Paul Martinelli
10. Catherine McGuinness
11. Deputy Andrien Meyers
12. Alison Littlewood, Interim Chief People Officer
13. Additional Members and/or Officers may be invited to attend as appropriate.

My Contribution, My Reward

- This project is progressing as a separate strand with close Member and Officer oversight and its outcomes will provide a critical foundation to further work within the People Strategy, particularly in the areas of Recruitment and Workforce Planning, Total Reward and Benefits, Career Progression, Development and Retention.

Wellbeing and Belonging

- Belonging includes having a voice and feeling safe to use it and wellbeing includes considering the whole person, not just what people do at work; 'being human.'
- In some cases, sickness absence has reduced, and mental health had improved when employees have been in the office and younger employees in particular welcome the opportunity to receive mentoring by senior members of staff when they are all in the office.
- While there is a global push by many organisations to return to full on-site working, equity does not mean treating everyone the same. The benefits of learning from COVID in relation to adjustments to working patterns that have also benefited people and organisations should not be abandoned.

Effective (Trustworthy) Leadership

- Leadership today is about the importance of embracing new ways of working; City Corporation needs to ensure action is taken when individuals or managers are simply unable to do their job; competence is important, along with ensuring they are fully committed – engaging heads and hearts.

Talent and Development

- Talent development / career progression and EDI should not be in tension. Managers need to be clear about expectations and in truly diverse organisations, this requires reflection about what good looks like.
- Training on and off the job is important; formal and informal; F2F as well as remote. It would be beneficial to offer training in multiple locations across City Corporation which requires time and resources to make happen.

Modernising and Transforming Our City Corporation

- The work on getting the basics right with processes and systems as well as the significant Enterprise Resource Planning project is progressing. The ERP implementation will provide a sound foundation for data, reporting and prioritised decision-making as the People Strategy progresses.

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