

PEOPLE & HR BUSINESS PLAN

2024/25

What has changed since last year ...

- We are developing our first ever People Strategy aligned to our new Corporate Plan.
- We increased transparent engagement with our Members, including setting up a Member Reference Group.
- We have engaged more deeply, listening and building relationships with departments, services and institutions, and with teams and individuals, including face-to-face and hybrid engagement sessions and all-employee Town Halls.
- We have taken the first steps to genuine partnership working with our Trade Unions, including successfully negotiating our 2024/25 pay award.
- We set out our priorities around our HR programme of modernisation work that will support us in delivering brilliant basics with a longer-term ambition of being world class in everything we do.
- We have worked on our current HR system to start to improve ways of working, cleanse our data and implement a HR Service Desk ticketing solution
- We collaborated with teams across the organisation to procure an Enterprise Resource Planning System (ERP) to centrally manage our people, payroll, and finance data in one place.
- We focused on strengthening our inclusive recruitment practices, e.g., launch of Ban the Box.
- We initiated a programme of work to fully renew our approach to contingent and casual labour.
- We designed, modernised and implemented our central Corporate Induction offer which now includes a co-created information fair involving colleagues across City Corporation.
- We initiated a programme of work to improve our mandatory training approach and e-learning provision and introduced a new management programme.
- We significantly increased our apprenticeships and began the process to launch a new graduate scheme.
- We significantly increased the size of our Celebrating Our People Awards event, including adding new award categories and receiving the most nominations in the event's history.
- We achieved an overall 80% appraisal completion rate across City Corporation.
- Ambition 25: Korn Ferry reported to CSC in April 2023 on the outcome of their reward pilot “diagonal slice” review, which concluded with 4 Reward based recommendations which are incorporated into the current Ambition 25 project.
- We designed, developed and launched a HR development programme to develop and support our HR colleagues
- We have created a new senior HR team and developed better alignment across HR workstreams.

People & HR Unit

Our aims and objectives are

To develop a proactive, People and Human Resources service which modernises and develops our thinking towards all our people related activities by:

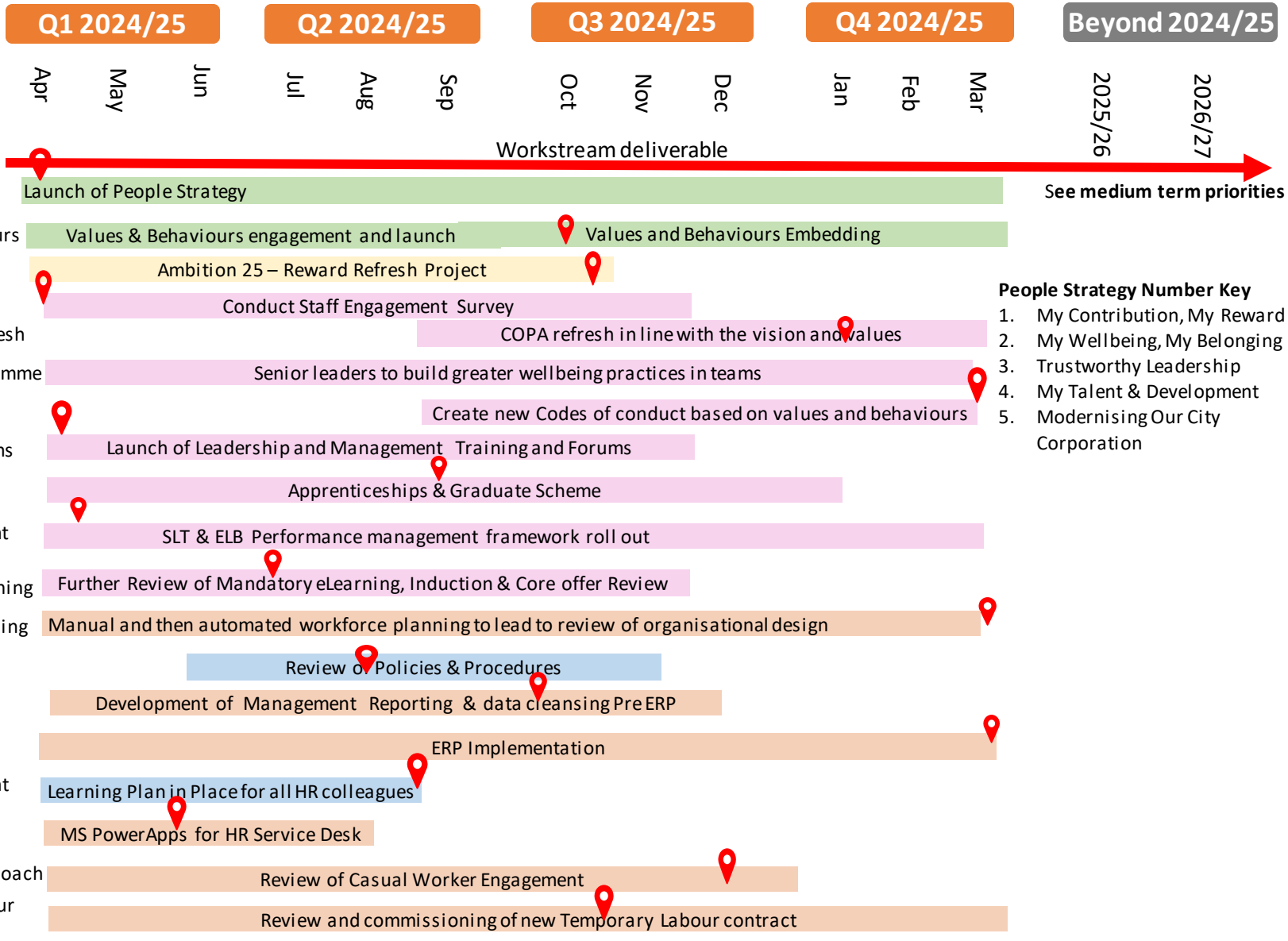
- Delivering our People Strategy
- Delivering brilliant basics in everything we do, getting the fundamentals right and acting as a trusted partner
- Being an inclusive, diverse and equitable City Corporation to ensure all employees can balance their work and life commitments
- Creating a trust-worthy, supportive and compassionate leadership and management community, that role models our values and has the capability and confidence to engage, develop, challenge, and reward our staff, take measured risks and deliver excellence
- Attracting and retaining the best and most diverse local and national talent and creating opportunities for our people to develop and grow professionally
- Having a world class professional HR Team that are developed to support the organisation
- Creating processes, systems and reporting mechanisms to efficiently provide information to inform prioritisation and decision-making



- Ambition 25
- Business Partnering
- Operations
- L&D/OD & Emp Exp
- People Strategy

Our 2024/25 timeline planner priority workstreams and key delivery

Corporate HR 24/25 Business Plan



- People Strategy Number Key**
1. My Contribution, My Reward
 2. My Wellbeing, My Belonging
 3. Trustworthy Leadership
 4. My Talent & Development
 5. Modernising Our City Corporation



Our major workstreams this year will be

Corporate HR 2024/25 Business Plan

Workstream Name	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
People Strategy first year implementation	20%	100%	Organisational Priority	All strands of work should align with people strategy themes	Serves to attract, develop, retain and engage workforce to achieve org results	<ul style="list-style-type: none"> Improved engagement Improve retention scores 	On target for April 2024 launch	70% engagement score in 2024 staff survey	52% engagement score in 2022 staff survey
Ambition 25 (previously Total Reward Review)	20%	100%	Organisational Priority	All strands of work should align with people strategy, theme one Reward. Dependencies include Korn Ferry, ELB, CSC, all HR colleagues and trade unions	To recruit and retain high quality colleagues. To ensure there is no risk around equality A transparent, fair and understandable reward framework for all CoLC employees	<ul style="list-style-type: none"> Staff retention Attracting Talent 	On target for Autumn 2024 launch	Improve response on pay & benefits by 10%	1,109 participants 56% negative response re pay and benefits satisfaction
ERP Project	20%	30% (20% dedicated resource)	Organisational Priority	Existing HR Systems & Data Policies & procedures Performance Reward & Benefits/ Ambition 25	Improved efficiency Improved capacity Improved information	<ul style="list-style-type: none"> HR implementation on target. Benefits realisation inc. Data accuracy 	On target for Spring 2025 launch with modular implementation approach	Implementation on target. 80% of People related HR ERP benefits realised	N/A
HR brilliant basics: Compliance and quality assurance, Data and SLAs	10%	10%	Departmental Priority	ERP	SLAs launched. Quality appraisals, HR Compliance review, Data improvements and MI, Robust contingent labour approach	<ul style="list-style-type: none"> Delivery of SLAs Customer satisfaction Quality appraisal completion 	HR ticketing and SLAs embedded by Q1 24. Contingent labour review Q3 24.	90% SLA compliance. 82% appraisal completion (eligible appraisals)	N/A 80% appraisal completion
Mandatory eLearning & core offer review	20%	10%	Departmental Priority	Existing LMS Subject matter leads	Improved skills, Improved workplace safety less risk Improved workplace culture	<ul style="list-style-type: none"> 95% completion rates Performance Monitored Satisfaction Rate 	Implementation on target for release quarter 1 2024	90% completion rate for all mandatory eLearning	N/A
Leadership and Management training and forums	20%	10%	Organisational Priority	HRBP support in some modules	Develop skills, enhanced performance identify talent Improve wellbeing and safety	<ul style="list-style-type: none"> Improved retention and engagement performance impact 	Implementation on target for release quarter 1		N/A

Our People

2022 Staff Engagement score: 46% for HR ; 52% for City Corporation. Our Ambition is to increase our HR engagement score to a minimum of 75%.

Plans to increase staff engagement

- Commit to at least two HR staff away days per year and regular team meetings and engagement sessions
- Encourage team members to engage in external HR networks and City Corporation initiatives
- Celebrate team successes across all HR teams
- Build collaborative partnerships across City Corporation Heads of HR Profession
- Build a culture of trust, based on reliability, credibility, good relationships and shared purpose, both within and outside HR
- Build relationships across HR by implementing anchor days for teams, breaking down silos and encouraging cross team project working

Our teams

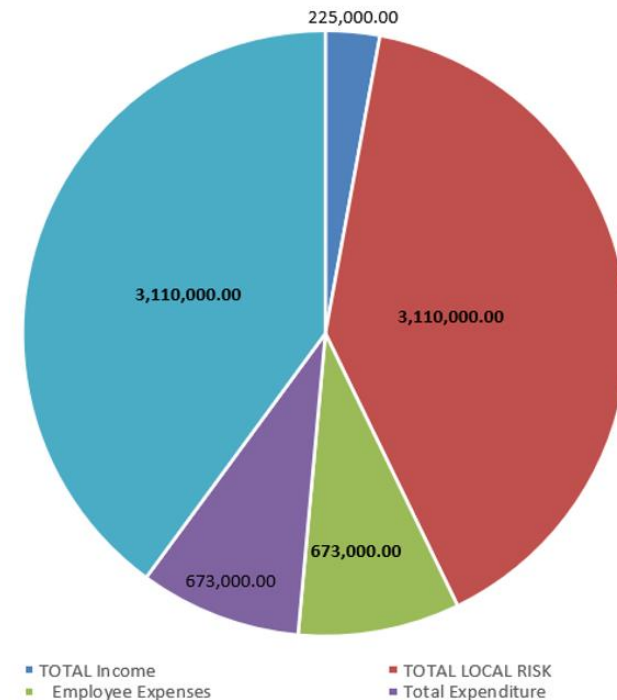
**Our total people resource is 65.2 FTE. Actual headcount is 74/78 inc. temp agency workers*

HR BUSINESS SERVICES	HR BUSINESS PARTNERING	HR LEARNING & OD
3 	11 	15
HR OPERATIONAL SERVICES	HR REWARD & PROJECTS	AGENCY
41 	4 	4

Our locations

Guildhall complex	70
Walbrook Wharf	8

Our HR budget



Medium Term Plans (using People Strategy numbered themes) for 2025/26 and 2026/27

Key Risks

Priority list (e.g. new legislation, services, projects, automation)	2025/26	2026/27	Funded or Unfunded
1.Total Reward Strategy & Imp	X		Unfunded
2. Employee Wellbeing Proposition	X		Unfunded
3 and 4.. Perf Framework continuation	X		Unfunded
3 and 4. Leader & Employee development	X	X	Unfunded
4. Career Pathways & Succession Planning	X	X	Unfunded
4. Workforce Planning and review of Organisational Design	X	X	Unfunded
5. ERP	X	X	Unfunded
All. Values/Behaviours embedding	X	X	Unfunded

Current Risk Rating & Score

	Minor	Serious	Major	Extreme
Likely			16	
Possible		6	12	
Unlikely				
Rare				

#	Risk	Current risk rating & score	Target risk rating & score
CR39	Recruitment and retention	16 Likelihood Impact ● 4x4 .	4 Target Likelihood Target Impact ✔ 2x2 .
COO HR 002	HR Systems & Data	6 Likelihood Impact ▲ 2x3 .	3 Target Likelihood Target Impact ✔ 1x3 .
COO HR 004	Casual and non-employed workforce	16 Likelihood Impact ● 4x4 .	2 Target Likelihood Target Impact ✔ 1x2 .
COO HR 005	Compliance (Legislation and HR Best Practice)	12 Likelihood Impact ▲ 4x3 .	4 Target Likelihood Target Impact ✔ 2x2 .
COO HR 006	HR Transformation	12 Likelihood Impact ▲ 4x3 .	4 Target Likelihood Target Impact ✔ 2x2 .

Our Commitment

Departmental EDI Action Plan Top 3 priorities

1. Partner with EDI Directorate on prioritisation of the People Strategy and work plan
2. Partner with and engage staff networks
3. Improve data and target actions for marginalised groups



Health and Safety Business Plan Top 3 priorities

1. Up to date DSE assessment in place for all HR team members
2. Every member of HR to have a wellbeing focused conversation with line manager
3. Health & Safety and Wellbeing included in the People Strategy



Our Strategy and Cross-Cutting Strategic Commitments

1. HR will be a key player in supporting and enabling the Corporate Plan outcomes to attract economic growth, create and innovate, be leaders and stewards of our assets, be a vibrant and world leading destination for culture, enable people to receive good services and access to learning and jobs.
2. Values-driven
3. Promotes equity, diversity and social inclusion
4. Enables and nurtures proactive partnerships
5. Creates a safe and secure environment
6. Provides brilliant basics
7. Develops a highly skilled work-force



Operational Property Utilisation Assessment

Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	N/A	
Walbrook Wharf	N/A	



Our Stakeholders (or Customers) Needs



- Fit for purpose policies and procedures

- A professionalised HR Service delivering an excellent service and function



- Skills to support our stakeholders' objectives



- To be visible and engaging with departments and through relevant KPIs

- To provide clear and consistent People & HR advice



- To be consistent, knowledgeable, solutions-focused working within sensible timescales

Our Impacts

Celebrate achievements of our people, increasing wellbeing & belonging to create positive org results

Successful launch of People Strategy leading to achievement of all outcomes

Increase customer satisfaction

Fulfil 100 Levy funded places to ensure continuing and future talent development

Support our people throughout the employee life cycle with increased engagement, progression and retention



Issues Health Assured supports

Health & Welfare	Legal Information	Living In	Work Life
<ul style="list-style-type: none"> • Travel Costs • Mental Health • Domestic Violence • Child & Family • Disability • Harassment • Sexual Harassment • Criminal Justice • Technical Skills 	<ul style="list-style-type: none"> • Employee Rights • Legal Queries • Contract Law • Employment • Data Protection • Employment Law • Dispute Resolution 	<ul style="list-style-type: none"> • Housing Costs • Domestic Abuse • Discrimination • Childcare • Department for Work & Pensions 	<ul style="list-style-type: none"> • Pension & Retirement • Managing Change • Return to Work • Sickness • Training & Development • Wellbeing • Workplace Safety