Appendix 1

People Strategy 2024 to 2029

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Contents

Foreword – Chair of the Corporate Services Committee 3
Foreword – Town Clerk and Chief Executive 4
Executive summary 5
Underpinning principles and values 8
Engaging our people 10
Measuring and reporting progress 11
Our current workforce profile 13
Our people strategy framework 17
1. My Contribution, My Reward – Ambition 25 18
2. My Wellbeing and Belonging 20
3. Trustworthy Leadership 23
4. My Talent and Development 25
5. Building Brilliant Basics 27
Key performance indicators 29
People strategy glossary 34
Annex: People strategy engagement 36

DRAFT

Foreword – Chair of the Corporate Services Committee

I am immensely proud to serve as Chair of the Corporate Services Committee of the City of London Corporation. City of London Corporation enjoys more than 900 years of history and tradition combined with the new and cutting edge. It is truly a unique organisation – a place where the ancient and modern stand side by side. We have seven corporate departments, three service departments, and seven institutions that work in unity to protect the past and create the future.

Our Corporate Plan 2024 to 2029 sets out our strategy for a fantastic five years through six priority outcomes that will help us establish the City of London Corporation as a truly exceptional and world-class organisation. Our People Strategy 2024 to 2029 has been created in parallel to the corporate plan, since it is our employees who will create our success.

Our people are critical to achieving positive organisational outcomes. This people strategy is a framework will help us to proactively meet current and future challenges – as well as organisational and community requirements – by ensuring we have the right people in the right places, at the right time.

As employees, members 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 shape our future together over the next fantastic five years. The story that will be written is in our hands.

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Foreword – Town Clerk and Chief Executive

We are very excited to have developed the City of London Corporation's first ever five-year people strategy. This strategy will help us create an exceptional work environment where our people feel empowered and deeply connected with our vision and values. It will help us create an environment where employees have the skills, recognition, and motivation to deliver our ambitious Corporate Plan 2024 to 2029. Together, our corporate plan and people strategy will enable us to become a truly world-class organisation.

The People Strategy 2024 to 2029 has been created following an extensive period of collaboration with employees and members in 2023, as we build on our success and co-create our future. We have engaged with over 1,500 individuals across City Corporation: employees, our recognised trade unions GMB and Unite, and equality, diversity, and inclusion (EDI) networks and members to ensure that the framework responds to the needs of our organisation.

Our people strategy will be a live document that will continually develop over the five-year period it covers, ensuring that performance management, EDI, health and safety, and sustainability are embedded in all that we do. We know that the combination of getting the basics right in relation to systems, processes, and procedures, alongside prioritising employee engagement can achieve remarkable results and growth for organisations. We also know that the best way to see organisational and individual results is to prioritise what matters to our people. Therefore, in the spring, we will also begin to engage across the organisation to refresh our existing City Corporation values and behaviours, connecting these with those that already exist within our institutions.

Changing the City Corporation starts with changing our culture. Our people strategy will support us to empower one another to be our brilliant best. We will create the confidence to try new things, voice new ideas, and embrace new goals. We know people will make mistakes. But making mistakes while embracing a culture of learning and innovation will help us to make great things happen. Big challenges lie ahead, and now is the time to act by being daring and creative.

This people strategy is about you and for you. I thank everyone at the City Corporation for your hard work and commitment. I look forward to continuing our collaboration to shape our future and our organisation together through the initiatives outlined in this document.

Executive summary

To achieve our ambitions for a fantastic five years as set out in our Corporate Plan 2024 to 2029, we must first create an inclusive, supportive City Corporation where every colleague thrives. Our People Strategy 2024 to 2029 will help us achieve this by establishing a framework for people-centred success.

The variety of work carried out by City Corporation's employees is vast. Our staff work across seven corporate departments, three service departments and seven institutions. This framework demonstrates how we can support all of them as one corporation, while leaving space for leaders to tailor the strategy's outputs to their people's needs.

We will use this framework to guide us in how we set our employees up for success; how we support, challenge, and motivate our people; how we maintain and deliver our mission; and how we create an inclusive and equitable environment where employees can 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.

Our five themes

1. My Contribution, My Reward – Ambition 25
2. My Wellbeing and Belonging
3. Trustworthy Leadership
4. My Talent and Development
5. Building Brilliant Basics

These five themes make up our people strategy, and through them we will create a culture that encourages excellent performance and embeds equality, equity, diversity, inclusion, and health and safety in everything we do.

What does success look like?

By 2029, our people will:

- be supported, challenged and motivated to do excellent work and achieve exceptional outcomes while being seen as unique with individual and collective aspirations and strengths
- take personal responsibility for their individual contributions
- experience and contribute to a culture where inclusive, values-led leadership is consistently role-modelled across all levels
- feel valued, rewarded, and recognised
- know they are respected, safe, included, and heard
- be able to get on with work at hand without barriers to efficiency

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To achieve our objectives, we must develop our employees' skills and commitment, in service to our many communities. We will do this by:

- empowering people by providing responsibility and accountability
- rewarding high performance
- dealing with poor performance quickly, honestly, consistently and with dignity and a solutions-focused mindset
- being evidence-based and shaping actions using qualitative and quantitative data
- creating a fair and inclusive culture
- establishing inclusive leadership at all levels
- identifying and modelling positive values and behaviours
- encouraging co-operation and collaboration
- acknowledging that the world is in a state of continuous change
- anticipating the future by scanning our external horizons to see what is becoming important and then preparing to meet both current and future workforce priorities
- diversifying our workforce
- promoting personal and professional growth
- modernising systems, processes and procedures
- using technology to create efficiency, effectiveness and flexibility

How we will achieve this

Our first ever people strategy runs alongside our new digital strategy and our transformation work, enabling our employees to make City Corporation a world-class organisation.

We have already begun putting some of the people strategy's projects into action. Because of their size and significance, this document has a particular focus on what we want to deliver over the next two years.

This people strategy is a living document that will be monitored, reviewed, and refreshed during its five-year life cycle. We will publish our progress against our success measures twice a year, and we will continue to develop and refine these measures during the lifetime of the plan.

We want to develop our culture as one corporation and break down barriers and silos that currently exist, but not at the expense of the distinct organisational identities across City Corporation. Our people, particularly our leadership teams and HR teams, will need to create close partnerships with one another to successfully carry out this strategy. Those already working on Ambition 25 are making sure to acknowledge the varying contexts of individual institutions, departments, and services, while still intentionally identifying commonalities.

This people strategy covers the same period as the corporate plan, from 2024 to 2029. It will develop in an iterative way. Some large pieces of work – like Ambition 25 and the Enterprise Resource Planning project – are outlined within the people strategy and will develop over the next two years. They will significantly impact our priorities and work plans over the following three years while the creation of new

values and behaviours, which will begin in 2024, will underpin our culture development more broadly.

Included within the people strategy is an initial summary of key performance indicators (KPIs). We will confirm and publish the 2023/24 baseline measures and target measures for 2024/25 and beyond, and undertake the work required to develop objectives and key results (OKRs) following the end of the 2023/24 financial year.

Some terms used in this strategy may carry multiple meanings or be continually evolving. You will find a glossary of initial definitions at the conclusion of this people strategy and we will update this as required.

A supplementary annex separate from this document summarises the engagement with employees and members across City Corporation that led to the creation of this people strategy.

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Underpinning principles and values

In spring 2024, City Corporation will begin working with all employees and members to create a new set of values and behaviours. These will fit our evolving vision and continue our journey to develop an inclusive culture. Changing culture does not happen overnight. We want to embed these new values and behaviours across all our people activities by the end of the strategy's five-year period. And we will use them to inform how we develop our planned activities in the people strategy's later years.

In the meantime, we have used the following principles as an initial guide until our new values and behaviours are confirmed. These principles were previously agreed by members and officers for Ambition 25, a people strategy project that is already underway.

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 while uniting around a 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, therefore reducing the risk of critical skills gaps.

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

This people strategy has been designed to support City Corporation's ambition to be a world-class organisation. To achieve this, we need to take a strategic, evidence-based approach to EDI. EDI is still at an early point in its evolution at City Corporation and the additional concept of equity is also not yet fully embedded. To progress this work, we need the committed engagement of members and officers. This includes actively engaging with our work to embed City Corporation's equality objectives.

Work has already begun across the Executive Leadership Board (ELB) to engage with our equality objectives and:
- review local policies, processes and systems through an EDI lens

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- work towards seamless, consistent reporting and monitoring procedures to enable data-driven activities
- integrate EDI into mainstream learning and development programmes
- identify delivery owners for actions at different levels
- ensure commitment to ELB actions

Over the course of the next five years, we will centre all aspects of EDI within and across the people strategy's five themes to deliver sustainable change.

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Engaging our people

We engaged with more than 1,500 employees to create this people strategy.

We will continue to engage our people over the five years we deliver this people strategy. We want to create a culture that enables innovative and collaborative partnerships and that taps into great practices already underway across City Corporation.

We will do this by hosting:

- all-employee webinars, led by the Town Clerk and Chief Executive, and the Chief People Officer
- Senior Leadership Team (SLT) sessions
- Executive Leadership Board sessions
- quarterly forums for senior/mid-level leadership or management tiers with up to three groupings that will also be adjusted based on Ambition 25 project results
- GMB and Unite Trade Union sessions with the Chief People Officer
- engagement sessions with HR leads from all areas
- EDI network sessions
- Strategy Forum sessions
- individual department / service / institution team sessions
- collaborative partnerships with Corporate Strategy and Performance, Health and Safety, EDI, and Corporate Communications (and others as appropriate)
- specific project working groups already underway or that will be established (for example, Ambition 25, ERP, and other projects)
- regular meetings of the people strategy member reference group – the group reports to the Corporate Services Committee (CSC), is chaired by the Chair of CSC, and includes the Deputy Chair of CSC and nine additional members, along with the Chief People Officer and other officers where required
- bi-annual CSC reports

Measuring and reporting progress

The People and Human Resources department hold responsibility for leading the delivery of the people strategy. They are also responsible for monitoring its progress across all areas of City Corporation. The CSC holds overall accountability for the outcomes of this people strategy.

We will report to the CSC on the people strategy twice a year. This will include an update on the overall work and our progress on all agreed KPIs against targets across all five themes (including any individual service area, department or institution reporting agreed).

Individual work programmes may be reported on more frequently, such as the Ambition 25 project.

We will carry out a review in the final year of the people strategy to report on the achievement of overall outcomes and final performance against targets. This will include a section on lessons learned. This review will form the basis for the 2029 to 2034 people strategy.

Data and informing decision-making

Objectives and key results (OKRs)

We will use OKRs to track progress over the course of the next five years. OKRs are goal-setting frameworks that combine actionable business goals with a set of measurable ways to achieve them. They are typically based on organisational missions and aspirations, measure bolder and more ambitious goals, are used as a motivational tool, and are typically reported on quarterly or yearly with goals changing each cycle. The creation of meaningful OKRs will be undertaken in close collaboration with the Town Clerk and Chief Executive, and Member Reference Group.

Key performance indicators (KPIs)

Baseline measures are included from 2022/23 where available. New baseline measures and targets will be proposed and confirmed in consultation with the member reference group by June 2024 following the 2023/24 financial year end. KPIs will be reported to CSC in the people strategy bi-annual report. Additional KPIs will be added as more data becomes available.

As part of internal annual workforce planning processes (initially a manual 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 KPIs.

Performance reporting and measuring progress also requires both data baselining and target setting. While initial data is currently provided for 2022/23, all figures will be updated to incorporate baseline measures and targets following the close of the

2023/24 financial year. 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.

A small amount of data measures do not currently follow the 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 to tie in with people strategy initiatives and 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. Qualitative feedback from future staff surveys that span the five thematic areas will be incorporated into people strategy reporting along with findings from associated practices such as interviews, exit surveys, focus groups, and other types of engagement activities.

Benchmarking

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. Once these benchmarks are agreed, they will provide examples 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 2022/23

In 2022/23 we directly employed 4,248 or 3,993 full time equivalent employees. We have a turnover rate of 14%, and an average length of service of 8 years, with 21% of employees serving between 10 and 20 years.

Salary bands:

Grade	Total number of staff	Percentage of workforce
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%
Senior Management Group	20	0.5%
Teachers Grade	362	8.5%
Total	**4,248**	**100.0%**

Sex %

Sex	Total number of staff	Percentage of workforce
Female	2,167	51%
Male	2,081	49%
Total	**4,248**	**100.0%**

Ethnicity %

Ethnic group	Total number of staff	Percentage of workforce
Ethnic minority	758	17.8%
Not known	989	23.4%
White	2,501	58.9%
Total	**4,248**	**100.0%**

Disability %

Disability	Total number of staff	Percentage of workforce
None	2,898	68.2%
Not known	1,155	27.2%
Disabled	195	4.6%
Total	**4,248**	**100.0%**

Age %

Age	Total number of staff	Percentage of workforce
20 and under	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 number of staff	Percentage of workforce
Declined to specify	213	5.0%
Heterosexual	2,402	56.5%
LGBTQ+	262	6.2%
Not known	1,370	32.3%
Total	**4,248**	**100.0%**

Religion or belief %

Religion or belief	Total number of staff	Percentage of workforce
Buddhist	11	0.3%
Christian	1,195	28.1%
Hindu	56	1.3%
Jewish	27	0.6%
Muslim	139	3.3%
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: All EDI questions informing EDI data collection will be reviewed and adjusted as a priority activity in 2024/25 for full alignment with good EDI practice and benchmarking data. Social mobility will be tracked and reported on in future people strategy updates, however there is currently insufficient data to report at this time.

Trends

Item	2021/22	2022/23	Change
Total staff	3,997	4,248	Increase 251
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%	Increase female 1%
LGBTQ+	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 will be to increase employee voluntary disclosure rates through a sustained campaign explaining the benefits of data collection for the individual and for the organisation. 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

This framework outlines the most significant priorities across our people strategy's five themes:

1. My Contribution, My Reward – Ambition 25
2. My Wellbeing and Belonging
3. Trustworthy Leadership
4. My Talent and Development
5. Building Brilliant Basics

The framework focuses on what we will deliver in the first two years. Some major projects within themes 1 and 5 are already underway and will significantly impact our priorities for years three to five. Business as usual HR work is ongoing, and therefore not all HR activity is explicitly included within the priority initiatives outlined in the people strategy.

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1. My Contribution, My Reward – Ambition 25

What do we need?

A total reward and recognition offer that acknowledges individual contribution and performance and supports progression.

Why is it important?

For our people to function as our greatest ambassadors – who facilitate and contribute to City Corporation's success – they need to feel that we are a world-class organisation. For that to happen, we need to make sure our reward offer is the best it can be.

What does success look like?

We will provide flexible, sustainable, fair, equitable and transparent reward and recognition opportunities for our people, beginning with the Ambition 25 project. These will help us attract a diverse array of excellent people.

We will increase the clarity and transparency of our roles and how they work together. We will provide assurance that pay and grading is fair. We will support employees to undertake fulfilling and meaningful work that creates organisational success. And we will provide career support to enable progression and improve retention.

Our employees will feel empowered by this greater access to information and opportunities. As a result, we will see reductions in disengagement and resignations due to insufficient role clarity, or pay, reward and opportunity issues. Our people will take responsibility for their individual contributions and be given the tools to learn and gain expertise.

How we will achieve this

Activity	**Year 1 2024/25**	**Year 2 2025/26**	**Years 3 to 5 2026/27 2027/28 2028/29**
Implement a manageable number of succinct and outcome-focused role profiles that clearly define each role's purpose, responsibilities, accountabilities, knowledge, skills, and experience, with follow-on work outlined in theme 4.	x		

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Implement job families that inform a variety of career pathways as outlined in theme 4, and ensure career progression opportunities are available to all eligible employees, regardless of job type.	x		
Develop a new pay and grading structure based on market benchmarking.	x		
Create a new job evaluation process to grade and evaluate roles.	x		
Design an approach and underpinning principles for a new total reward strategy.	x	x	
Simplify re-grading and promotion processes to acknowledge job growth and exceptional contribution.	x	x	
Create and implement the new total reward approach to pay, recognising contribution and offering flexibility and choice through a new flexible benefits portal that includes recognition mechanisms.		x	x
Ensure reviews and regular benchmarking of pay and reward are undertaken.		x	x

DRAFT

2. My Wellbeing and Belonging

What do we need?

Our people should feel physically and psychologically safe. Employees and members should treat one another with respect. Employees should have sufficient support and resources to undertake their work. And they should have 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. We need to integrate our EDI objectives into all our people initiatives to create an environment of belonging for all.

What does success look like?

We will be inclusive, diverse, and people-oriented. We will make sure all employees are supported, challenged and motivated. And we will create a flexible working environment that takes personal commitments into consideration.

Our employee survey results will show upward trends for:

- employee engagement
- how employees view managers, leaders, and members
- feeling valued and listened to
- employee pride in their work and in our organisation
- visible leadership on 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.

How we will achieve this

Activity	**Year 1 2024/25**	**Year 2 2025/26**	**Years 3 to 5 2026/27 2027/28 2028/29**
Undertake and implement a values and behaviours project on how we work and how we deliver organisational results and outcomes.	x		
Create and sustain deeper working partnerships across City Corporation with a particular focus on members, recognised trade unions, EDI, Health and Safety, and all City Corporation institutions and locations.	x	x	x

DRAFT

Undertake collaborative HR, EDI, and Health and Safety projects. For example, continue the work of the Tackling Racism Taskforce as a top priority, and address other priorities like gender and disability through an intersectional lens.	x	x	x
Create quarterly forums for senior/mid-level leadership or 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, and reduce hierarchy.	x		
Undertake an annual employee survey, creating collective and individual action plans and connecting these directly to future year people strategy initiatives.	x	x	x
Develop cross-organisation virtual lunch and learns on topics such as sustainability, digital literacy and EDI, and encourage face-to-face site visits.	x	x	
Review and revise our Celebrating our People Awards to connect to new values and behaviours. Create employee case studies showing what 'good' looks like, and an annual publication to celebrate success.		x	x
Research, benchmark and implement a holistic and proactive wellbeing offer to create consistent conditions for our people to flourish.	x		
Introduce an anonymous HR reporting system and process to investigate and resolve employee complaints.	x		
Undertake a 'stress at work' project with Health and Safety that reviews and addresses physical, psychological, and psychosocial impacts.		x	
Develop and implement actions to improve autonomy and address frustrations around what we do and how we work.		x	
Review our occupational health service.		x	
Refine mental health awareness training for managers and employees, including stress risk assessments, and review the role of mental health and wellbeing champions.		x	x

DRAFT

Introduce communications and a ‘staying connected’ programme for City Corporation employee alumni.			x

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3. Trustworthy Leadership

What do we need?

Our leaders should use horizon scanning and strategic thinking to guide a clear sense of direction for City Corporation. They should create regular opportunities for two-way dialogue and feedback with employees. They should model reliable, credible, compassionate, and values-based behaviours to our people. And they should use a collaborative, inclusive, creative, and strengths-based approach to developing our culture.

Why is it important?

Leaders and managers hold responsibility for creating a safe physical and psychological working environment. They can also influence excellent employee experience and create exceptional organisational outcomes. To deliver our corporate plan successfully, we need to empower our leaders and managers to understand how they are accountable when making decisions.

What does success look like?

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. They will be able to confidently engage with, empower, develop, challenge, and celebrate our people. They will also understand how to take measured risks and deliver excellent outcomes.

We will monitor our leaders' positive impact through employee survey results. We will use a robust performance management framework that is aligned with our corporate plan. Our managers will engage with and empower their teams to deliver organisational results that improve year on year.

How we will achieve this

Activity	**Year 1 2024/25**	**Year 2 2025/26**	**Years 3 to 5 2026/27 2027/28 2028/29**
Lead the development, communication and embedding of values and behaviours that create an environment where everyone can thrive. Create time for listening, reflection and learning that empowers teams and individuals.	x	x	x
Create and sustain deeper values-based work relationships and review and revise codes of conduct for employees and members in partnership with the governance team.	x		

DRAFT

Develop and implement a new performance management framework that features dynamic conversations with individual and team objectives connected to the corporate plan outcomes. Over time, include 360-degree feedback, beginning with SLT and ELB.	x	x	
Provide programmes of development for SLT and ELB leadership cohorts, including horizon scanning, strategic capability, team empowerment, and inclusive culture team building.	x	x	
Provide three levels of integrated and inclusive programmes for management and leadership that are internally-delivered and cohort-based. Middle and senior managers will enable talent development and leadership succession planning.	x	x	
Develop the 'Head of Profession - People and HR' network of HR professionals across City Corporation to enable information and good practice sharing, and creative collaborations.	x	x	
Develop leadership capacity and capability across all aspects of EDI. For example, by widening the range of access and participation in working groups and meetings, actively listening to understand lived experience, and considering who is in the room and who has a voice.	x	x	x
Ensure that the ELB takes an active role to engage with equality objectives and: • review local policies, processes, and systems through an EDI lens • work towards seamless, consistent reporting and monitoring procedures • integrate EDI into mainstream learning and development programmes • identify delivery owners at different levels for all actions • ensure cohesive, collective commitment to ELB-level actions	x	x	x

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4. My Talent and Development

What do we need?

We should use a strong employer brand to create effective and inclusive recruitment approaches that recruit and retain both internal and external candidates. Our recruitment should be underpinned by proactive workforce planning.

Once people join us, we should provide supportive onboarding. Our performance conversations should be aligned with the corporate plan, and we should offer development initiatives that support progression and retention.

Why is it important?

Effective recruitment, onboarding and development will pave the way for improved performance, retention and exceptional organisational outcomes aligned to the corporate plan.

What does success look like?

We will attract and 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.

Existing and new employees will be able to easily access exciting new opportunities within City Corporation. We will support and encourage them to develop in their current roles and to progress into future roles anywhere across City Corporation. They will want to stay in, thrive in, and be part of a world-class organisation, but they will have the confidence, skills and capabilities to move on when the time is right.

How we will achieve this

Activity	**Year 1 2024/25**	**Year 2 2025/26**	**Years 3 to 5 2026/27 2027/28 2028/29**
Introduce a manual process and then automate 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
Overhaul end-to-end internal and external inclusive recruitment and assessment processes to address talent identification and acquisition, including anonymised applications, panel composition review, and	x	x	

DRAFT

improving access and accessibility for those from marginalised groups.			
Develop career path maps based on job families, including access to apprenticeships, secondments and shadowing opportunities to inform progression and promotion processes.		x	x
Develop an employer brand refresh.			x
Review and refine organisational structure and organisational design approaches.			x
Enhance central and local induction, including technology-led mandatory training.	x		
Enhance member inductions and training.	x	x	
Create a comprehensive EDI training offering with a focus on awareness-raising, skills-building and the development of an inclusive culture, including coaching and embedding EDI in general training.	x	x	
Partner across City Corporation to create solutions to training needs in the areas of technical and digital, professional, external customer services, and conflict.	x	x	
Introduce online interactive on-boarding and digital learning solutions to address initial and ongoing core probation and training needs.		x	
Implement a systems-based, all-employee dynamic conversations and performance management framework with individual and team objectives connected to the corporate plan outcomes and based on values and behaviours, including dedicated time and resource allocated for development.		x	x
Create continuous professional development for all employees supported by the job family groupings that will be created as part of the theme 1 work.			x

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5. Building Brilliant Basics

What do we need?

We should have robust, easy-to-use automated systems that make data collection easier. We should collect data on all protected characteristics and social mobility, and be able to filter that data by identity characteristics. We should have the tools to consider, where possible, how protected characteristics intersect across our people.

We should make sure our reporting and self-service mechanisms support prioritisation and decision-making. We should have people policies that are easy to understand and simple to use, and we should be able to create simple, effective and timely workforce planning solutions.

Why is it important?

By putting simple and efficient processes and policies in place, we will set our people up for success and allow them to focus on doing their job effectively.

What does success look like?

Our policies, processes and practices will be fully legally compliant and simple to use and understand. They will support managers and employees to work together easily and efficiently, giving them the tools to deliver their work well.

Our systems and reporting mechanisms will be automated and will provide us with real-time data. All the data we hold about our people will be high quality and adhere to GDPR requirements. We will be able to use data to prioritise our work and inform our decision-making, paying particular attention to ensuring fairness across our workforce. Our recruitment and workforce planning processes will be simple, fair and inclusive.

How we will achieve this

Activity	**Year 1 2024/25**	**Year 2 2025/26**	**Years 3 to 5 2026/27 2027/28 2028/29**
Continue to make back-office improvements and data cleansing within the existing people system in preparation for the new Enterprise Resource Planning system.	x		
Create an agile talent management approach by implementing and embedding contingent labour and casual labour approaches.	x		
Continue to improve data and insights, including improving data gathering through extensive and sustained communications in partnership with EDI and communications	x	x	x

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teams. Priorities include dashboard provision and reporting on all protected characteristics, along with social mobility. Breakdown by identity data will also be undertaken where possible.			
Undertake a comprehensive compliance and risk management audit of HR policies. Create a prioritisation matrix and calendar for updates to all HR policies, procedures and guidelines with a focus on those that have the greatest impact on managers and employees, undertaking work on those prioritised as most urgent in year one.	x		
Adjust HR policies as required due to legislative, regulatory, and internal and external changes, embedding EDI principles.		x	x
Implement and embed the Enterprise Resource Planning system to bring together financial and people data and provide easy-to-use automated systems for the management of people processes. These include recruitment, onboarding, induction, probation, performance management, development, talent management, succession planning, and exiting.		x	x

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Key performance indicators

We will measure our progress by baselining data and setting targets using the following measures.

Theme 1: My Contribution, My Reward – Ambition 25		
Measure	**Current baseline**	**Future baselines and targets**
% turnover	14% all reasons 11% voluntary (2022/23)	2023/24 baseline and 2024/25 target to be set
% voluntary turnover in first two years of employment (based on headcount)	20.3% (2021/22 to 2022/23)	2023/24 baseline and 2024/25 target to be set
Voluntary turnover reason trends (data now being collected)		2023/24 baseline and 2024/25 target to be set
% ethnicity pay gap	17.4% mean hourly rate 14.7% median hourly rate (2022/23)	2023/24 baseline and 2024/25 target to be set
% gender pay gap	4.5% mean hourly rate 2.7% median hourly rate (2022/23)	2023/24 baseline and 2024/25 target to be set
% disability pay gap	8.8% mean hourly rate 2.4% median hourly rate (2022/23)	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
Pay benchmarking 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
Theme 2: My Wellbeing, My Belonging		
Measure	**Current baseline**	**Future baselines and targets**
Employee survey participation	51% (2022)	2024/25 target to be set
Employee survey engagement* *Five survey elements were used to create the engagement measure: 1. The purpose of City Corporation makes me feel good about my work.	52% (2022)	2024/25 target to be set

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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.		
Rolling average sick days per full time employee (and review other patterns of sickness absence)	0.6 (2022/23)	2023/24 baseline and 2024/25 target to be set
Number of referrals to occupational health function	61 (2022/23)	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% (2022/23)	2023/24 baseline and 2024/25 target to be set
Number of grievance cases and outcome trends (data now being collected)		2023/24 baseline and 2024/25 target to be set
Number of bullying and harassment cases and outcome trends (data now being collected)		2023/24 baseline and 2024/25 target to be set
Number of anonymous complaints about employee issues, such as bullying and harassment, investigated and resolved (the specific nature of complaints to be included are still to be confirmed as part of next steps)		2025/26 baseline and 2026/27 target to be set
Stress indicator tool measurements and reporting to be developed with Health and Safety		2025/26 baseline and 2026/27 target to be set
Safety index score to be developed with Health and Safety		2025/26 baseline and 2026/27 target to be set
Theme 3: Trustworthy Leadership* *Set baselines and targets in response to employee surveys and action plan results to address gaps, for example:		
Measure	**Current baseline**	**Future baselines and targets**
Measure against revised code of conduct in relation to leadership of values and inclusive behaviours (once created and agreed)		2024/25 baseline and 2025/26 target to be set
Actively contribute to and promote an inclusive culture that forefronts equity, wellbeing and belonging		2024/25 baseline and 2025/26 target to be set
Enable career progression and promotion through projects, secondments, and activities including mentoring, coaching and sponsorship programmes		2024/25 baseline and 2025/26 target to be set

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Demonstrate connectedness of teams		2024/25 baseline and 2025/26 target to be set
Theme 4: My Talent and Development* *Indicative historical figures are provided 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 example only, noting there continues to be a high level of missing and incomplete data.		
Measure	**Current baseline**	**Future baselines and targets**
Average time to hire in days, as measured across: • manager request to advertisement live • advertisement close to conditional offer • conditional offer to all checks complete (data now being collected)		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
% of ethnic minority employees	18% (2022/23)	2023/24 baseline and 2024/25 target to be set
% of ethnic minority employees grades H to Senior Management Group (SMG)	18% (2022/23)	2023/24 baseline and 2024/25 target to be set
% of women employees	11% (2022/23)	2023/24 baseline and 2024/25 target to be set
% of women grades H to SMG	51% (2022/23)	2023/24 baseline and 2024/25 target to be set
% of LGBTQ+ employees	41% (2022/23)	2023/24 baseline and 2024/25 target to be set
% of LGBTQ+ employees grades H to SMG	6% (2022/23)	2023/24 baseline and 2024/25 target to be set
% of employees declaring they meet the Equality Act definition of disability	6% (2022/23)	2023/24 baseline and 2024/25 target to be set
% of ethnic minority employees grades H to SMG	5% (2022/23)	2023/24 baseline and 2024/25 target to be set
% of annual appraisal completions	80% (2023/24)	82% 2024/25 target
% of internal appointments (data now being collected)		2023/24 baseline and 2024/25 target to be set

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Number of capability cases and outcome trends (data now being collected)		2023/24 baseline and 2024/25 target to be set
Number of disciplinary cases and outcome trends (data now being collected)		2023/24 baseline and 2024/25 target to be set
% employees undertaking at least one learning and development opportunity each year		2025/26 baseline and 2026/27 target to be set
% of positive responses to 'how was my onboarding' survey within 6 months of start		2025/26 baseline and 2026/27 target to be set
Theme 5: Building Brilliant Basics		
Measure of missing data	**Current baseline**	**Future baselines and targets**
Ethnicity	23% (2022/23)	2023/24 baseline and 2024/25 target to be set to reduce missing data
Sexual orientation	32% (2022/23)	2023/24 baseline and 2024/25 target to be set to reduce missing data
Disability	27% (2022/23)	2023/24 baseline and 2024/25 target to be set to reduce missing data
Religion or belief	32% (2022/23)	2023/24 baseline and 2024/25 target to be set to reduce missing data
Social mobility	89% (2022/23)	2023/24 baseline and 2024/25 target to be set to reduce missing data
Policy updates adherence to annual revision calendar		2023/24 baseline and 2024/25 target to be set to reduce missing data

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People strategy glossary

“Our words create our worlds.” – Pierre du Plessis

Our understanding of the world around us is shaped by language. Our intention in this glossary, based on feedback from employees about the development of the people strategy, is to provide definitions for commonly used terms.

It is impossible to create finite definitions with universal agreement, especially as language and terminology is continually evolving. However, it is important to establish a shared understanding of what we mean when we use certain words.

Definitions have been provided by City Corporation subject matter expert leads in HR, Health and Safety, and EDI.

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 does not determine access to 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, but are not limited to:

- gender (how many men, women and nonbinary people are there?)
- age (are people in a group from mostly one generation, or is there a mix of ages?
- ethnicity (do people in a group share common social or cultural traditions, or do they represent different backgrounds?)
- physical ability and neurodiversity (are the perspectives of people with disabilities, whether visible or not, accounted for?)

Inclusion
The practice or policy of providing equal access to opportunities and resources for all people, including those who might otherwise be excluded or marginalised, such as people with physical or intellectual disabilities and members of all 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 and 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.[1]

Key performance indicators (KPIs)
A measurable metric for tracking progress towards a certain goal. Reporting periods vary and the metrics can stay the same for months or years, or change as projects develop and results are gathered.

Objectives and key results (OKRs)
Goal-setting frameworks that combine actionable business goals with a set of measurable ways to achieve them. They are typically based on organisational missions and aspirations, measure bolder and more ambitious goals, are used as a motivational tool, and are typically reported on quarterly or yearly with goals changing each cycle.

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 absence of harm to mental wellbeing and the ability to speak up, take interpersonal risks and challenge without fear of negative repercussions.

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

Trust
Based loosely on the Trust Equation, a model of trust that details four components that affect trust.[2] Three of them increase a person's trustworthiness: credibility, reliability, and good relationships. The fourth one, self-interest, reduces a person's trustworthiness.

[1] Kimberlé Crenshaw, 'Demarginalising the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory, and Antiracist Politics', (1989), Feminist Theory and Antiracist Politics, University of Chicago Legal Forum Vol 140: 139-167.
[2] David Maister and Charles Green, *The Trusted Advisor*, (2000), New York: Free Press.

Annex: People strategy engagement

Employee and Member Engagement leading to People Strategy Creation Period Covered

1. Employee Engagement

A summary follows highlighting people strategy priorities based on employee engagement.

My Contribution, My Reward – Ambition 25

- 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.
- The Reward Refresh Project name was considered too unspecific – the word 'refresh' does not reflect a complex project across the whole City Corporation. There is a need to focus on pay and recognition as a baseline. The project was renamed 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 and 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 Our City Corporation (Building Brilliant Basics)

- 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 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.

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 – Ambition 25

- 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.

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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 Our City Corporation (Building Brilliant Basics)

- 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.
- Given the long and illustrious traditions and history of City Corporation, the term 'Modernising' could be misconstrued. The term 'Building Brilliant Basics' demonstrates our ambition and intention to ensure we have contemporary, efficient and agile fundamental systems in place to support all of our work.

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