



Appendix 1

People Strategy 2024 – 2029

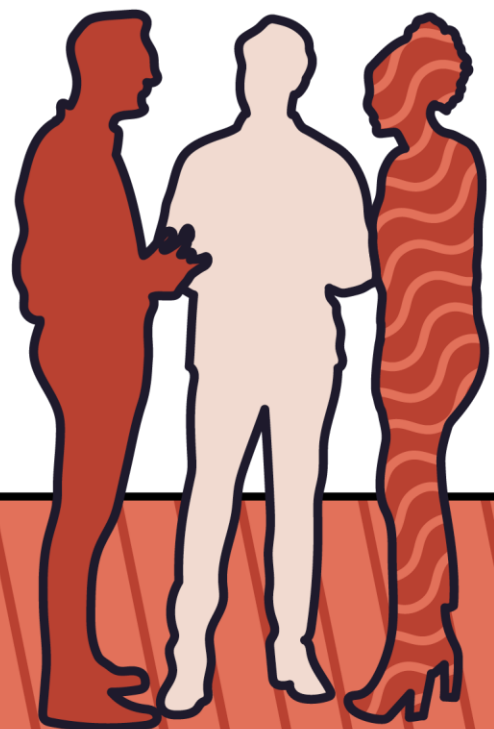
Progress Report 1 April – September 2024

with forward views for

October 2024 – March 2025

and

2025 / 26



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Introduction

The City of London Corporation's first ever People Strategy was launched in April 2024 following an extensive period of engagement with over 1500 staff and with the approval of Committees through to the Court of Common Council.

The People Strategy covers the period 2024 – 2029 and has been created as a framework of work programmes within five inter-connected themes:

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

Our vision is to transform our culture, systems, and processes through an ambitious and integrated programme of change that will realise the workforce priorities necessary to achieve the outcomes of our Corporate Plan 2024 – 2029, our Equality Objectives 2024 – 2029, and our Health and Safety objectives. Outcomes to create transformation of this breadth will take time to achieve and progress and will be linked to our annual data reporting and targets.

This report focuses primarily on People Strategy work programmes that are being led and facilitated through People and Human Resources. In the space of this document, we have also included a set of appendices that share activities and actions across the entire organisation linked to the People Strategy and as a result of the 2024 staff survey.

In this first six month progress report, it has not been possible to include in detail every activity of all who are working to realise our People Strategy outcomes including our staff diversity networks; our recognised trade unions; our volunteer-run staff activity clubs, champions, and ambassadors; everyone within our City Corporation staff and elected member community contributes to our culture and to our collective success. We will continue to expand the breadth of this report and thank everyone for their continuing efforts to realise City Corporation's mission, to achieve our Corporate Plan and People Strategy outcomes and our Equality and Health and Safety objectives. We all want to create and sustain a destination where we serve our communities well and are proud to say, "this is my organisation, and I belong here."

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.

Report Overview

This is our first bi-annual People Strategy 2024 - 2029 progress report for Corporate Services Committee. The presentation, content and dissemination approach for these reports will evolve based on feedback and engagement.

The People Strategy has been intended from the start to be a living document. We have developed this report to summarise our People Strategy progress. It will be updated and shared twice a year with Corporate Services Committee and across our workforce.

Given the speed of change within our internal and external environment, priorities and activities must be anticipated and responded to proactively. Therefore, the People Strategy will continue to be refreshed and revised. Continuous horizon scanning and listening to staff feedback from regular staff surveys and other engagement activities over the course of its five-year timeline, setting objectives and measuring key results and outcomes, and accompanying these activities in the future with appropriate benchmarking – will all help us to realise our collective vision of being a world-class organisation.

The People Strategy was published on 1 April 2024. Given timelines for production, it featured high level people data from the 2022/23 financial year. We appreciate the need for a robust evidence base for decision-making and therefore, this report also provides a high-level update on workforce data for 2023/24.

This report is intended for information and focuses on activities within the past six months as of 30 September 2024, sets the stage for the next six months through March 2025, and highlights our high-level plan for 2025/26.

This report contains the following sections:

1. A summary workforce profile update for 2023 / 24
2. An overview of key current work programmes within each of the five themes
3. More detailed updates on each of our five themes:
 - a. The past six months: April 2024 – September 2024
 - b. The next six months: October 2024 – March 2025
 - c. Looking ahead to 2025/26
 - d. 2023/24 key measures

Appendix A contains

- The 2024 staff survey overview report
- The Executive Leadership Board agreed priorities in response to staff survey feedback
- The staff survey corporate action plan

The next bi-annual People Strategy report will be shared in June 2025 and will include a summary of activities and outcomes over the course of the first full year. It will include final

staff data for 2024/25 and targets that will enable us to measure future progress and success against outcomes.

Data Reporting and Key Measures

Data reporting is a challenge at City Corporation due to its outdated and inadequate HR system. Implementation of a new modern system that combines people and finance data (the Enterprise Resource Planning System) and summarised later in this report as part of our Brilliant Basics work will address many of these challenges. Given its importance in informing decision-making, concerted efforts have been undertaken in the meantime to cleanse data and create a start for data reporting consistency across key measures. Improvements to our service desk function through Ask-HR and a data dashboard for leaders have also been created using the existing People system.

Initial 2022/23 measures contained in the People Strategy publication have been updated here for 2023/24, including the Workforce Profile that follows. The end of year progress report will include a revised Workforce Profile for the current year, along with actuals and targets on measures for each of the People Strategy themes. Progress against targets will be reported annually, and we will inform action plans for each year that follows.

Workforce Profile Update

Category	2022/23	2023/24
Employees	4,248	4,201
FTEs	3,993	3,999
Turnover Rate	14%	12%
Average length of service	8 years	9 years
Between 10-20 years' service	21%	20%

Category	2022/23		2023/24	
	Number	%	Number	%
Apprentice	58	1.4	68	1.6
F9 Grade	117	2.8	113	2.7
Grade A	114	2.7	110	2.6
Grade B	579	13.6	593	14.1
Grade C	817	19.2	801	19.1
Grade D	761	17.9	765	18.2
Grade E	612	14.4	609	14.5
Grade F	436	10.3	436	10.4
Grade G	217	5.1	214	5.1
Grade H	101	2.4	104	2.5

Grade I	36	0.9	38	0.9
Grade J	18	0.4	19	0.5
Senior Management Grade	20	0.5	14	0.3
Teachers' Grade	362	8.5	341	8.1

*Measure	Number	%	Number	%
Sex	2022/23		2023/24	
Female	2,167	51	2,144	51
Male	2,081	49	2,057	49
Ethnicity	2022/23		2023/24	
Declined to specify	Not available; combined with 'not known'		115	2.7
Not known	989	23.4	642	15.3
Ethnic minority	758	17.8	849	20.2
White	2,501	58.9	2,605	62.0
Disability	2022/23		2023/24	
Declined to specify	Not available; combined with 'not known'		119	2.8
Not known	1,155	27.2	987	23.5
Disabled	195	4.6	176	4.2
Not disabled	2,898	68.2	2,920	69.5
Age	2022/23		2023/24	
20 and under	39	0.9	49	1.2
21 to 30	691	16.3	691	16.4
31 to 40	1,004	23.6	973	23.2
41 to 50	1,011	23.8	1,007	24.0
51 to 60	1,111	26.2	1,094	26.0
61 and over	392	9.2	387	9.2
Sexual orientation	2022/23		2023/24	
Declined to specify	213	5	226	5.4
Not known	1,370	32.3	1,364	32.5
LGBTQ+	262	6.2	252	6.0
Heterosexual	2,402	56.5	2,350	55.9
Religion or belief	2022/23		2023/24	
Declined to specify	Not available; combined		183	4.25

	with 'not known'			
Not known	1,212	28.5	1,087	25.2
Buddhist	11	0.3	11	0.26
Christian	1,195	28.1	1,205	27.9
Hindu	56	1.3	59	1.37
Jewish	27	0.6	27	0.63
Muslim	139	3.3	138	3.21
No religion	1,431	33.7	1,423	33.05
Other	114	2.7	110	2.56
Sikh	25	0.6	26	0.6
Spiritual	38	0.9	36	0.84

*Increasing staff EEDI demographic data disclosure has been an important activity in year one as part of Building Brilliant Basics. A 30 September 2024 data collection update, with the inclusion of new categories, is provided in the **Theme 5** section of this report and will be reported in full at the end of year one.

People Strategy Theme Summaries

Our five People Strategy themes contain an array of interconnected and yet discrete programmes of work. While each of the themes has its own designated title, our year one People Strategy priorities as reported here will build from a solid foundation of brilliant basics. A summary of critical activity for each theme is noted below, with greater detail provided in the report sections that follow.

Additionally, the first **Staff Survey** incorporating the People Strategy themes was disseminated just two weeks after the People Strategy launch. Given the importance of this work, a separate appendix **(A)** is enclosed which summarises actions across the organisation resulting from the 2024 staff survey. These action plans led from all areas of the organisation reinforce the priority activities outlined in this report.

Theme 1: My Contribution, My Reward

Ambition 25 includes the design and implementation of an innovative approach to our organisation's role profile and job family structures. It will also include full implementation of a new job evaluation approach and a pay and grading structure that will be regularly benchmarked to ensure our long-term sustainability and market competitiveness. As a major and complex programme of foundational work within the People Strategy, Ambition 25 reports regularly to an internal senior officer steering group and has reported to each Corporate Services Committee meeting since April 2023. Ambition 25 will support our goal to increase organisation structure and grading and pay transparency as well as informing future Theme 4 Talent and Development programmes of work.

As part of the broader My Contribution, My Reward theme, a **Benefits Review & Refresh** has also begun and will continue over the course of the remaining year with stakeholder engagement, financial planning, and recommendations for implementation taking place in 2025.

Theme 2: My Wellbeing, My Belonging

In addition to the **staff survey** appendices mentioned above and summarised separately, other early work within this theme includes **an initial programme to begin to embed wellbeing, belonging, inclusion, and physical and psychological safety** within City Corporation, in close collaboration with our **EEDI and Health & Safety** colleagues, including **stress risk assessments and H&S engagement as an objective for all**, a refresh of our **Celebrating our People awards**, managing a **staff volunteering programme**, and consideration of an **anonymous complaints system**.

In the months ahead, we will be procuring a partner to work with us to define and begin to activate new over-arching **values and summary behaviours**, while respecting and complementing existing values and behaviours at institution level. This initial work to build these basics will support us in our efforts to embed our values throughout our culture and drive delivery of our strategic organisational objectives.

Theme 3: Trustworthy Leadership

The **staff survey appendices** mentioned above reinforce the importance of our leadership community in progressing the work to realise positive culture change. The appendix includes action plans that are underway for our Executive Leadership Board (ELB) and the organisation as a whole.

This theme also includes implementation of a regular cycle of **meetings and away-day sessions for our Senior Leadership Team (SLT) and ELB**, led by our Town Clerk and Chief Executive. Outputs since the launch of the People Strategy have included the creation of **shared performance objectives for 2024 / 25** that will inform a **pilot 360-degree performance review process for SLT** later this year.

In July 2024, the Senior Leadership Forum was relaunched, with a working title of **Future Ambition 18** of our top 140 mid to senior leaders who report to Chief Officers. We will be engaging with these leaders over the course of the People Strategy to **support culture change**, and to **ensure responsibility and accountability that enables us to achieve the outcomes of the Corporate Plan**. A Chief Officer will act as Senior Responsible Officer to work to support the vision and direction of the group.

We are keen to enhance our overall organisational performance by embedding continuous improvement, strengthening financial sustainability, and harnessing growth opportunities. We will work with this group to break down siloes and embed mindsets and practices that support our journey to create sustainable organisational excellence, innovative collaboration, an entrepreneurial spirit, and a future first, digitally informed approach.

Additionally, our internally delivered **People Manager Programme** has been refreshed and continues to evolve to meet the needs of managers in supporting their teams.

Building trustworthy organisational leadership at City Corporation also includes **work undertaken directly by our Member Services colleagues with Members across City Corporation**, including a recent review by the Local Government Association and a review of our Member Code of Conduct. Member engagement will be critical in the development of our values and behaviours, along with the rollout of a revised Member / Officer Charter, and a new Member induction programme that includes a customised suite of training.

Theme 4: My Talent and Development

This theme encompasses ongoing efforts to strengthen foundational practices through improvements to both **central and local inductions**. In early 2025, we will introduce a comprehensive and enhanced **mandatory training** programme designed to support new team members in understanding organisational operations and ensuring regulatory compliance and created **new and enhanced elective training offerings**, including **EEDI and Health and Safety training**.

Implementation of Ambition 25 and the ERP system will also inform a host of additional progressive initiatives including the creation and embedding of automated

annual workforce planning processes and overhauling end-to-end recruitment and onboarding processes, a competency-based performance management framework incorporating our new values, a modern approach to dispute resolution, career path maps, and continuous professional development offerings for all staff.

Theme 5: Building Brilliant Basics

This theme has included work to create a **data dashboard**, undertake **back-office recruitment and employee data improvements** and thorough **data cleansing** critical to both Ambition 25 and the new **People and Finance System** (Enterprise Resource Planning - ERP) design and implementation.

Workforce planning has started with data dashboard creation. Manual processes to consider **succession planning in recruitment** has begun with future automation planned.

In parallel with the work to develop new systems, **an all-organisation wide communications campaign** is underway to increase EDI demographic data reporting. A significant element of this work is to build trust across the organisation on why and how this data will be used to enable inclusive culture change.

The City of London Corporation has embarked on implementing an **Enterprise Resourcing Planning (ERP) System** that will replace the ageing Finance, HR, Payroll and Procurement systems. The newly titled **Programme Sapphire** aims to transform the City of London Corporation's systems with an ERP solution, which will take over the duties from the current legacy systems; namely City People (Midland i-Trent) for HR & Payroll, and Oracle R12 for strategic as well as operational finance functions. This new ERP system will update and improve the technology used to provide our essential back-office services. The ERP system implementation is driven by several strategic drivers to improve efficiency, capacity, and information and will be implemented in waves between 1 April 2025 and 1 April 2026. Successful implementation will enable capacity to be released across the organisation needed to undertake work beyond brilliant basics. Goals are to enable a more mobile and agile workforce; reduce manual intervention and generate greater automation; increase levels of self-service; provide a single source of truth on people and finance; and create enhanced analytics with real time management information to facilitate better informed prioritisation and robust decision making.

Another brilliant basic priority in year one of our People Strategy has been to create an agile **talent management** approach. Work has included a **temporary labour agency worker solution** to address wider workforce needs including meeting short notice worker requirements. A project to understand and forensically assess the **contingent workforce** across City Corporation has begun, adopting a robust governance framework, and engaging an expert partner. This work is underpinned by our vision to deliver key features of being a good and fair employer including offering equity to our workforce community irrespective of employment status, including valuing our casual staff in a modern and inclusive way.

HR policy updates have been made following legislative changes since the launch of the People Strategy. An extensive assessment of the current Employee Handbook has begun that will enable us to understand our current position and create a prioritisation plan to regularly update and maintain HR policies. A collaborative approach has been taken through

work with our EDI team, Staff Networks, and institutions to begin to embed EEDI principles in our policies, along with future planned work with Health & Safety, DITS, and Communications. High priority policies, including those impacted by the introduction of the Employment Rights Bill 2024, have been identified for review. The Employee Handbook review will continue and be completed in 2026.

Theme 1: My Contribution, My Reward

The past six months: April 2024 – September 2024

A top priority for City Corporation has been the need to review pay and reward to attract, recruit and retain excellent staff and to ensure pay equity. Therefore, early work in response to the 2022 Staff Survey feedback, considered Contribution and Reward in late 2023 even before the launch of the People Strategy in April 2024. Work included an initial review of a diagonal slice of 'as is' job descriptions and organisational structures. This led to **Ambition 25**. The focus in recent months has been on data gathering, cleansing and review, the confirmation of organisational hierarchies, the creation of job families, the creation of approximately 650 role profiles to replace over 2500 individual job descriptions, and the start of training for those who will be involved in the new job evaluation process. A focused communications campaign has informed and educated staff about the project and has continued more recently, particularly with mid- to senior leaders, to enable them to cascade programme information and updates as it progresses.

Early scoping for the **Benefits Review & Refresh**, alongside Ambition 25, also began in late summer 2024. The principles underpinning this work include feeling recognised and valued; having a sense of belonging and contentment; being part of an authentic workplace community; enabling world-class services; and paving the way to being a destination employer. This has included the creation of a set of design principles to inform this programme of work. Design principles include colleague-centric, empathic, and accessible; multi-generationally relevant; a combination of modernity and tradition; driving a step change in expectations and performance; rooted in EEDI and City Corporation values; being market and sector relevant; and enabled by technology. Work has begun on the collation and review of a master list of all existing benefits, including identifying benefit owners.

The next six months: October 2024 – March 2025

The **Ambition 25** team hopes to begin sharing Initial pay and grading proposals with Members, SLT and ELB, trade unions and staff representatives in early 2025.

Work in the next six months on the **Benefits Review & Refresh** will include creating cost models for the top ten to fifteen possible benefits and engagement with our SLT and ELB. A paper will be taken to CSC in spring 2025 recommending fully costed changes to our Benefits offer that repositions Benefits as a key dimension of organisational culture, aligned to our sense of recognition and belonging. Work to understand the cost implications of any recommended changes has commenced in partnership with Finance.

Looking ahead to 2025 / 26

Subject to any changes resulting from communications and engagement work and following Member approval of all proposals, implementation of the **Ambition 25** pay and grading framework will occur in summer 2025. Later phases of work arising from Ambition 25 outcomes over the next four years of the People Strategy will include regular benchmarking of pay and reward. Ambition 25 outcomes will also provide the foundation for future work

programmes focusing on the development of performance management, talent management, recruitment, career development, and succession planning initiatives to be undertaken within Theme 4, My Talent and Development.

Following agreement of the **Benefits Review & Refresh** plan, mobilisation across City Corporation will take place in 2025/26.

Key measures

Outcome measures for this theme over the course of the People Strategy timeframe will include **turnover stability and the reduction of equity pay gaps**. Current data is noted below and will be revised for the end of year progress report.

Measure	2022/23	2023/24	2024/25	End of Year Target
% turnover – all reasons	14%	13%		
% turnover – voluntary	11%	9%		
% voluntary turnover in first two years of employment based on headcount	25%	13%		
% ethnicity pay gap mean hourly rate	17.4%	16.7%		
% ethnicity pay gap median hourly rate	14.7%	13.2%		
% gender pay gap mean hourly rate	4.5%	4.5%		
% gender pay gap median hourly rate	2.7%	0.0%		
% disability pay gap mean hourly rate	8.8%	6.9%		
% disability pay gap median hourly rate	2.4%	7.1%		

Note: we do not yet have sufficient staff data to enable us to report on our social mobility pay gap, but concerted efforts are underway to increase social mobility disclosure rates as reported later in this report.

Theme 2: My Wellbeing & Belonging

The past six months: April 2024 – September 2024

The first **Staff Survey** incorporating People Strategy themes was disseminated in mid-April 2024 just two weeks after the People Strategy launch. Given the importance of this work, an appendix A is enclosed which summarises action plans from across the organisation resulting from the survey results.

The current LEAP **employee volunteering programme** has been incorporated in its current form into the People Strategy.

Collaboration with the EDI team has also deepened, including active participation in the EEDI Sub-Committee and EEDI Forum and supporting EDI-led initiatives such as the annual submissions to the Social Mobility Employer Index, the Women in Finance Charter, and the UN Global Compact.

Approval to proceed to open procurement for an external partner that will support City Corporation in the creation of new, overarching ‘One Corporation’ **values and behaviours** that will not replace but will be complementary to existing values that exist across our institutions, was received in September at Corporate Services Committee.

The next six months: October 2024 – March 2025

A Town Hall meeting to report on progress of the 2024 staff survey action plans mentioned above is scheduled for December 2024 and is part of **a rolling calendar of three to four Town Hall meetings each year and other staff engagement initiatives led by our central Communications team, including regular ELB interviews**. Work on the staff survey action plans will continue and be reported on again in the next People Strategy progress update following year end.

The refreshed **Celebrating People Awards** 2025 criteria directly reference our People Strategy and Corporate Plan outcomes and place an increased focus on collaboration and teamwork.

We will evaluate the effectiveness of the current **volunteering programme**, including the re-establishment of a volunteer working group and the development of a three-year volunteer strategy and programme.

Other wellbeing activities include **a review of wellbeing champions** and the creation of a programme of **Lunch and Learns** to support the mental and physical wellbeing of our workforce, **in collaboration with the EDI and Health and Safety teams, staff networks and groups, and colleagues across the organisation**.

A comprehensive **stress risk assessment in collaboration with Health and Safety** is being undertaken across the organisation. Work is underway to ensure everyone has **Health & Safety training**.

While managers across the organisation continue to require support from HR through HR Business Partners and training, work is ongoing to explore the option of **anonymised reporting** and to revise relevant policies and work with managers to provide both direct support and training. One goal is to foster a culture where managers feel empowered to address instances of bullying and harassment as well as grievances as early as possible and future use of modern dispute resolution frameworks is being explored. Another goal is for managers to take greater ownership of all aspects of performance management of their direct reports, including the encouragement of regular 1-1s between managers and staff members and that enable early intervention and resolution of issues. The objective is to create a culture of high performance alongside psychological and physical safety for all.

Collaboration with the EDI team will continue with the establishment of a new Equalities Director, engagement in the EDI Sub-Committee and EEDI Forum, and participation in the delivery of an EEDI Review.

A soft market testing exercise to consider the supplier market for **values and behaviours** will be followed by SLT and ELB agreement of the programme specification and procurement route to market. Formal procurement will take place, and a partner secured.

Looking ahead to 2025 / 26

A **staff pulse survey** will be undertaken in September 2025 and a rolling schedule of full and pulse staff surveys will continue over the course of the five-year People Strategy, with the next full staff survey in 2026. Results will serve as a critical barometer to measure progress and inform action plans to address evolving priorities.

If funding is agreed, a continuing comprehensive **volunteering programme** will be initiated.

The work programme to create new **values and behaviours** and map our culture journey will take four to six months from the establishment of a new partnership with an external supplier. Culture change will only be fully realised once new over-arching values and behaviours are agreed when they can then be embedded throughout the entire employee lifecycle to include all elements of attraction, recruitment, continuous performance management, development, progression, recognition, reward, and retention.

Key measures

Outcome measures for this theme over the course of the People Strategy timeframe will include **staff survey participation and engagement, sickness absence, occupational health and EAP take-up, grievances, and disciplinary cases**. Current data is noted below and will be revised for the 2024 / 25 end of year progress report. Targets will be set for the next full staff survey.

Measure	2022 Survey Actuals	2023 Survey Actuals	2024 Survey Actuals	Next Survey Target
Staff survey measures				
Staff survey participation (like for like)	51%	N/A	74%	
Staff survey engagement score based on the four questions below	52%	N/A	63% ¹	
1. People help and support each other where I work	68%	N/A	76%	
2. I am proud to say I work here	65%	N/A	74%	
3. If asked, I would say to friends and family that this is a good place to work	61%	N/A	76%	
4. I believe action will be taken because of this survey	24%	N/A	27%	
Key human resources measures				
Measure	2022/23	2023/24	2024/25	End of Year Target
Rolling average sick days per full time employee (and review other patterns of sickness absence)	7.2	8.8		
Number of referrals to occupational health function	61	181		
Employee Assistance Programme utilisation (as a percentage, calculated as counselling and advice calls against headcount)	5.7%	5.4%		
Number of grievance cases and outcome trends when available	N/A	*See below		
Number of bullying and harassment cases and outcome trends when available	N/A	*See below		

***Grievance and bullying and harassment cases:** While data was unavailable prior to March 2023 and automated tracking is not available with the current HR system, manual tracking has been underway since the launch of the People Strategy and there has been a total of 39 grievance cases and six appeals since that time. None of the appeals was upheld and each appeal was judged on its own merits. In the period 1 April 2023 – 31 March 2024 there were 6 formal cases relating to bullying and harassment. Some of these may also have been reflected in the grievance data as the grievance covered several issues. None of the bullying and harassment allegations were upheld, though for some recommendations were submitted for the manager / senior manager to consider. Actions to address bullying and to deal with grievances include expanding manager training, revising relevant policies, and exploring the creation and implementation of an anonymised employee complaints system and a modern dispute resolution framework.

¹ All four engagement questions are combined for a single total percentage.

Theme 3: Trustworthy Leadership

The past six months: April 2024 – September 2024

ELB has agreed three collective actions following analysis of our **Staff Survey** results and each ELB member is leading creation and delivery of their individual staff survey action plans for their areas of responsibility, including actions related to embedding equality, equity, diversity, and inclusion and physical and psychological safety. Further detail is provided in **Appendix A**.

The launch of a critical group with the working title **Future Ambition 18**, who report to Chief Officers and will be led by a senior responsible chief officer, has taken place. The group includes approximately 140 senior leaders who hold oversight for managing performance, ensuring inclusive engagement across their teams, and creating positive organisational outcomes linked to the Corporate Plan. For example, this group has been engaging in communications with the Ambition 25 project team to cascade information throughout the organisation and this work will continue. This group will also be critical to engagement work to create new over-arching values and behaviours as well as other programmes of work.

The internally delivered **People Manager Programme (PMP)** has been adjusted to include more targeted wellbeing training, working alongside the **EDI and Health and Safety teams and Occupational Health**, including topics on psychological safety through mental health first aid, handling challenging conversations, and fostering an inclusive work environment.

Building trustworthy organisational leadership at City Corporation also includes **work undertaken directly by our Member Services colleagues with Members** across City Corporation, including a recent review by the Local Government Association and a refreshing of our Member Code of Conduct.

The next six months: October 2024 – March 2025

Outputs since the launch of the People Strategy have included agreement of **four shared performance objectives for SLT** for the current year which will then be cascaded more widely next year, and which have been incorporated into a **pilot 360-degree performance review process**.

Objectives focus on **role modelling impactful leadership, prioritising EEDI and Health and Safety, breaking organisational siloes, and effective resource management**.

All ELB members are undertaking **Health & Safety training**.

Looking ahead to 2025 / 26

ELB objectives will be cascaded more widely through the organisation, including EEDI & Health and Safety.

Work alongside Member Services is taking place to enhance **Member inductions and training** in time for the next intake of new Members in spring 2025.

Members will also engage in the development of our values and behaviours and a revised Member / Officer Charter.

Key measures

Outcome measures for this theme over the course of the People Strategy timeframe will include **key staff survey engagement measures** that are relevant to leaders. Current data is noted below, and targets will be set prior to the next survey.

Measure	2022 Survey Actual	2023 Survey Actuals	2024 Survey Actuals	Next Survey Target
Inclusive Leadership – and change management				
Key driver Staff survey results: There is a culture of openness and transparency where I work	26%	N/A	46%	
Key driver Staff survey results: Senior leaders manage change well and communicate this to staff	29%	N/A	40%	
Key driver Staff survey results: I feel appropriately supported through change	33%	N/A	47%	
Staff survey results: The Town Clerk’s ELB are visible & make the effort to listen to staff	N/A	N/A	27%	
Staff survey results: The Town Clerk’s ELB provide a clear vision of our overall direction	N/A	N/A	34%	
Staff survey results: I think Members provide strategic leadership and good governance	N/A	N/A	22%	
Leading My Wellbeing and Belonging Equality, Equity, Diversity and Inclusion & Health and Safety				
Staff survey results: My leadership team is committed to creating a diverse and inclusive workplace	N/A	N/A	66%	
Staff survey results: Leaders here understand that EEDI is central to our future success	N/A	N/A	63%	
Staff survey results: I feel my emotional safety is valued at work	N/A	N/A	64%	
Staff survey results: Members demonstrate our values and behaviours, including leading for EEDI	N/A	N/A	27%	

Leading My Contribution, My Reward				
Key driver Staff survey results: I feel valued & recognised for the work I do	51%	N/A	53%	
Leading My Talent & Development				
Key driver Staff survey results: I have confidence that my career aspirations can be met working here	35%	N/A	42%	

Theme 4: My Talent & Development

The past six months: April 2024 – September 2024

A comprehensive review of the current **mandatory training programme** has taken place to ensure the programme is relevant, timely, engaging, concise, accessible, and interactive. Focus has been on the **new starters' programme** to support their induction process to be more relevant, welcoming, and bespoke to City Corporation needs.

The next six months: October 2024 – March 2025

The **rollout of refreshed all staff mandatory training** will take place and additional mandatory courses relevant to managers will be introduced to complement the existing People Management Programme. In Phase 1 of the mandatory training update, all staff will complete a refreshed training programme. Specifically, the primary goals are to: *Enhance Engagement* - the training content has been restructured to include interactive elements to improve information retention and ensure that key messages are more effectively communicated; *Increase Efficiency* - the programme duration has been significantly reduced from approximately thirteen hours to just three hours by focusing on understanding core topics and expectations by streamlining content to cover only essential information.

The **creation and communication of other new training offerings** based on organisational demand and in partnership across a range of departments, service areas and institutions within City Corporation is also underway and will continue. For instance, the **Mentor Connect** programme was launched in collaboration with London Councils and currently has 55 Mentees and 19 mentors. The bolstering of our **coaching provision** is also underway, including seeking out a more diverse array of coaches.

Initial work to create more comprehensive EEDI training has included a review in close collaboration with the EDI team. **EEDI training** is now a foundational component of manager and wellbeing training. A new training module dedicated to completing Equality Impact Assessments will be launched. This training will accompany the rollout of the EDI team's updated Equality Impact Assessment process to ensure staff are equipped with the skills needed to consider EEDI in all activity.

As summarised in Theme 2, **Health & Safety training** is also a key priority, including mandatory Health & Safety training for ELB.

Looking ahead to 2025 / 26

Continuing work on **mandatory training** will take place into 2025/26 including implementation of relevant modules of the new ERP system. Following go-live of the ERP learning management system, a review will be undertaken to determine compliance training for the **contingent workforce**. **Reporting will improve through new system provisions.**

Additionally, in response to growing demand and organisational focus on EEDI, additional courses will continue to be added to the training prospectus in Spring 2025 to provide a

broader range of **EEDI-related learning opportunities** to support a more inclusive workplace culture. Further **Health & Safety training** will be rolled out.

Building on the work to create new values and behaviours mentioned in the work of Theme 2, a new work programme to **procure a partner to develop a comprehensive competency-based performance management framework** will take place and will be built from the outcomes of Ambition 25 and the implementation of aligned modules of the ERP system. Following successful procurement, we will collaborate with our partner to create a new performance management framework that will be based on our new values, and which will more fully embed equity and inclusion as well as high performance and outcomes. The new performance management framework will be cascaded to all staff and will include elements of 360-appraisal where appropriate. The implementation of **modern dispute resolution frameworks** is also being explored as part of this work.

This preliminary yet necessary work will also set the stage for later elements and levels of comprehensive employee development including initiatives fully aligned to workforce planning to support **continuous learning, career development, talent management, and succession planning**.

Key measures

Outcome measures for this theme over the course of the People Strategy timeframe will include **hiring metrics, progression of staff into senior grades through the consideration of key diversity measures, and appraisal completions**. Current data is noted below and will be revised for the 2024 / 25 end of year progress report.

Measure	2022/23	2023/24	2024/25	End of Year Target
Average time to hire in days, as measured across working days				
Manager request to advertisement live	N/A	4.6		
Advertisement close to conditional offer	N/A	21.5		
Conditional offer to all checks complete	N/A	21		
Diversity of applicant pipeline, measured at application, shortlisting and appointment	N/A	N/A		
*Staff progression to senior grades				
% of ethnic minority employees	18%	20%		
% of ethnic minority employees grades H to Senior Management Grade (SMG)	11%	13%		
% of women employees	51%	51%		
% of women employees' grades H to Senior Management Grade (SMG)	41%	41%		
% of LGBTQ+ employees	6%	6%		

% of LGBTQ+ employees grades H to Senior Management Grade (SMG)	6%	8%		
% of employees declaring they meet the Equality Act definition of disability	5%	4%		
% of employees declaring they meet the Equality Act definition of disability grades H to Senior Management Grade (SMG)	3%	7%		
Appraisal completions				
% of annual appraisal completions	80%	80%		

*Note: we do not yet have sufficient staff data to enable us to report on social mobility senior staff progression, but concerted efforts are underway to increase social mobility disclosure rates as reported later in this report.

Theme 5: Building Brilliant Basics

The past six months: April 2024 – September 2024

Workforce planning is not currently established as a centralised corporate function within City Corporation. Over the past six months, efforts have focused on developing the essential tools for this, including streamlining recruitment, improving employee services through **Ask-HR** and creating a **HR dashboard**.

In parallel with the work to develop new systems, **an all-organisation wide communications campaign** was launched in summer 2024 and will continue for the remainder of the year to enable us to work with and make decisions on a more robust set of **staff EDI demographic data**.

The Implementation Partner (HCL) for the **ERP** system, Programme Sapphire, has been successfully procured. HCL kicked off the programme in October and the City Corporation Programme Sapphire team has been mobilised. The initial stage of the programme involves City Corporation/HCL agreement on the core deliverables and implementation plan releasing the system in three waves.

The **temporary/agency contract review programme** has been progressed as part of the People Strategy. Following stakeholder and market engagement, options and recommendations were considered for the design, procurement, and implementation of a temporary agency worker model. Service user feedback was sought, resulting in a recommended hybrid managed service provision model that will also enable flexibility in supplier choice when required. Following an invitation to tender and robust evaluation process, an external partner has been awarded the contract.

A project to understand and assess the **contingent workforce** across City Corporation has begun, adopting a robust governance framework, and engaging an expert partner to undertake the level of forensic work needed to understand this workforce.

An extensive **assessment of the current Employee Handbook** has been undertaken to understand our current position. This work has included development of RACI and prioritisation matrices, as well as assessment of policies against ACAS guidelines, best practice, and upcoming changes as part of the Employment Rights Bill. This has allowed for prioritisation of policies for review and a plan to undertake a comprehensive review of the Employee Handbook.

Policy updates were made following legislative changes since April 2024 and have also included adjustments to our member-led recruitment procedures and our workplace attendance policy. Engagement has begun with stakeholders of key projects including Ambition 25 and introduction of the ERP system to ensure internal changes are accurately reflected in relevant policies throughout the Employee Handbook. The HR Policy team is working closely with City Corporation's EDI team and Staff Networks, as well as Institutions, to ensure that EEDI principles and priorities are reflected in all policy updates and that the unique context of institutions in relation to policies is considered. The EDI team have

undertaken an initial review in collaboration with HR and highlighted priority policies which will have the greatest impact on colleagues with protected characteristics.

The next six months: October 2024 – March 2025

Beginning with senior level roles and looking ahead to the next 12 months, a manual process for high level **workforce planning** will be introduced to enable future and current recruitment and succession planning needs including identifying critical skills gaps and roles. Work will be undertaken with Corporate Strategy and Finance colleagues to enable departments to embed workforce reviews in the business planning cycle.

Agreement on the **ERP** Programme Sapphire implementation plan, design, build and test of the solution and proposed wave 1 Go Live of the partial functionality of the Learning Management System (LMS) will take place on 1 April 2025.

Recruitment of a contract manager will enable mobilisation of the **temporary/agency contract** by January 2025. Early work will include guidance accompanied by education and training for managers on how and when temporary labour is engaged at City Corporation. This work is also part of our broader approach to more effective workforce planning, strategic resourcing governance, and cost controls through appropriate contract management.

A report of the **contingent workforce project** that includes detailed conclusions, risks and recommendations will reach our Senior Leadership Team and Executive Leadership Board prior to Christmas. This will be followed by Corporate Services Committee agreement in spring 2025 for a fully costed set of steps looking ahead to the next stages of implementation.

The next six months will include **reviews of the five highest priority policies**. These policies are Probation; Disciplinary; Grievance; Sickness and Absence; and Family Leave. They have been prioritised due to the impact they have across City Corporation and the introduction of the Employment Rights Bill 2024. The probation review will include the role of members in chief officer probation.

We will also be progressing other policies for review, including those with significant staff impact that are owned by other departments including Health and Safety, DITS, and Communications. Looking ahead to 2025 / 26

Looking ahead to 2025 / 26

Design, build and test of the remaining **ERP** Programme Sapphire solution will take place. With proposed Go Live of the remaining ERP solution in two waves with full functionality of the LMS, Recruitment and Onboarding, Performance and Goals, Core HR, Occupational Health, Employee & Manager Self-Service, Payroll, Reporting and Analytics, Talent Management, Health and Safety and Finance.

With the introduction of the ERP and Ambition 25, we will review our approach and automate annual **workforce planning** to fully embed this across all role levels.

Following review of high priority policies, a complete review of the **Employee Handbook** will continue. The project is intended to conclude during 2026, by which time City Corporation will have a fully reviewed, legally compliant and simple to use and understand Employee Handbook. The Handbook will reflect all changes introduced as part of the Employment Rights Bill and will have EEDI principles embedded throughout.

We began a comprehensive **EDI data disclosure communications campaign** in July 2024 and have provided current data below as of 30 September 2024. While we have made substantial progress already since being reported in our People Strategy for 2022/23, there is more work to be done, and the campaign will continue through the remainder of the year and will be incorporated into an annual campaign. This data will be revised for the 2024/25 end of year progress report and a target set for 2025/26.

Key measures

Outcome measures for this theme include **increasing our levels of staff EDI demographic data and adding new measures including social mobility, caring responsibilities, and gender identity**. This data will provide a solid evidence base to inform future work.

Measure	2022/23 of 4,248	2023/24 of 4,201	2024/25 of 4,521 as of 30 Sep 24	2024/25 To be reported as of 31 Mar 25	End of Year Target
EDI Data Disclosure (Percent of staff disclosure)					
Ethnicity	77%	85%	80%		
Sexual orientation	68%	68%	70%		
Disability	72%	77%	77%		
Religion or belief	68%	75%	76%		
Social mobility	11%	15%	34%		
Caring responsibilities	N/A	N/A	30%		
Gender identity	N/A	N/A	29%		

Conclusion

Activity across all five People Strategy themes in its first six months has been driven by key projects that have a particular emphasis on **Building Brilliant Basics** and **My Contribution, My Reward**. These projects, including Ambition 25, the ERP programme, and the creation of a robust policy framework, are expected to have a substantial impact on the entire workforce.

A wide array of initiatives within **My Wellbeing and Belonging; My Talent and Development** and **Trustworthy Leadership** are also underway with a focus on building brilliant basics within each of these themes as well. Appendix A summarises institution and department staff survey action plans that are led by the Executive Leadership Group and directly address the People Strategy themes.

Future People Strategy progress reports will expand further on programmes of work underway. Targets will be established at the end of the first year to evidence and measure progress and achievement of outcomes over the remaining years of the People Strategy.

By: People and Human Resources as of 26 November 2024

