

PEOPLE & HR 2025/26 BUSINESS PLAN

About us: Our purpose, aims and impacts

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.

Our People & HR 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. These programmes will enhance cross working collaboration and break down silo working within the organisation.

We aspire to be a function that plays a crucial role in fostering an environment where both the organisation and its people can excel. By focusing on who we hire, how we attract, retain, and develop talent, HR to create a framework that supports growth and success. A thriving workplace culture that value employees derive from their work and interactions with colleagues are rooted in effective HR practices and a commitment to excellence.

This Business Plan focuses primarily on the People Strategy work programmes that we are facilitating for the organisation and implementing for our service.

To achieve this vision, collaboration with our partners and support from our Elected Members through the Corporate Services Committee will be crucial in reaching these goals. To create and sustain a work environment where we serve our employees well and that we are proud to say, "this is my organisation, and I belong here."

Our key objectives and priority workstreams and major projects

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 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.

My Wellbeing, My Belonging



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In addition to the staff survey, other early work within this theme includes an initial programme to begin to embed wellbeing, belonging, inclusion, and physical and psychological safety within the City Corporation, in close collaboration with our EEDI and Health & Safety colleagues, including 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.

Trustworthy Leadership

The staff survey reinforces the importance of our leadership community in progressing the work to realise positive culture change. Action plans that are underway for our Executive Leadership Board (ELB) and the organisation, along with individual action plans for each corporate and service department and institution within City Corporation.

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. Going forward this will reduce departmental silo working and improve measuring performance.

In July 2024, the Senior Leadership Forum was relaunched, with a working title of Future Ambition 18, 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, reducing duplication. Ambition 18 Leaders will be key in driving the City's transformation agenda.

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 the City Corporation also includes work undertaken directly by our Member Services colleagues with Members across the City, including a recent review by the Local Government Association and a review of our Member Code of Conduct. Members will engage in the development of our values and behaviours, along with the rollout of a revised Member/Officer Charter, and a new Member induction programme.



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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 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, career path maps, and continuous professional development offerings for all staff.

Building Brilliant Basics

Will 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 for recruitment and succession planning have 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 is being 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. 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 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 which will facilitate better informed prioritisation and robust decision making.



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In the first year of our People Strategy, we have focused on developing an agile talent management approach. This includes implementing a temporary labour agency worker solution to address broader workforce needs, including the ability to meet short notice staffing requirements. Additionally, a project is underway to comprehensively assess the contingent workforce across the City Corporation. This initiative is supported by a robust governance framework and involves collaboration with an expert partner to ensure a thorough and strategic evaluation.

At the heart of this work is our commitment to being a good and fair employer. We are dedicated to fostering equity within our workforce community, regardless of employment status, and to valuing our casual staff in a modern, inclusive, and meaningful 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 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.



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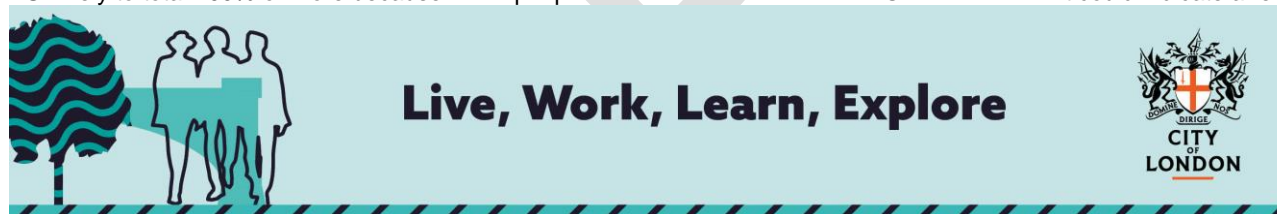


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Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<i>Add the workstream name and list the key 2025/26 deliverables. Note activities and milestones and give the date these will be achieved. Note if these have a different duration to the FY (shorter or longer).</i>	<i>Estimate the % (of the total 100%) budget that will be allocated¹</i>	<i>Estimate the % (of the total workforce) that will work on this²</i>	<i>List all the CP outcomes this workstream contributes to</i>	<i>CP 2024-2029 Performance Measures should be shown in bold</i>	<i>State what will be different</i>
a My Contribution, My Reward <ul style="list-style-type: none"> • Ambition 25 • Benefits Review & Refresh • Staff Induction • COPA Awards 	100% from Transformation BAU BAU BAU	15%	Diverse Engaged Communities	Recruitment & Retention Data All Staff to attend Corporate Induction within four months of employment. Increase nominations each year	Employees feel valued when they receive competitive benefits. Higher satisfaction leads to better employee engagement and morale. New employees understand company policies, culture, values, and expectations, enabling them to

¹ Does not total 100% because some departmental budget is allocated to 'BAU' activities and/or is unprogrammed for emerging or unexpected activities that arise in-year.

² Unlikely to total 100% or more because some people resource is allocated to 'BAU' activities and it could indicate a reliance on additional working time to deliver activities.



<p>b</p> <p>My Wellbeing & Belonging</p> <ul style="list-style-type: none"> • Staff pulse survey • stress risk assessment in collaboration with Health and Safety 	BAU	12%	Leading Sustainable Environment	Increase percentage engagement across the organisation	<p>contribute more effectively.</p> <p>Comprehensive benefits can reduce employee turnover by fostering loyalty. Lower turnover minimizes recruitment and training costs.</p>
<p>c</p> <p>Trustworthy Leadership</p> <ul style="list-style-type: none"> • Member inductions and training • EEDI training • Engagement with Future Ambition 18 Group 	BAU	10%	Diverse Engaged Communities	<p>Percentage of New Elected Members to complete Induction</p> <p>EEDI Training to be Mandatory with the first six month of employees' commencement</p> <p>Staff surveyor feedback</p> <p>100% EQIA employee matters, eg. Policies</p> <p>Monitor percentage of engagement by</p>	<p>Members have a understand of our policies, culture, values, and expectations.</p> <p>enabling them to contribute more effectively.</p>

				the Ambition 18 cohort.	
<p>d</p> <p>My Talent & Development</p> <ul style="list-style-type: none"> Mandatory training 	BAU		<p>Diverse Engaged Communities¹</p>	<p>100% completion within specified timeframe</p> <p>With exceptions for long term authorised absences</p>	<p>Employees will demonstrate an understanding of our policies and procedures, maintain compliance with legal and organisational standards, and apply the acquired knowledge to ensure a safe and productive work environment."</p>
<p>e</p> <p>Building Brilliant Basics</p> <ul style="list-style-type: none"> Design, build and test of the remaining ERP A complete review of the Employee Handbook 	Central Risk BAU		<p>Providing Excellent Services</p>	<p>Assess and increase efficiency in responding to queries to the ASK HR HelpDesk</p>	<p>Develop a clear understanding of expectation, enabling consistent delivery of a high-quality service. Continuously</p>

DRAFT

90% of queries to be closed within 3-days (*86%)

94% of queries to be closed within 5 - days (*90%)

100% closed with 8-days (*97%)

*current

Committee to review and updating **ten priority policies**, with a reduction of our processes this will enable better understanding of our polices and produces. **This will be monitored by recording employee relations issues and the number of enquires to the ASK HR HDesk.**

striving to improve both individual and team performance, delivering operational excellence.

EL





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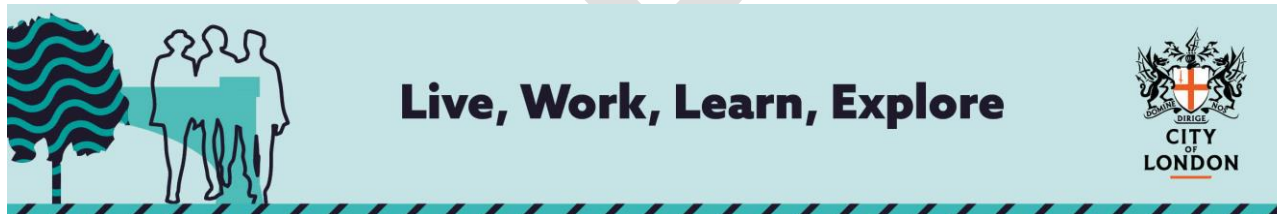


Our timeline planner of priority workstream activities and milestones

[Add rows as needed]

Key	
	Duration of activity
	Milestone

	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Beyond 2025/26		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2026/ 2027	2027/ 2028	
Workstream a activity 1	◆ Ambition 25 Implementation														
Workstream a activity 2	◆ Benefits Review Refresh														
Workstream a activity 3	Staff Induction														◆
Workstream a activity 4							◆	Staff Pulse Survey							
Workstream b activity 1								◆	COPA Awards						
Workstream b activity 2			◆ Stress Risk Assessments												



Enablers

<p>People See the HR Dashboard Draft - Power BI for data for your department. State your workforce numbers and demographics State your staff survey score and key actions in your departmental actions plan.</p>	<p>Equity, Equality, Diversity and Inclusion</p> <ol style="list-style-type: none"> Partner with EDI directorate on prioritised work plan Partner with and engage staff networks Analyse data and target actions for marginalised groups
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<p>Finance For 2025/26 the People & HR Department will be restructuring our services with an increase to our budget allocations.</p> <p>Estimated forecast spend in respect of the priority workstreams</p>	<table border="1"> <thead> <tr> <th colspan="3">Estimated Budget Allocation</th> </tr> <tr> <th>CoL Budget</th> <th>Income</th> <th>Central Risk</th> </tr> </thead> <tbody> <tr> <td style="background-color: #00FFFF;">Local Risk</td> <td style="background-color: #FF0000;">HR Service Provided £225k</td> <td style="background-color: #00BFFF;">Transformation Fund £1.8m (over three years 2022-2025)</td> </tr> </tbody> </table>	Estimated Budget Allocation			CoL Budget	Income	Central Risk	Local Risk	HR Service Provided £225k	Transformation Fund £1.8m (over three years 2022-2025)
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CoL Budget	Income	Central Risk								
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Priorities and plans being considered in the medium term			
What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2026/27	When? 2027/28	Is this Funded or Unfunded?
Embed the “new” HR System (ERP)	X		
Continue to review HR Policies	X	X	X

<p>Risks Complete the table, adding all Corporate Risks where your Chief Officer is SRO or joint SRO, and your departmental red risks. Add a narrative if there are themes related to other risks e.g. linked to resources, transformation etc</p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="background-color: #008080; color: white;">Risk Title</th> <th style="background-color: #008080; color: white;">Score</th> </tr> </thead> <tbody> <tr> <td>CR39 Recruitment and Retention</td> <td style="text-align: center;">12</td> </tr> <tr> <td>HR004 Casual and non-employed workforce</td> <td style="text-align: center;">8</td> </tr> <tr> <td> </td> <td></td> </tr> <tr> <td> </td> <td></td> </tr> <tr> <td> </td> <td></td> </tr> </tbody> </table>	Risk Title	Score	CR39 Recruitment and Retention	12	HR004 Casual and non-employed workforce	8							<p>Health & Safety</p> <ol style="list-style-type: none"> Up to date DSE assessment in place for all HR team members Every member of HR to have a wellbeing focused conversation with line managers 100% Completion rate of all mandatory Health & Safety Training
Risk Title	Score												
CR39 Recruitment and Retention	12												
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Operational Property

<p>All operational properties have been assessed as utilised, part utilised, or not utilised, and confirmation has been provided to the City Surveyor’s Department. Yes/No (if answer is no, explain the reasons for this)</p>

