

<b>Committee(s):</b>	<b>Date:</b>
Establishment Committee	26 February 2019
<b>Subject:</b> Headline results of the 2018 Employee Engagement Survey	
<b>Report of:</b> Kate Smith, Head of Corporate Strategy & Performance Chrissie Morgan, Director of HR	
<b>Author:</b> Jaime Rose, Corporate Engagement Lead	<b>For information</b>

### Summary

This paper presents the headline findings of the 2018 City Corporation staff survey, undertaken in September and October 2018. The aims of the survey were to baseline employee engagement at the start of the Corporate Plan 2018-23 period; to find out how well the purpose and commitments of the organisation are understood and supported; and to identify both areas of excellence and issues where further investigation and support may be warranted in order to support better outcomes for employees.

The survey was run by ORC International and all staff, bar Police officers and teachers, who already have or will soon have their own tailored surveys, were invited to take part in the survey. Almost two thirds (62%) of staff did so, with overall employee engagement at 56%.

The findings from the 2018 employee engagement survey will be used to help improve collaboration across departments, communication and support efforts to make leadership more effective. In addition, the information gathered will be used to seek to make the necessary changes to ensure we have the tools, processes and working environment needed to achieve the ambitious outcomes set out in the Corporate Plan.

A further update on this work will be provided to Members in due course. This will provide more detail on both the content of the departmental action plans and how the City Corporation intends to keep staff updated on the progress being made in addressing issues identified in the staff survey.

### Recommendations

Members are asked to note the headline findings of the employee engagement survey.

## Main Report

### Background

1. The City Corporation undertook an all staff survey in September and October 2018, in order to baseline employee engagement at the start of the Corporate Plan 2018-23 period; to find out how well the purpose and commitments of the organisation are understood and supported; and to identify both areas of excellence and issues where further investigation and support may be warranted in order to support better outcomes for employees.
2. A Task & Finish Group, consisting of representatives from HR, IT, the Comptroller and City Solicitor's, Communications, Corporate Strategy & Performance, the Barbican and Guildhall School of Music and Drama, oversaw the commissioning process, advised on technical elements of the project and contributed to the development of the questionnaire. The work was jointly managed by HR and the Corporate Strategy & Performance Team in the Town Clerk's and funded through the Transformation Fund.
3. ORC International were appointed, through a competitive procurement process, to undertake the staff survey. They are the leading provider of employee research services within the UK, working with over 200 organisations each year to help them measure and improve employee engagement. They work across a range of industries from the private, public and not for profit sectors and as such have a wealth of benchmark data available to contextualise results.
4. The survey was launched at a Senior Leaders Forum event in September and was live for 4 weeks. Messages were cascaded throughout this period to encourage participation and give assurances regarding confidentiality.
5. The headline survey results were shared and discussed with senior officers at a Senior Leaders Forum before Christmas and published on intranets across the City Corporation (including the Barbican, GSMD and the City of London Police) on Thursday 7 February 2019. These are shown at [Appendix A](#).

### Survey Results

6. Almost two-thirds (62%) of colleagues responded to the questionnaire from across the City Corporation, including institutions such as the Barbican and our schools (but excluding the teaching staff and City of London Police officers, who have their own tailored surveys). The response rate varied depending on the type of department: 71% responded in corporate departments<sup>1</sup>, compared with 59% in service<sup>2</sup> departments and 57% in the institutions<sup>3</sup>.

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<sup>1</sup> **Corporate departments:** Town Clerk's; Chamberlain's; Comptroller and City Solicitor; Remembrancer's Office; City Surveyor's; Mansion House and Central Criminal Court

7. There was a lot to celebrate in the staff survey results, especially around the passion colleagues have for their work. Employee engagement with the City of London Corporation overall was 56%. Again, this varied depending on the type of department: 59% in corporate departments, 65% in service departments and 42% in institutional departments (although the average employee engagement rate for institutional staff with their institution was much higher, at 79%).
8. The survey findings also demonstrated that there is room for improvement across a number of areas. Looking at the difference from the UK benchmark (comprising a mix of public, private and voluntary sector organisations) enables attention to be focussed on areas where the issues are the most notable. The questions where the relative difference to the UK benchmark were 10% or higher were:
  - Collaboration: 19% fewer respondents than the UK as a whole agree that people work well together across different departments (41% compared with 60%)
  - Communication: 16% fewer respondents than the UK as whole agree that senior management are open and honest in their communications with staff (35% compared with 51%)
  - Leadership: 14% fewer respondents than the UK as a whole agree that senior management<sup>4</sup> provide effective leadership, whilst 13% fewer agree that the actions of senior management are consistent with the City Corporation's values (37% compared with 51%)
  - Taking action on the survey: 13% fewer respondents than the UK as a whole agree that action will be taken as a result of this survey (35% compared with 48%)
9. ORC undertook a statistical modelling technique known as regression analysis to identify the key drivers of employee engagement across the City Corporation. These are the question areas where, if staff answer positively, they are more likely to be engaged with the organisation. The biggest drivers of engagement were, in order:
  - a. staff agreeing that the City Corporation is a socially and environmentally responsible employer;
  - b. innovation and creativity;

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<sup>2</sup> **Service departments:** Community and Children's Services; Built Environment; Open Spaces; Markets and Consumer Protection

<sup>3</sup> **Institutional departments:** Barbican; City of London Police (non-uniformed); and non-teaching staff from City of London School for Boys; City of London School for Girls; Freemans School and the Guildhall School for Music and Drama

<sup>4</sup> Respondents were told in the questionnaire that "[Senior Managers are] called by different names throughout the City of London Corporation, such as the Departmental Management Team or the Senior Leadership Team"

- c. keeping staff informed about matters affecting them;
- d. having a clear understanding of the purpose and objectives of the City Corporation;
- e. understanding how their work contributes to the success of the City Corporation; and
- f. agreeing that change is managed effectively.

## **Next steps**

10. The survey findings are being used by Chief Officers and their Senior Management Teams to shape action plans aimed at driving improvements. The full survey will be conducted again in the autumns of 2020 and 2022. A shorter 'pulse' survey, focusing on the key areas we wish to track will be run, most likely in-house, in the autumns of 2019 and 2021 to gain early insight into what might have changed.
11. To support this, senior leaders will champion a number of cross-cutting projects that address City Corporation-wide issues throughout 2019. Some of these are already underway through the work of groups such as the HR Transformation Board, the Smart Working Group and the Customer Service Board, and through our key strategies on areas such as Responsible Business and Social Mobility. Others will be developed over the next couple of months, as the staff survey results are explored in more depth.
12. A further update on this work will be provided to Members in due course. This will provide more detail on both the content of the departmental action plans and how the City Corporation intends to keep staff updated on the progress being made in addressing issues identified in the staff survey.

## **Corporate and Strategic Implications**

13. The staff survey provides baseline data around staff awareness and engagement with the Corporate Plan 2018-23 as well as how the organisation is performing with respect to corporate outcomes for staff, for example in relation to their feelings of safety, wellbeing and ability to reach their potential (outcomes 1 to 3 in the Plan). It is also a key tool in supporting the delivery of outcome 4 of the Corporate Plan, namely: 'Communities [teams] are cohesive and have the facilities they need' and its accompanying High-Level Actions: 'we will bring individuals and communities [teams] together to share experiences and promote well-being, mutual respect and tolerance' and 'support access to suitable [team] facilities, workspaces and accommodation'.

## **Security Implications**

14. Throughout the development of the survey, the fieldwork and the subsequent storing, processing and sharing of results, officers have been careful to ensure a) complete compliance with the General Data Protection Regulation (2018) and b) that data was secured safely and confidentially. This was particularly important as some of the demographic data collected, in order to fulfil our obligations under the Public Sector Equality Duty, is categorised as personal data.

### **Financial and resourcing implications**

15. Ongoing work in relation to the staff survey will be undertaken through existing resources, co-ordinated by the Corporate Engagement Lead post in the Corporate Strategy and Performance Team. This role is a 12 month secondment, from January – December 2019, funded by the Transformation Fund. A decision as to whether to extend/make this role permanent will need to be taken by October 2019 to ensure continuity of service.

### **Public Sector Equality Duty**

16. The City Corporation aims to ensure continuous fair treatment for its staff. To achieve that aim it needs to identify and keep under constant review the existence or absence of equality of opportunity or treatment across its workforce, with a view to enabling such equality to be promoted or maintained. This is particularly important for the protected groups (age, disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation) defined by the Public Sector Equality Duty (which came into force in April 2011, following the 2010 Equality Act).
17. The responses to the employee engagement survey will be analysed by these protected equality groups, taking into account the need to maintain confidentiality and anonymity, to provide information on how far staff perceptions about various issues vary (if at all) depending on their equality characteristics. This information will feed in to the work of the Equalities, Diversity and Inclusion Board and is likely to both inform future activities and become part of their performance management process.

### **Conclusion**

18. Members are asked to note the headline findings of the 2018 staff survey, which sought to baseline employee engagement at the start of the Corporate Plan 2018-23 period; to find out how well the purpose and commitments of the organisation are understood and supported; and to identify both areas of excellence and issues where further investigation and support may be warranted in order to support better outcomes for employees.

### **Appendices**

## Appendix One – Headline Staff Survey results

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## **Appendix A: staff survey results (shared with staff on the 7 February 2019)**

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