

Your Voice Matters 2022

Results, analysis, and action

Prepared by People Insight
April 2022

People*i*nsight



YOUR VOICE MATTERS

TAKE THE SURVEY TODAY



Who we are



NHS England and NHS Improvement



Contents

Survey overview

- Headline summary
- Employee engagement breakdown and drivers
- Key results (themes, high/low, comparisons)
- Results variation

Summary and focus

Next steps and questions

RESPONSE RATE

51%

RESPONSES: 1476/2874

BELIEF IN ACTION

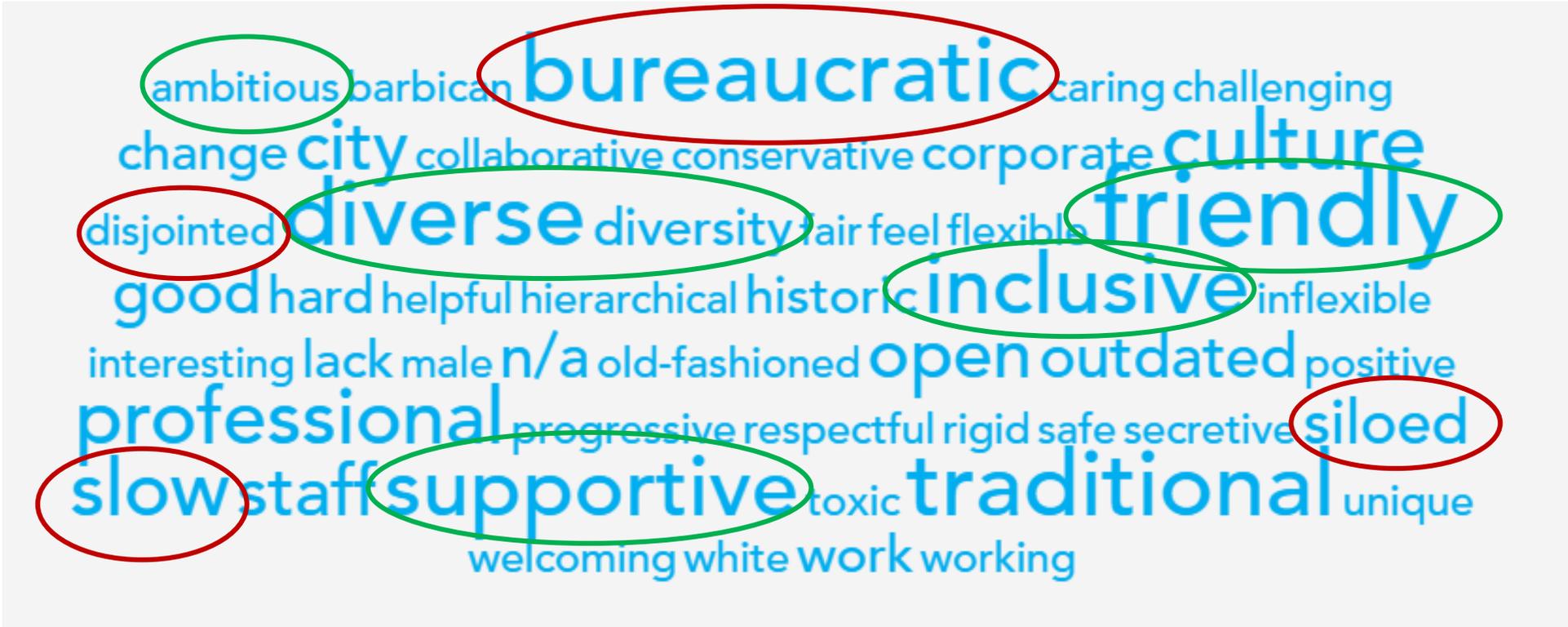
24%

↓ 22 below the Public Sector external benchmark

38% sitting on the fence
AND
a 78 PT spread by Department

WITHIN THIS SUMMARY RESULTS ARE COMPARED TO PEOPLE INSIGHT'S PUBLIC SECTOR NORM

Three words to describe the culture here



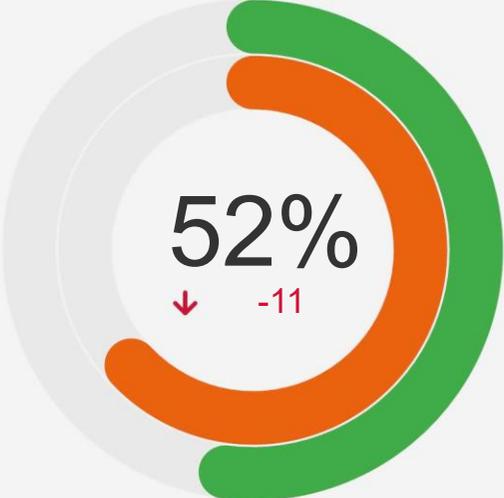


Employee engagement at City of London

Employee engagement represents the deep emotional connection that employees have to their organisation and work. Employees who feel committed, motivated, and are advocating, thrive best and are shown to help create organisational performance. (See: <https://engageforsuccess.org/>)



Items comprising the Engagement score



● Your score ● Public Sector norm

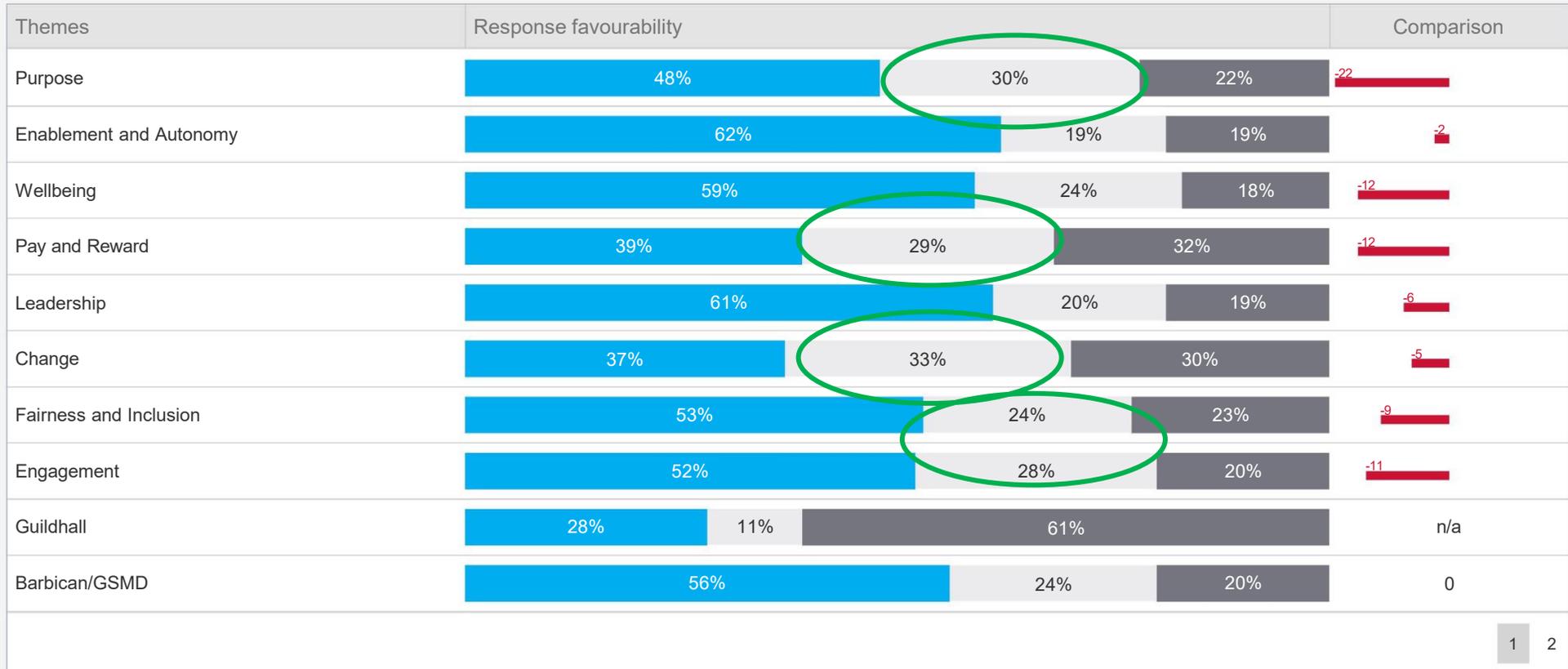
Question	Response favourability			Comparison
I am proud to say I work for the Corporation	65%	27%	8%	-12
I believe action will be taken as a result of this survey	24%	38%	38%	-22
I have a best friend at work	33%	33%	35%	n/a
I would still like to be working at the Corporation in two years' time	60%	25%	15%	-10
If asked, I would say to friends and family that the Corporation is a good place to work	62%	25%	13%	-6
People help and support each other here	68%	22%	11%	-5

● Favourable ● Neutral ● Unfavourable

Theme scores



- All questions scoring lower than the external benchmark
- However, a large 'sitting on the fence' set of responses can be influenced more easily

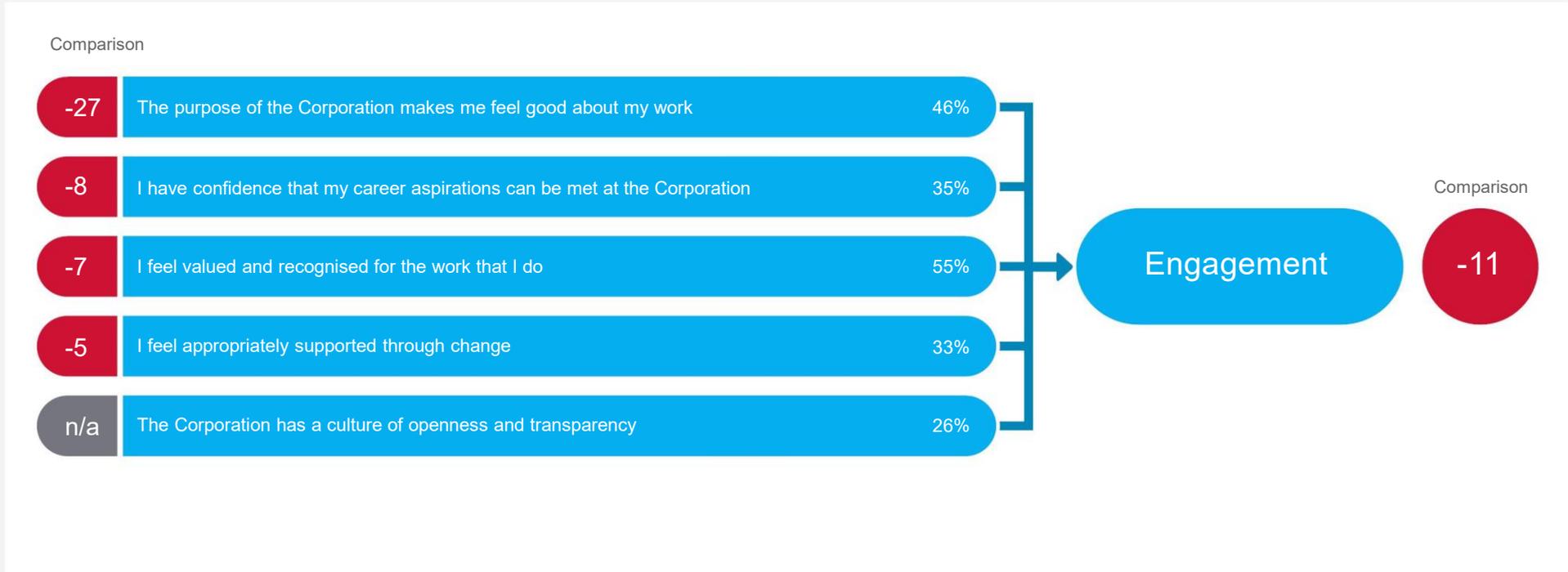


● Favourable ● Neutral ● Unfavourable

Drivers of engagement



- A mixture of contributors factors impacting engagement
- High level - purpose and culture
- Local/personal - intrinsic/extrinsic reward, and support



Top 10

- Positive manager/employee relationship and local comfort with team
- Understanding of aims and contribution towards those aims

QUESTION	RESPONSE BREAKDOWN (■ favourable ■ neutral ■ unfavourable)			Bmk
My line manager treats me fairly and with respect	85%	8%	7%	2%
If I were to make a mistake, my line manager would be supportive in helping me learn from it	82%	10%	8%	0%
I know how the work I do helps the Corporation to achieve its aims	77%	15%	8%	-10%
I feel I can discuss my wellbeing with my manager	77%	11%	12%	N/A
I have the freedom I need to get on with my job	75%	14%	11%	-3%
In my team we are able to have discussions about things that are uncomfortable or difficult	69%	19%	12%	N/A
I understand the aims of the Corporation	69%	21%	11%	-13%
People help and support each other here	68%	22%	11%	-5%
I feel I can be my true self at work	67%	19%	15%	-11%
I am proud to say I work for the Corporation	65%	27%	8%	-12%

Bottom 10

- Although we saw stronger understanding of aims and connection to it, people feel far less informed on how well the corporation is doing against its objectives
- Belief in action and communication following change appearing in bottom 10
- Pay and career shown as weaker scoring areas

QUESTION	RESPONSE BREAKDOWN (■ favourable ■ neutral ■ unfavourable)			Bmk
I know how well the corporation is doing against its objectives	23%	41%	36%	-40%
I believe action will be taken as a result of this survey	24%	38%	38%	-22%
The Corporation has a culture of openness and transparency	26%	34%	39%	N/A
I have experienced some discrimination or unwelcome comments or conduct here (not reversed scored)	27%	18%	54%	N/A
Senior leaders manage change well and communicate this to staff	29%	33%	38%	N/A
I feel the terms and conditions and rewards that I receive is competitive for employers in my field	31%	29%	40%	-10%
I feel that the current performance framework adequately captures my performance	33%	36%	32%	-25%
I feel appropriately supported through change	33%	38%	29%	-5%
I have a best friend at work	33%	33%	35%	N/A
I have confidence that my career aspirations can be met at the Corporation	35%	33%	32%	-8%

Variations between Length of Service groups

	Overall	Less than 12 months	1-3 years	3-5 years	5-10 years	Over 10 years
No. of Responses	1476	146	328	195	260	545
Purpose	48%	54%	48%	47%	45%	49%
Enablement and Autonomy	62%	73%	63%	60%	58%	61%
Wellbeing	59%	70%	62%	59%	56%	55%
Pay and Reward	39%	53%	40%	37%	35%	36%
Leadership	61%	75%	67%	61%	56%	56%
Change	37%	51%	41%	32%	32%	34%
Fairness and Inclusion	53%	62%	55%	51%	50%	51%
Engagement	52%	63%	53%	51%	49%	50%

- Notable drop in engagement and other areas after the first 12 months
- Confidence in career aspirations being met at CoL drop from 53% to 33%
- 3 - 5 years and 5 - 10 years feeling the least supported through change in comparison to other groups

What is the best thing about working for the CoL? (950 comments)

- **People** – supportive, passionate, professional, trusting, diversity
- **The culture and environment** – friendly, open, energised, focus on wellbeing
- **Learning and development**– opportunity for new experiences, freedom to be creative, innovate and contribute to the vision
- **Pride** – prestigious, historical and influential organisation with a positive impact on communities in London
- **Benefits**– Generous annual leave entitlement, flexible working, good pay and pension scheme, central office location
- **The job** – interesting, varied, challenging, fulfilling, stability, job security.

Being constantly inspired by the creativity, innovation and vibrancy of both the people I work with and the place I work in.

*A culture that encourages new ideas and challenging norms;
A culture which seeks to deliver a fairer, more inclusive London*

Staff work with excellence, often willing to go the extra mile. Its a very team-work orientated environment, people are committed to achieving the best results. My colleagues are amazing, approachable, friendly and care about the work they do.

The respect for celebrating traditions and history but embracing modernisation

The salary and working hours. It is a comfortable job, where any resources I need to complete my job effectively are provided. There is a level of prestige working for the City of London compared to other London local authorities and I am proud to be a part of it.

The immense sense of pride we get knowing that we are appreciated and are making a difference - ensuring that the UK remains competitive and London a world leading city.

What one thing would you want to change about working for the CoL? (1023

comments)

- **Diversity** – staff to be more representative of population and different socio economic backgrounds
- **Bureaucracy and decision-making** – increase transparency, improve communication and simplify processes to increase agility
- **Culture and speaking up** – reduce fear and stigma associated with voicing an opinion, ensure everyone is treated fairly and increase wellbeing support
- **Management/leadership** – more supportive and caring, more listening and more inclusive, living by the values advertised on intranet
- **Reward** – feeling valued, listened to and fairly paid.
- **Flexible working policy** – review arrangements and allow employees to manage their work life balance.

There's endless red tape. To do anything takes weeks and weeks where it really shouldn't - and therefore costing us too much too.

Greater openness about the direction and reasons for decisions

Honest communication. We seem to find out more through the grapevine than communications.

We only get to see senior leadership when we have events at the Guildhall. A visible presence would be nice to introduce yourselves to staff, find out about them not just about the business and work, listen to their personal stories or journey. Make them feel comfortable in your presence, listen to their fears and concerns.

Allow more flexible working arrangements depending on the requirements of individual roles. In such a large organisation with a huge variety of services, a one-size-fits-all approach to working arrangements is impossible.

Bureaucracy. In the form of committee structures, project management procedures and financial management. The Corporation would be a much more dynamic and responsive organisation if it removed many of the burdens and obstructions placed on officers.

Show us that our needs and opinions matter, that we are listened to and that our requests for assistance and our ideas for improvements in the workplace are acted upon.

Summary and focus

A hand holding a camera lens, with a circular view through the lens showing a landscape with a road and trees. The background is a dark blue gradient.

Positive highlights



- Connection to the big picture. People not only understand the aims of the organisation but can see how their work contributes to the overall aims.



- Employee and manager. A good relationship is seen between most employees and their managers. A strength to be leveraged.

Recommendations

1. Listening, action, and transparency

An effective listening programme.

Action 1: At a high-level start planning an approach to a **listening strategy**. **When** will you engage employees? On **what** topics? **How** will you hear from them and how will you **feedback**? What channels are available and where are there gaps in dialogue? Who will you engage with at what times? This will help long-term listening and create feelings of inclusion and perspectives being heard.

Action 2: Demonstrate transparency by presenting the survey results back to employees. Use the survey branding and **demonstrate action** as a result of the survey.

Action 3: Share good news and recognition of impact of the work done at CoL. It is easy to lose sight of the positive influence CoL can make when we get stuck in our day jobs.

2. Reward

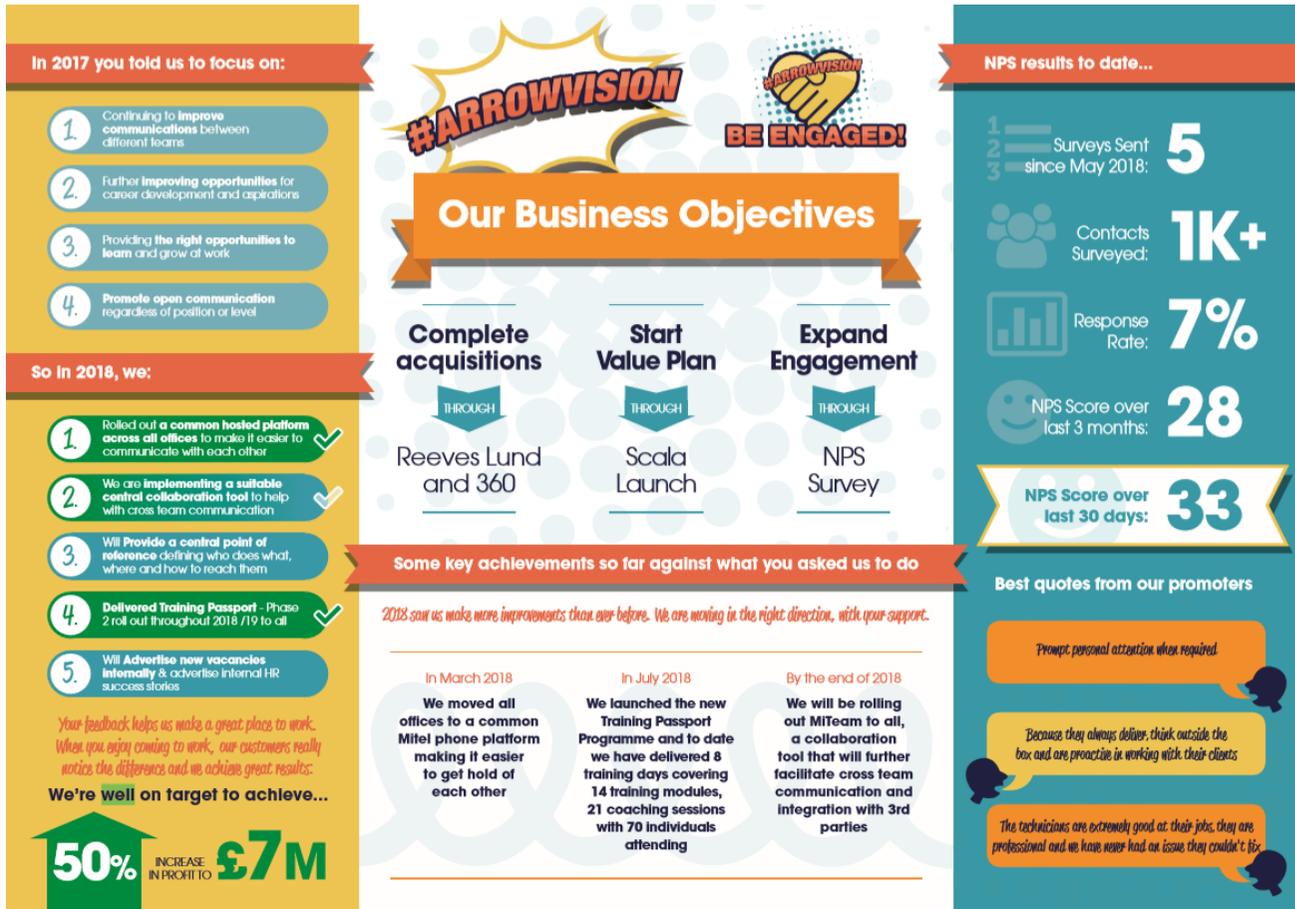
Intrinsic:

1. Ensure career pathways are as clear as possible. Highlighting the achievements and behaviours that should be met in order for an individual to progress.
2. Ensure that 121s (formal and informal) include discussions about the longer term goals of your team members. Whilst it is important to manage current performance, people need a chance to discuss where they want to be heading in the medium term.

Extrinsic: Maintain clarity around pay and performance levels and ensure that these conversations continue to happen with employees.

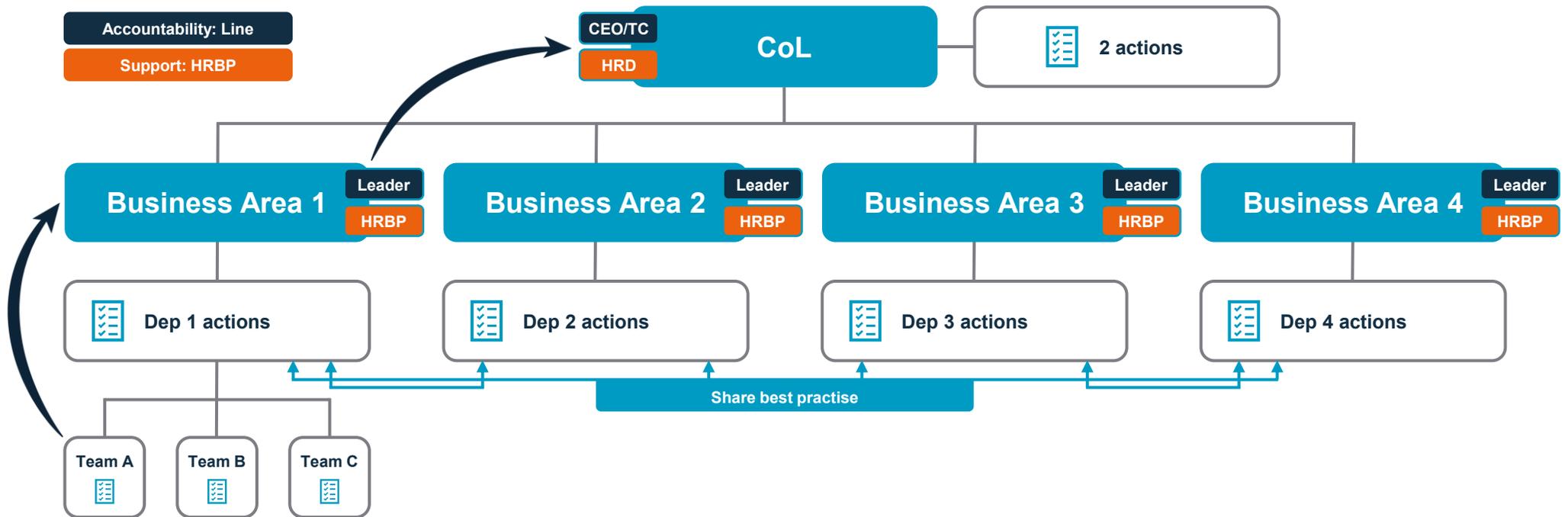
Recommendations

Although people understand the aims and feel clarity in how they fit into the big picture, there is a lack of understanding in how CoL is doing against its aims. **Action:** Create visual displays and communication methods to strengthen people's understanding of how CoL is doing. The more clarity people receive on this the more their sense of purpose also strengthens. This can be distributed quarterly (example below).



Local action planning is key

- The more local action planning gets the better
- Ensure leaders across all levels are equipped and confident in delivering action
- Share learnings, successes, failures



Maintain momentum

Communicate, Communicate, Communicate, Communicate

Action plan

At the overall level and with colleagues at other

Communicate

A summary of these findings to all colleagues: speed & honesty are key (infographic, all staff presentation)

Prioritise

The actions that will have the biggest impact

Inform on progress

'You said . . . we did' – update colleagues on the actions that are being taken

Quick wins

Look for tangible changes you can make immediately

Measure the impact

Of your actions in due course

