

Committee: Corporate Services Committee – For decision	Dated: 17 th January 2023
Subject: 2022 Staff Survey – Progress Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? We have access to the skills and talent we need.	8
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	Not applicable
What is the source of Funding?	Not applicable
Has this Funding Source been agreed with the Chamberlain's Department?	Not applicable
Report of: Dr Marcelle Moncrieffe Chief People Officer	For Decision
Report author: Mark Williams, Interim Assistant Director: Talent & Organisational Development	

Summary

This report provides an update to the Committee on the action that has been taken in response to the findings of the Staff Survey undertaken in April 2022. The report also outlines the proposed approach to undertaking regular pulse surveys in 2023 (up to 6) and recommends that the next Staff Survey is in Autumn 2023 and thereafter annually.

Recommendations

Members are asked to:

- Note the action that has been taken by Chief Officers and that a further report will be brought to this committee in June 2023, providing a further update on progress and the outcomes of Pulse Surveys that are being introduced.
- Agree that the next Staff Survey will take place in Autumn 2023 and thereafter annually.
- Note that there will be regular Pulse Surveys during 2023.

Main Report

Background

1. The last Staff Survey was undertaken in April 2022. The outcomes of the Survey were reported to this committee on 30th June 2022. Key findings from the survey were that while we have a culture of high job engagement, employees have lower levels of engagement with the City Corporation as an employer. The sentiment expressed by colleagues in Institutions was that they do not see themselves as part of the wider organisation. The engagement score was 52% across the whole corporation.

Current Position

2. The presentation provided at Appendix A sets out in detail the action that has been taken in response to the survey corporately and at a departmental level.
3. Chief Officers were supplied with the findings at departmental and service level. This has enabled them to respond to the key findings and discuss them with colleagues and develop improvement plans.

Barbican

4. Senior Leaders at the Barbican have also requested that Member are advised that the survey structure did not align well with the Barbican's organisational arrangements. They felt that more extensive involvement in the construction of the questions would have been beneficial, noting that they did review the questions in advance and also provided specific Barbican questions for inclusion. They believe this would have mitigated the issue of staff feeling that the survey was not relevant to their day-to-day work. This has been a feature of the staff feedback. Senior leaders have been proactively addressing the results of the survey since August 2022. Local action plans were developed in October 2022 and further follow up is taking place this month. Detailed information on the action taken is provided in Appendix A.

Proposals

5. Members are asked to note the action taken by Chief Officers. It is proposed that a further report is brought to the committee in June 2023 providing an update on progress and the outcome of Pulse Surveys undertaken.
6. Careful consideration has been given to whether a Staff Survey should be undertaken this April. Significant organisational change took place throughout 2022 as a consequence of the implementation of the Target Operating Model and services in many areas are still building their new teams. This has led to actions and the organisational response to the staff survey not being as swift as it should have been. We also wish to work collaboratively with Institutions in the development of the next survey to ensure the survey will meet their needs. It is

also important to highlight that achieving enduring organisational and cultural change does not happen quickly so it will take time to see evidence of improvement. For these reasons, it is proposed that the next Staff Survey is undertaken in the Autumn of this year and thereafter annually. This will allow time to embed change and improvement in organisational performance.

7. It is proposed to undertake regular short pulse surveys in 2023 linked to organisational improvement priorities. This will ensure we are getting staff feedback to inform key areas of development. The first pulse will be on reward and recognition which is a key organisational priority for 2023/24.

Corporate & Strategic Implications

Strategic implications – This proposal will support our priority to manage more effectively the skills and talent we have in our workforce and improve retention and employee engagement.

Financial implications – Currently there is no allocated budget to cover the cost of commissioning the Annual Survey. The costs will therefore need to be met from the HR Budget for 2023/24.

Resource implications - None

Legal implications - None

Risk implications – The recommendations are considered to be low risk.

Equalities implications – It is essential that both the Staff Survey and Pulse Survey allow employees to disclose their protected characteristics anonymously. This will be included in all future surveys. This then enables analysis of the findings by protected characteristics to identify trends and any underlying issues of disproportionate impact.

Climate implications - None

Security implications – None

Conclusion

8. The report provides an update on the work undertaken to date by Leaders in response to the Staff Survey and recommends that the next full survey is undertaken in Autumn 2023. Short pulse surveys will take place during the first part 2023 and the results from these surveys will be reported to the Committee.

Appendices

Appendix A – Staff Survey Presentation

Mark Williams

Interim Assistant Director: Talent and Organisational Development

E: mark.williams@cityoflondon.gov.uk

T: 07513 703255