Progress report
2022 Staff Survey

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Summary

- Re-cap of key survey Findings

- Action we are taking across the whole organisation

- Action taken by Departments

- Next Steps

Key messages from Staff Survey

Our scores against our five drivers of engagement.

Impact	Question	Theme	Response favourability			Comparison
◎	The purpose of the Corporation makes me feel good about my work	Purpose	46%	39%	15%	-27
◎	I have confidence that my career aspirations can be met at the Corporation	Pay and Reward	35%	33%	32%	-8
◎	I feel valued and recognised for the work that I do	Pay and Reward	55%	20%	25%	-7
◎	I feel appropriately supported through change	Change	33%	38%	29%	-5
◎	The the Corporation has a culture of openness and transparency	Purpose	26%	34%	39%	n/a

While we have a culture of high job engagement, employees have lower levels of engagement with The City Corporation as an employer. Colleagues in institutions do not see themselves as part of the wider organisation

Corporate Action Summary

Leaders ensuring, they are more visible

New Learning offer introduced to increase Managers skills

Planned Corporate roadshows "a conversations with"

New work styles being introduced from January 2023 -

Leaders discussing the survey with their teams and taking action

New Gild catering service will be introduced April 2023

Increased HR capacity to support engagement and improve culture

Focus groups arranged and carried out by L&OD and ED&I

51% — Response rate 1476 employees 51%

52% — Engagement index 52%

55% — Valued and recognised for work 46%

26% — Culture has open and transparency 26%

55% — Valued and recognised for the work I have done 55%

33% — I feel appropriately supported through change 33%

Wellbeing programme introduced

Reward - refresh commencing

Develop an overarching engagement & communication plan

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Learning & Development

A new suite of managers training programmes to be introduced so support manager development

New Managers induction programme to be introduced

New Quarterly Induction Event for new starters with guest speakers from the Executive Leadership Board

Review of onboarding of new staff

Review of learning and development offer

Utilizing the apprenticeship levy to upskill staff where there are skills gaps

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Communication & Culture

Ensure a consistent and transparent approach to reporting and measuring delivery against aims and objectives in Corporate Plan

Openly reporting progress on action plans, with mention of what we cannot act on at this time.

Drive an ambitious culture where staff feel included and valued.

Promote employee wellbeing by working with managers

Develop an overarching engagement and communication plan

People strategy will set out organisational commitments and priorities

Departments were asked

Share the departmental results and disseminate to staff

Discuss survey and build departmental action plan

Feedback you said we did action to department and HR

Barbican

You Said	We Did/Will
Need to better define the Barbican's purpose and values and make sure everybody understands how they contribute to the	➤ We launched our new Purpose and Values in December after extensive engagement and consultation with staff, management team and members at an All-Staff briefing and has been communicated via our key communication channels. ➤ This will subsequently inform our internal processes including recruitment, onboarding, and performance management.
Need for dedicated leadership focus around the People and EDI agenda	➤ The key roles of Director of People, Culture and Inclusion and Head of EDI recruited.
Need for better, more proactive and planful communications	➤ Communication strategy developed reaching all business areas and recruitment into key roles
There is 'distance' between directors , CEO and Staff	➤ Coffee with Claire (CEO)' sessions initiated which have been and continue to be well attended ➤ All Staff Briefings ➤ Regular Staff Bulletin with relevant features
Need for more effective and efficient ways of managing our Casual Workers	➤ All casual workers are now using 'Parim' for scheduling ➤ Casual workers handbook developed – currently seeking feedback ➤ New starters competing 'One Team' training modules
Need for an inclusive culture and proactive responses to 'Barbican Stories'	➤ All employee event, which we now do as an 'all staff briefing' every quarter on a range of people topics ➤ Launch of Zero Tolerance (ZT) Statement with training being rolled out ➤ Race and Ethnicity Development Programme for Directors ➤ Development of EDI strategy starting with an assessment of EDI maturity
Clearer/Simpler ways to raise concerns	➤ Bullying and Harassment guidelines revised through consultation with CoL ➤ The 'Raising a Concern' guidance has also been incorporated into the new ZT statement

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Chamberlain

You Said	We Did/Will
My opinion is sought on decisions that affect my work 49% positive 27% Neutral and 24% Negative and 8% behind the corporate average	➤ A series of workshops has been held with all staff in small groups to identify transformation needed. These have been to gain views and insight from the whole team as to what needs to change in the future to ensure the department is fit for the future. This is with an aim to streamline processes creating efficiencies and also to remove frustrations for members of the team. ➤ An all staff event has also been held to establish jointly our culture and values
I am kept well informed about big changes at the Corporation 60% positive 23% Neutral and 17% Negative and 12% above the corporate average	➤ Chamberlain continues to have monthly all staff calls. ➤ Refresh of our departmental intranet. ➤ Weekly email from the Chamberlain to all staff. ➤ Team meetings are held regularly. ➤ Although 1-2-1 meetings are held regularly, this has not been consistent throughout the whole department over the last 12 months, especially given high vacancy levels.
I have the right opportunities to learn and grow and can access the training and development I need to do my job 60% positive 23% Neutral and 18% Negative and 1% behind the corporate average	➤ A new Learning and Development programme is under development. ➤ Learning champions have been appointed and charged with finding gaps and ways in which to plug them. ➤ A departmental learning page is being drawn together to draw all resources to one place and allow easy access to training.
A call was made for a more flexible home working arrangement and for the Guild to be reopened with a food offer to staff	➤ We have been feeding into the corporate Workplace Steering Group and the Workplace Co-Ordinator Group.

Chamberlain

You Said	We Did/Will
Following the pandemic there had been a view that we don't get to spend much time together or meet people we wouldn't usually in the usual workday.	➢ We have held a Chamberlain's Summer Social and a pre-Christmas lunch reception within our department to give the team an opportunity to network with people they wouldn't usually through the busy workday.
I believe action will be taken as a result of this survey 22% positive 33% Neutral and 45% Negative and 2% behind the corporate average	➢ Following this survey actions and plans have been taken/made as detailed here ➢ We are also working on follow up actions from our all-staff event and will be publishing regular updates on what has been done via our Departmental intranet the Chamberlain's all staff calls and the Chamberlain's weekly note.
Our Culture enables diversity of thought and people to thrive 40% positive result 43% Neutral 18% Negative and 3% behind the corporate average – this is unacceptable our culture should allow for people to think differently and give them space to thrive.	➢ SLT is to draw this concern into the transformation project under the culture workstream. ➢ SLT have been and will continue to make links back to this in the transformation work that we do. This has been carried out through a series of workshops that focus on what needs to change and the culture that we require to do this. ➢ This cultural issue will also be tackled through encompassing this into the Chamberlain's principles or required behaviours.
I have experienced some discrimination or unwelcome comments or conduct here 53% positive 24% Neutral and 23% Negative and 1% behind the corporate average	➢ Reinforce with line managers the need to tackle head on issues of discrimination, unwelcome comments etc – and to do so openly where possible. ➢ Refer to members code of conduct. ➢ Call out culture to be build and SLT to model these behaviours.

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Children and Community Services

You Said	We Did/Will
Better communication and visibility of senior management where staff work, not just at large events in the Guildhall.	➢ All new members of staff in the People Directorate attend the People Senior Management Meeting to meet all the Heads of Service. ➢ People's Assistant Director introduction with all new starters and Assistant Director attendance at team meetings. ➢ Housing Senior Management Team have introduced processes to enable staff at all levels to discuss concerns/ideas with Senior Managers to ensure that their voices are being heard. This includes group meetings between staff and the Assistant Director ➢ In the Libraries department new meeting structures have been established to increase communication and ensure people are sharing information across all levels
The way performance is monitored, there is no reward for those who consistently perform and contribute.	➢ A new appraisal system has been implemented across all departments within Community and Children's Services. ➢ Increased focus on staff and department achievements and success in departmental communications (The Buzz) with targeted briefing on specific issues ➢ The Housing Department is carrying out a number of independent external reviews of parts of the service to help identify improvements that we can make to the services we provide that will not only enhance the customer experience but also, will help us address staffing matters such as morale, disparities in workloads, out-of-date Job Descriptions, support mechanisms ➢ Developed and implemented the People Directorate Anti-Racism Practice Standards. Other departments within CSS are looking to implement the standards in their own departments.

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Children and Community Services

You Said	We Did/Will
Improve IT.	➢ IT services in Education are to come back in house to boost the effectiveness of the IT service provision. ➢ All staff in Education have been moved to Surface Pro devices. ➢ The Barbican & Community Libraries Senior Management Team continue to escalate and pursue issues related to the different IT requirements of a frontline service
The pay system does not reflect modern living standards.	➢ A general pay settlement occurred in October 2022 and was welcomed. A review of pay structures is occurring
The TOM has not been handled well as people are still awaiting results of this. Surely the corporation warrants permanent contracts as currently FTC are to unpredictable and unstable.	➢ Children's and Community Services is moving away from the culture of 'temporary recruitment' that was effectively imposed as part of the TOM process, which gives more certainty to staff (and customers) and helps address some issues of low morale. ➢ The new agreed TOM structures have been implemented and, although it is still relatively early days, this is starting to have a positive impact on staff and service delivery
Poor Induction training	➢ All new staff in the People Directorate receive formal induction which includes meeting with the Assistant Director of People. ➢ In Housing, all new members of staff are given more relevant induction training particularly, in relation to meeting with members of the Housing and Barbican SMT (including the Assistant Director)

Children and Community Services continued

You Said	We Did/Will
A canteen. Pre pandemic this was a lifesaver to have an area where there are comfortable chairs and coffee tables where you can relax and chat with colleagues.	➢ Gild dining café facility is being reinstated. This was something colleagues indicated that they really missed.
Lack of flexible working in comparison to other teams (e.g. purchasing of annual leave, working from home)	➢ The new workplace attendance arrangements 'workstyles' have clarified the position of all posts and allowed for some greater flexibility around some posts

Comptroller& City Solicitors

You Said	We Did/Will
Pay & Reward:	➢ Current ongoing benchmark with comparator organisations to validate the comments. ➢ Positively engage with the HR led pay and reward project in 2023.
Guildhall	➢ Engage with the Guildhall Refurbishment project. Relay comments of inequality between North Wing floors that have been refurbished and the 5th floor NW which has not
Learning & Development	➢ Manage the transition to a new Senior Management Team following two key retirements in 2023.
EDI (at a team level)	➢ The creation of a C&CS Equalities Group – this has delivered several successful pragmatic outputs to support Equality, diversity and inclusion ➢ C & CS Equalities Group safe space anonymised e-form to raise ED&I concerns to SMT for action and redress ➢ Issue raised of lack of openness to discuss issues at team level to be addressed by further training developed by C&CS Equalities Group endorsed by SMT

Corporate Strategy & Performance

You Said	We Did/Will
Wellbeing:	➢ We are planning on giving a full update/presenting an action plan at the Team Planning Day. We are currently developing what we will cover then, but it will likely include signposting/a full run-down of the myriad of resources the Corporation provides.
CoLC Knowledge Building	➢ To date we have had Bridge House Estate and Climate Team join our weekly meeting for an info share on their area. In the pipeline is info share from the team running the Lord MayorsAppeal, as well as an afternoon info share with City Surveyors Team. ➢ We pulled together a list of acronyms and shared it with the team. Members of the team have been adding to the list. Going forward the plan is to place the list on the intranet and maybe include it in the new starter induction pack.

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Environment

You Said	We Did/Will
Communication can be improved	➢ Each division created a brochure outlining their roles and responsibilities, for Members and available on the departmental SharePoint ➢ Established the Communication Working Group ➢ Launched monthly newsletter ➢ Internal Communication Strategy agreed by SLT ➢ All Directors will hold all staff meetings at least twice a year ➢ New monthly Asst Director briefings for cascading/sharing information and updates ➢ New departmental SharePoint site soft launch ➢ Posters with key messages circulated more widely and efficiently through comms WG ➢ Who's Who briefing for Members which provides a summary of Senior Officers roles and responsibilities. This has also been added to SharePoint for everyone's information ➢ Executive Director and Asst. Director (Business Services) visits to satellite sites ➢ Staff Comments Inbox launched
Better Access to training	➢ Commitment for ILM programme to be available to all staff, regardless of location (ILM2 launching September) ➢ Manager bitesize training sessions offered to new managers
Wellbeing	➢ Reminded staff of EAP with new poster ➢ Updated First Aider and Mental Health First Aider posters ➢ Relaunch of Health, Safety & Wellbeing Working Group ➢ PHPP – Step's Challenge (September)
Health & Safety	➢ DSE Assessment review ➢ New department wide H&S Manager is in post ➢ H&S Visits to satellite sites

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You Said	We Did/Will
51% are proud to say they work at the City of London Corporation (with 40% neutral and 9% not proud) •58% would recommend to friends and family that the City of London is a good place to work (32% neutral, 11% would not) •59% would still like to be working at the Corporation in two years' time (26% neutral, 14% would not) •73% agreed with the statement 'People help and support each other here' (17% neutral, 10% did not agree) •67% agreed with the statement 'I have the right opportunities to learn and grow and can access training and development' •83% agreed with the statement 'My line manager treats me fairly and with respect' (7% neutral, 10% disagreed) •82% agreed with the statement 'If I were to make a mistake, my line manager would be supportive in helping me learn from it' (8% neutral, 11% disagreed) •77% agreed with the statement 'I feel I can discuss my wellbeing with my manager' (7% neutral, 16% disagreed) •73% agreed with the statement 'I have the freedom I need to get on with my job' (17% neutral, 10% disagreed) •72% agreed with the statement 'Leaders understand that diversity is critical to our future success' (17% were neutral, 11% disagreed) •62% agreed with the statement 'I am able to effectively work across different departments to collaborate on projects' (18% neutral, 20% disagreed) •58% agreed with the statement 'If I raised a concern about discrimination, I am confident the School would do what is right' (29% neutral, 14% disagreed) •50% agreed with the statement 'Our culture enables diversity of thought and people to thrive' (29% neutral, 21% disagreed) •24% agreed with the statement 'I have experienced some discrimination or unwelcome comments or conduct here' (16% neutral, 60% did not) •64% agreed with the statement 'It is safe to speak up and raise concerns here' (23% neutral, 14% disagreed)	➢ While many of the School's results here were more positive than those for the overall City responses, in some cases up to 15% more, it is clear there is still much work to do in this area and the School's leadership will be feeding these responses into its ongoing equity, diversity and inclusion (EDI) work, which includes a commitment to long term and ongoing staff training, as well as continuing to work closely with the EDI Committee on key aspects of the School's operations. ➢ Our incoming Head of EDI and Head of HR will also be reviewing policies, processes and use of language in official communications, in close collaboration with the School's senior leadership team.

Innovation and Growth

You Said	We Did/Will
Improve Change Management:	➢ We will: begin now with a different approach on the next major change piece, the office move, by seeking to be transparent, inclusive and as pacy as possible. Learning the lessons, to be applied to the next change projects. ➢ We are using the survey results to feed into planning for the office move
Improve investment in your career, learning and development, diversity and inclusion, working conditions and other related areas	➢ We will: regularly check with teams what will make the biggest differences over the coming months so we can continue to focus on them ➢ We are running the cross-IG (FPS)survey action group to establish what next steps ➢ We are setting up follow on sessions to focus on the L&OD offer for innovation and Growth

Operations

You Said	We Did/Will
Pay & Reward	➢ Carry out a complete review of the Corporation's reward offering ➢ Thanking people for the work they do and a job well done ➢ Recognition of challenges overcame. ➢ Appraisals and workstreams linked to business and strategic plans
Communication could be improved	➢ DITS team fortnightly all-staff open and honest two-way dialogue ➢ Regular 121s with line manager to support and develop trust in relationships, friendly catch ups, leading change and championing team strengths ➢ Have in-person HR staff engagement sessions ➢ Weekly Teams messages covering events, changes and achievements (DITS) ➢ Newsletters, process mapping ➢ Reinvented HR huddles ➢ Bi annual HR Away Days (first one June 2023) ➢ Commercial division coffee morning ➢ DITS meetings with key stakeholders across organisation with a view to reinstate a strategic board
Our service could be improved	➢ Create a staff induction ➢ Update and modernise systems, upgrading i-Trent, simplify internal processes ➢ Upskill line managers in people management and increase delegations to departments ➢ Replace broken equipment

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Operations, continued

You Said	We Did/Will
Developing Staff / No clear career paths	➤ Upskilling of current managers – performance management, KPI workshops, greater accountability in local business plans, dedicated assurance programme ➤ Launch team and individual learning and development plans ➤ Sessions with management team to discuss succession planning and mentoring ➤ Ensure suitable apprentices are supported if they wish to apply for full-time employment roles ➤ Health & Safety created a new role with L6 training development and CPD opportunities
Lack of visibility and diversity of senior leadership	➤ New Commercial team launch event attended by COO and senior member ➤ Initiated divisional team meetings which the COO is invited to attend and SMT catch ups ➤ Removed unconscious bias from JDs and adverts ➤ Communicate expectation for new Town Clerk to visit markets and departments
New teams need help understanding their purpose	➤ New teams had session where they discussed survey as a team ➤ Established regular team meetings ➤ Commissioned Project Governance review ➤ Markets – matrix management structure created to bring consistency and spread good practice and challenging current ways of working
Better support through change	➤ Involve and communicate change to bring team along at a pace ready to adopt and thrive. Honesty in communication. ➤ Listen to feedback and take action where possible, acknowledging what is not possible.

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Remembrancers

You Said	We Did/Will
Staff should have more autonomy	➤ We will provide one-to-one discussions, training and personal development to help equip staff and facilitate more collaborative working ➤ As a result of the TOM we have created a new Head of Events Strategy role – this will include consideration of opportunities to standardise and streamline processes
Staff should have more autonomy	➤ Additional members of staff have been recruited to the Private Events and Parliamentary teams ➤ We will continue to work with HR to ensure vacant posts are filled as quickly as possible
Communication could be improved	➤ Whilst the comments seem to relate to central comms, we have retained the more regular office catch-ups instigated during the pandemic (moved to bi-weekly) ➤ We are re-instating the bi-monthly office visits and will utilise the opportunities these provide to discuss relevant topics across the whole office
There are barriers to progression (including salary progression) and development	➤ Whilst this is a factor of a small office, we will review the possibility of re-grading certain roles as career grades and take action as appropriate ➤ We will ensure that opportunities for development are promoted across the teams
Not enough desks in the Department	➤ We have increased the number of desks available ➤ We will ensure that the unique requirements of the department are reflected in the planning of the Guildhall Refurbishment project

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Surveyors

You Said	We Did/Will
Pay & Reward:	➤ We're inputting into the corporate Pay and reward Review, representing your views to ensure our market is considered. ➤ The Pay and Reward Review will start in 2023 and we will contribute to the project.
Workplace flexibility:	➤ We are engaged in the 'workplace posture' review programme and represented thoughts of the department into this group. ➤ New workplace attendance arrangements were announced in November offering staff greater flexibility and autonomy
Reducing Bureaucracy	➤ We have been involved in developing the Terms of Reference for the project governance review ➤ Increased Scheme of Delegations means we no longer have to report as much to Committee for approval ➤ The Project Governance Review started on 14 November, with a commitment to involve staff in the process

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Next Steps

Introduce Pulse Surveys to seek staff views regularly on key issues. Up to 6 surveys per year

Departments to continue to develop action plans and monitor progress

Conduct next staff survey in Autumn 2023. This allows time for change to be embedded and progress measured

Executive Leadership Board and Corporate Services Committee to receive progress reports every 4 months.

Pulse survey topics will focus on key improvement & change priorities for the organisation

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First Pulse Survey

The first pulse survey will launch in January and will focus on Reward & Benefits.

Will provide valuable insight to help inform reward project

Exploring inclusive rewards for employees outside Guildhall and homeworkers

Exploring what type of benefits and recognition employees value most

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Thank You