

Committee(s): Equality, Diversity and Inclusion Sub-Committee – For Information	Dated: 7 March 2023
Subject: Employee engagement and the all-staff survey results 2022	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5, 8
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Emma Moore, Chief Operating Officer	For Information
Report author: Ms. Saida Bello, Director of Equality, Diversity and Inclusion, EDI directorate	

Summary

In May 2022, the City of London Corporation (the CoLC) conducted an all-staff survey to receive feedback from staff. This was the first time in five years that the all-staff survey had been conducted. The Corporate Services committee Members recommended that there be further discussions with staff to delve deeper into the all-staff survey 2022 results.

In October 2022, the EDI directorate conducted four focus groups to discuss the all-staff survey results. The insights gained from the focus group sessions were subsequently shared with participants, staff networks and senior leaders. The satisfaction rate for the focus group sessions was over 80%.

The EDI directorate now recommends ongoing engagement with staff through focus group sessions and workshops at least every 6 months. This will form part of a written EDI communications plan and will include quarterly EDI events. The proposed engagement plan is likely to increase staff survey response rates (currently 51%) and staff engagement scores (currently 52%). The lowest score in the 2022 all-staff survey was on the likelihood of taking action on the survey results (24% score).

Members are asked to note and endorse the EDI directorate’s approach to increasing employee engagement through regular focus group sessions and workshops to strengthen the employee voice and increase engagement.

Recommendation(s)

Members are asked to note and endorse:

- The EDI directorates all-staff survey engagement plan 2022

- The departmental all-staff survey Action Plans collated by HR and shared with Corporate Services committee Members in January 2023

Main Report

Background

1. According to the Chartered Institute of Personnel and Development (CIPD), employees who are managed well are happier, healthier and more productive. Components of engagement are believed to include: engagement with work, organisational commitment, organisational identification and work motivation. Furthermore, CIPD research has found that employee engagement is important because it drives productivity, creativity, and innovation. (CIPD, Employee engagement and motivation factsheet, 2021).

Current Position

2. The CoLC's launched its first all-staff survey in five years in March 2022. The headline results included:
 - 51% overall response rate
 - 52% engagement score (this score is based on six specific questions)
 - The lowest score (24%) was on the likelihood that action would be taken as a result of the all-staff survey
3. The all-staff survey 2022 included positive feedback from staff around diversity at the CoLC and pride in working for such a unique organisation. However, work needs to be done to increase overall engagement levels to ensure that the CoLC will regain its status as an employer of choice.

Best practice

4. In line with best practice, the EDI directorate organised focus group sessions open to all staff to delve deeper into the all-staff survey results. The sessions led to discussions in areas highlighted by staff in one-to-one interviews with members of the EDI directorate.
5. The results of the four focus group sessions were anonymised and shared with participants, staff network chairs and senior leaders. A copy of the anonymised focus group session notes are attached to **Appendix 1**.

Taking action on the all-staff survey results

6. One of the insights gained from staff is that they had not previously been invited to focus group sessions in the past. Moving forward, staff indicated to the EDI directorate that they are interested in regular opportunities to engage and to share their opinions.

Appreciative inquiry question

7. One of the questions staff were asked was an appreciative inquiry question about where they would like the CoLC to be in three years' time. The responses to the appreciative inquiry question can be found in **Appendix 2**.

EDI directorate employee engagement plan

8. Consequently, the EDI directorate has put together an employee engagement plan which is attached to **Appendix 3**. The action plan includes facilitating engagement focus groups or workshops every 6 months. The EDI directorate will also organise quarterly engagement events such as roads shows, training and team meetings which will be included in its internal communications plan.
9. The EDI directorate has set itself an aspirational target to increase both staff survey response rates and overall engagement score **by at least 5 points** at the next all-staff survey. This aspirational target will be discussed with departments and institutions at EDI quarterly liaison meetings.

Departmental Action plans

10. Most departments have also reviewed their all-staff survey results and are taking action. Departmental Action Plans collated by HR and shared with Corporate Services committee Members in January 2023 are attached. (**Appendix 4**)

Our future aspirations

11. Our aspirations include the City of London Corporation being recognised as an employer of choice and one of the UK's 100 best employers. The benefits of being an employer of choice and a top employer is that it would enable the City Corporation to attract the best global talent in line with the vision set out in the City Corporation's Corporate Plan 2018 to 2023.

Corporate & Strategic Implications

Strategic implications

This report is aligned with outcomes 1, 2 3, 4, 5 and 8 of the Corporate Plan 2018 to 2023. It is also aligned with the CoLC's Social Mobility Strategy 2018 to 2028 and other Strategic Plans.

Resource implications –The project led by the EDI directorate is cross-cutting and it will have resource implications for all CoLC departments, services and institutions. Consequently, each department and institution should consider the human and financial resources required to achieve the Equality Objectives of the CoLC and to comply with the CoLC obligations under the Equality Act 2010 and related regulations.

Legal implications – The Public Sector Equality Duty (Section 149 of the Equality Act 2010) is supported by the specific duties regulation which requires public bodies to set themselves,

specific and measurable equality objectives every four years. This proposal will enable the CoLC to comply with its obligations and specific duties regulations mentioned in the Equality Act.

Risk implications – The risk of non-compliance with the Equality Act 2010 and related regulations includes reputational damage and the possibility of the proceedings being brought by the Equalities and Human Rights Commission.

Equalities implications – The report will contribute to the the CoLC ability to comply with the Equality Act 2010 and the Public Sector Equality Duty under Section 149 of the Act.

Climate implications – N/A

Security implications – N/A

Conclusion

12. The EDI Sub-Committee are asked to note and endorse ongoing plans by both the EDI directorate, departments and institutions to increase employee engagement. The EDI Sub-Committee are also asked to note that the all-staff surveys are due to be launched by the HR department in Autumn 2023.

Appendices

- Appendix 1 – EDI directorate focus group notes
- Appendix 2 – Appreciative inquiry question
- Appendix 3 – EDI directorate employee engagement plan
- Appendix 4 – Departmental and Institutions Staff Survey Action Plans

Background Papers - None

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