

EDI Focus Groups – Focus Group 2

Equality, Diversity and Inclusion Directorate – October 2022

Facilitators

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City Corporation Vision



Our Vision

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK.



City Corporation Corporate Plan 2018 to 2023

The **Corporate Plan** sets the vision & direction for the City Corporation, providing a 'golden thread' for all we do:

Contribute to a **Flourishing Society**

People have good health and wellbeing, equal opportunities to enrich their lives/reach their potential and feel safe in cohesive communities that have the facilities they need.

Shape **Outstanding Environments**

Clean air, land and water, sustainable natural environment and spaces that are secure and well maintained. Inspiring enterprise and are digitally and physically well connected.

Support a **Thriving Economy**

The best legal and regulatory framework, a global hub for innovation, businesses are trusted and socially responsible and can access skilled and talented people.

What we will cover

This presentation will cover all the results from focus group session that took place on from **Tuesday 25th October 2022**. 29 participants attended this session.

Focus Group Questions 1-7

- 1) What do you think the barriers are that prevent staff from completing the staff survey? (only 51% completion rate).
- 2) In your experience, what are some of the reasons why staff have a low belief that we will take action on the staff survey results (24%)
- 3) How could we manage change better at the CoLC?
- 4) And how could leaders support you better through change ?
- 5) What do you consider to be our shared purpose and vision at the CoLC?
- 6) How could we increase and improve and different channels of communications?
- 7) Which values would you recommend that we adopt as our shared organisational values?

Question 1: What do you think the barriers are that prevent staff from completing the staff survey? (only 51% completion rate)

Appendix 1

Concerning this question staff reported the following:

- They did not receive emails informing them of staff survey and were not aware that it was live.
- They believed that staff surveys were just a tick box exercise and this demotivated them when it came to completing this particular one.
- The purpose of the survey was not explained to them and for this reason they had a lack of belief when it came to completing it.
- They feared they would be identified through survey results.
- The TOM had a huge impact on their morale and this impacted the survey completion rate.
- The aim of the survey was not promoted and therefore employees were unsure about its purpose
- More communication and engagement surrounding staff survey was needed, not just intranet pages

Question 2: In your experience, what are some of the reasons why staff have a low belief that we will take action on the staff survey results (24%)

Concerning this question staff reported the following:

- They have not seen evidence of the City Corporation taking action following the results of previous staff surveys.
- They want to feel that their opinions are taken notice of and acted upon, which has not happened in the past and essentially felt the survey was a tick box exercise.
- Some employees mentioned that they had not be able to see their departmental level results so help to access this data is needed
- They stressed that even if the City Corporation was unable to act on some of the survey results, acknowledgement of the questions the Corporation was unable to act on is essential.
- They wanted to be cited when actions were made as a result of employee voice systems and processes. This would improve staff morale and empower employees to be part of the City Corporation's culture change programme

Question 2: In your experience, what are some of the reasons why staff have a low belief that we will take action on the staff survey results (24%) – Contd.

Concerning this question staff reported:

- They cannot see where action has been taken as a result of previous staff surveys
- Employee need to see evidence of where action has been taken and even if leaders are not able to do it immediately by providing timescales for these initiatives, they can rebuild trust with the workforce
- Communication requires improvement at the City Corporation
- They feel frustrated, ignored and feel that their feedback is not used
- They felt that during the TOM process there was no communication, honesty or updates to alleviate their concerns
- Concerns were raised surrounding the future of the City Corporation post TOM
- Some employees viewed communication at the Corporation as 'very poor' and felt it was too passive. They asked for more regular and improved comms from senior leaders.
- The cost of living crisis has presented significant economic challenges for staff and has had a huge impact on their mental health and wellbeing.
- They requested more visibility from ELB that would reduce the distance felt between employees and senior leaders.
- More direct communications are needed not just intranet and emails to employees.

Questions 3&4 :How could we manage change better at the CoLC? Or how could leaders support you better through change

Concerning this question staff reported the following:

- In terms of flexible working employees wanted the working policy to incorporate the needs of employees that work from home into the policy
- Employees also expressed their concern with the level of information required due to the TOM and that senior leaders needed to support staff better during this process.
- There is a high volume of member based decisions which leads to slow, bureaucratic processes and makes it difficult to pass new policies, processes, and procedures.
- Staff felt it was the responsibility of managers during change (i.e TOM) to support the mental health of employees.

Question 5: What do you consider to be our shared purpose and vision at the CoLC?

Purpose

Staff believed the purpose of the City Corporation was as follows:

- Making the square a great place to live and work
- Serving the people and wider community

Vision

Staff believed the vision of City Corporation should be:

- To be the best place to live and work
- Represent the City's interest internationally
- Socio- economic leader in greater London
- Safe City
- Social Mobility
- To be a competitive place to work with lots of professional opportunities
- Culture Mile promoting the Arts

Question 5: What do you consider to be our shared purpose and vision at the CoLC?

Concerning this question staff reported the following:

- They wanted clarity surrounding the name of the City Corporation as the organisation has been called a number of different names – is it the “City Corporation, “the Corporation of London” or “the City of London Corporation”
- They wanted to see the inclusion of a Corporate induction course that established the vision for the City Corporation and provided staff with a shared feeling of purpose. This could be rolled out by HR.
- They want the City Corporation to explain the importance of the role the Institutions play in the Square Mile to promote a shared feeling of purpose and vision

Question 6: How could we increase and improve and different channels of communications?

Appendix 1

Concerning this question staff reported the following:

- Communication is not brilliant
- There is a responsibility for managers to give information to staff
- Some managers are better at keeping staff in the know than others
- Department briefings or away days could be used to resolve issues with communication
- Wider communication could be tailored to suite different audiences (and not just via the intranet) and add value to the City Corporations services. For example, in a area that may have residents that are predominately Tamil speakers staff that are bilingual could communicate with them in their first language
- More communications should demonstrate the importance of the Institutions linked to the City Corporation

Question 7: Which values would you recommend that we adopt as our shared organisational values?

Concerning this question staff reported the following:

- The ecosystem of Institutions that contribute to the success of the Square should be stressed in any potential organisational values
- Ethics, Social responsibility
- Innovation
- Service delivery
- They also reported that they wanted values that made them feel proud about their contribution to the City Corporation and its vision for the future
- Humility, Equity, Decency, Compassion
- The current values and behaviours (the 4 Rs and 4 Ps) are more about how the City Corporation wants staff to be and they are not values
- They requested to see revised values and behaviours that demonstrated the collective responsibility leaders and staff have to the successful running of the City Corporation and its Institutions.

EDI Directorate Focus Group Results 25.10.2022