



# EDI Focus Groups – Focus Group 3

**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 of London

# 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 26<sup>h</sup> October 2022**. 25 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) 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)

Concerning this question staff reported the following:

- They have not been able to access the results of previous surveys or when employees do no action is taken.
- While they have been told that staff survey results are anonymous they do not remain unidentified
- Departments were going through the TOM process and for this reason staff were demotivated when it came to completing the survey
- They experienced fatigue when it came to surveys as too many have taken place within a short period of time
- Directors did not give them enough of an incentive to complete the survey
- Workplace demands restricted the time that employees had to complete the survey
- Institutions did not feel included when the staff survey was launched
- They did not understand the purpose behind the survey
- Communication issues in terms of survey promotion – just intranet and information was not cascaded down to staff from management
- Questions were too loaded

## 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:

- Communication is vital – staff do not know what activities are taking place at the City Corporation. Implementing ideas such as huddles and newsletters would improve awareness of future surveys
- Employees that work at sites such as Hampstead Heath, Cemeteries and other similar sites do not have access to laptops and for this reason could not complete the survey (although there was a willingness to do so)
- Some staff believed that the hierarchy of the City Corporation reduced the feeling of empowerment in the workplace
- Staff engagement is needed to explain the aims, vision and mission of the City Corporation
- In the current staff survey there were patronising questions that upset employees such as ‘Why do you come to the office?’ was asked. Staff thought these questions were unnecessary and mentioned that the City Corporation must have serious staff survey questions in order to convince staff that they will take action following the results.

## Question 3&4: How could we manage change better at the CoLC? and how could leaders support you better through change?

Concerning this question staff stated the following:

- They mentioned that there was a lack of change management at the City Corporation. For example, some employees mentioned that the 5 day hybrid working week module is not managed well by IT.
- Change needs to be resourced i.e. project governance to service delivery
- HR needs more resources to support the City Corporation during change
- Results of previous surveys should be used to inform change management at the City Corporation
- The purpose of change management process at the City Corporation need to be clearly explained to employees through clear communications and grassroots level initiatives
- More direction and visibility from ELB regarding change management

## Q5 (a) -Spontaneous question: Should we re-run the survey in Feb 2023?

Appendix 1

Concerning this question staff reported the following:

- The survey was described as being more for the 'City Corporation than staff' and staff wanted to see action concerning the 'Your Voice' survey before another survey is launched.
- Feb 2023 is too soon because the City Corporation has not yet acted on the results of the current survey
- The staff survey should take place on a yearly basis with improved comms to ensure as many staff as possible are notified of the survey
- Instead of re-running the survey the City Corporation should focus on shaping a robust staff engagement strategy in a way that enables more of the workforce to communicate with leaders
- Local directorate level questions are needed for future surveys that speak to staff.
- Building trust is essential before a new survey is launched. Employees feel neglected and trust has been eroded. Some staff believe leaders will do nothing to change the Corporation for the better.

EDI Directorate Focus Group Results 26.10.2022

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

Concerning this question staff mentioned the following:

- Providing local authority service
- The Corporate plan (still currently in place)
- Local authority function, City of London Police, Barbican, Hampstead Heath and the vision of the Corporation for the next five years
- Need a common purpose centred around ESG
- Membership and leadership revaluating the importance of spending in relation to the City Corporation's overall aim
- The purpose should centre around values that unite employees across the City Corporation and its institutions.



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

Concerning this question staff reported the following:

- More external communications are needed to promote and market events to all staff at the City Corporation and its Institutions
- Develop a marketing strategy surrounding customer engagement that will encourage more residents and service users to hire/use the City Corporations services.
- Discussing the impact of Hampstead heath, bridges and the Institutions contribution to the City Corporation's success
- Marketing destination city properly

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

Concerning this question staff reported the following:

- The current values mean nothing as they are just a tick box exercise
- 4Ps and 4Rs should be integrated properly into employee appraisals
- Lead, empowerment, trust
- Collaborative
- Income generation – bringing more revenue into the city
- Collaboration
- Service delivery
- The 4Ps and 4Rs do not mean anything to some employees