

Committee(s): Equality, Diversity, & Inclusion Sub Committee	Dated: 4 th September 2024
Subject: Equity, Equality, Diversity, & Inclusion (EEDI) Staff Survey Results 2024	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Diverse Engaged Communities Providing Excellent Services
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: Alison Littlewood, Chief People Officer & Executive Director of People and HR	For Information
Report author: Kaye Saxton-Lea, Acting Assistant Director of Learning and Organisational Development, People and HR	

Summary

The purpose of this report is to present the overall findings from the recent staff survey conducted to assess employee satisfaction, engagement, and areas for improvement within our organisation. This report will specifically highlight the Equity, Equality, Diversity, and Inclusion (EEDI) responses collected during the survey.

The survey, conducted by People Insight over a five-week period, garnered responses from 74% of our workforce (52% in 2022), and 63% engagement score (52% in 2022) providing a comprehensive overview of staff sentiments.

The analysis of the data from the survey reveals that the initial findings clearly align with the five themes within the People Strategy (2024-29).

For the first time, our staff engagement survey included a series of socio-economic questions in addition to the EEDI standard engagement questions. This initiative will be accompanied by a communication campaign encouraging all employees to complete their diversity information forms. Through this effort, City People aim to gain a comprehensive understanding of the diverse backgrounds of our staff, enabling us to foster a more inclusive and equitable workplace for all employees.

Recommendation(s)

Following the publication of the recent survey results, actioning planning commenced in July 2024. The proposed department actions will align with the strategic action plan and the broader themes of the People Strategy. To ensure transparency and

accountability, departments will be required to provide regular updates on their progress.

Regular communications will be maintained in a transparent and timely manner to foster trust and engagement amongst staff, communications and updates will be shared in the regular Town Clerk briefings messages to demonstrate our ongoing commitment to foster a positive and engaging inclusive workplace culture.

Main Report

1. Background

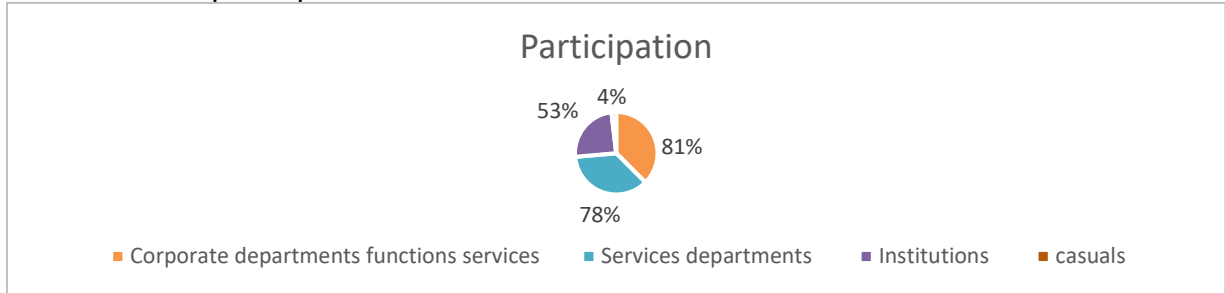
The 2024 staff engagement survey was conducted to gather valuable insights and feedback from our employees and casual workers (respondents). It aligned with the themes of the People Strategy and incorporated questions on the proposed upcoming changes to the workplace attendance policy. The survey was available from 15th April to the 17th of May 2024.

To support teams who were not desk-bound, colleagues from Town Clerk's SLT and People and HR visited various sites to assist employees and the casual workforce in completing the survey. This initiative-taking approach ensured that everyone, regardless of their work environment, had the opportunity to participate and share their feedback. The on-site visits facilitated discussion, engagement and helped address any technical or accessibility issues and enabled more representative data.

To further drive engagement, a series of "you said, we did" stories were shared based on feedback from the previous 2022 survey. These stories highlighted the tangible actions taken and outlined the organisation's ongoing commitment to improving the workplace.

Additionally, a video featuring the Town Clerk emphasised the survey's importance, reinforcing the value placed on employees and casuals' feedback. As a result of the engagement initiatives, the like-for-like participation score increased significantly from 52% to 74%. Moreover, the overall engagement score rose from 52% to 63%, indicating a substantial improvement in respondent involvement and satisfaction. Conversely, only 27% of respondents believe that actions will be taken because of this survey. 36% responded negatively, while another 36% had a neutral or ambivalent stance. These findings indicate that the effort to build trust needs to continue.

Breakdown of participation rates shown below



2. Current Position

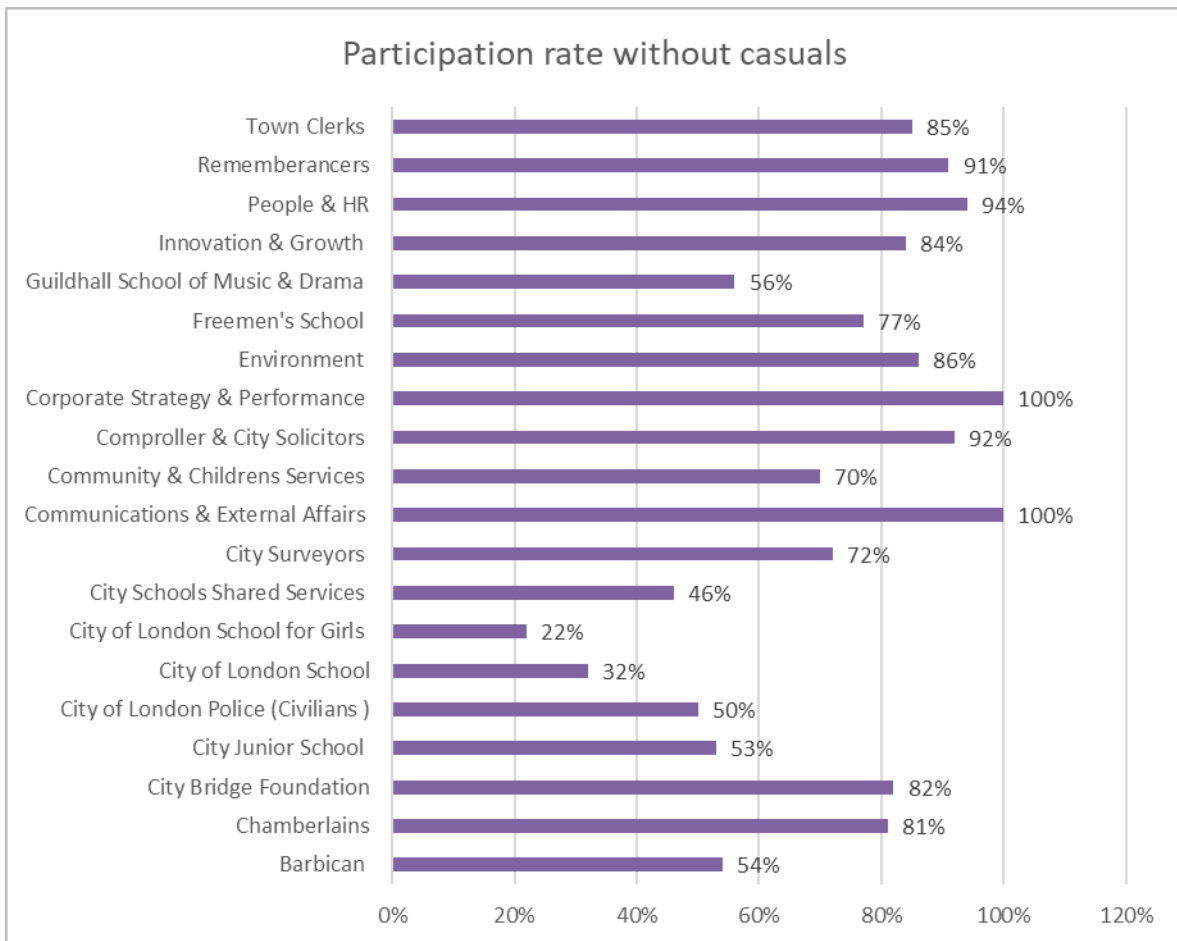
Benchmarking Insights:

Current benchmarking is against the public sector, which provides some useful comparisons. However, there is no single area that we can benchmark the City Corporation against comprehensively. This highlights the unique nature of our organisation and underscores the need for tailored strategies and actions that specifically address our distinct workforce and operational environment.

3. Composite overview

The composite overview is made up of all departments and institutions except any casual workers. Below will give you a general overview of the organisations results covering all aspects of the results.

The chart below illustrates the breakdown of participation rates across each area.



The statement "My line manager treats me fairly and with respect" received the highest positive score in the survey, with 84% of respondents expressing agreement. This reflects a keen sense of fairness and respect within managerial conduct across the organisation.

The most improved score compared to the 2022 survey was for the statement "*I know how well my team is doing against our objectives,*" which saw a significant increase of +38%. This improvement indicates enhanced communication and clarity regarding team performance and objectives.

The least improved score was for the statement "*My role allows me to attain the right balance between my work and personal life,*" which showed a decrease of 4% compared to the previous survey. The current survey results for this statement include 59% positive responses, 22% negative responses, and 19% neutral responses. This indicates that there is further work needed around the themes of wellbeing and belonging within the people strategy. Additionally, trustworthy leadership must be emphasised to better support teams in achieving a healthy work-life balance.

In the survey, 9 questions allowed respondents to provide their views in open text. A staggering 14,585 comments were entered, reflecting a high level of engagement and willingness to share detailed feedback.

Feedback below is a small overview of some of the EEDI comments received from respondents.

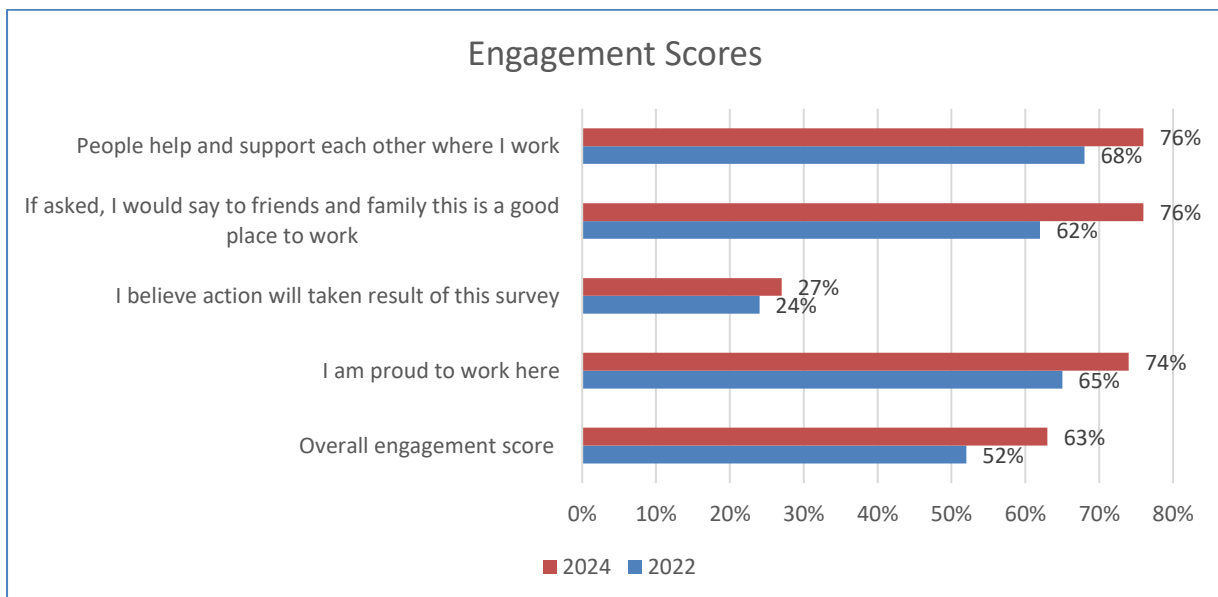
Positive comments

- *" Diversity in my team is excellent. Supportive, friendly and helpful."*
- *" Inclusive culture. Diverse team" ...*
- *"My team – the collaboration and support received is something i really value- Diversity and inclusion – I like that we promote and celebrate individual differences"*

Negative comments

- *"Faster paced decision making. Improved direction for equalities, diversity and inclusion reps and clearer expectations."*
- *"Equality opportunities, fairness to all staff at all levels"*
- *"Improved training to support equality and diversity".*

The chart below shows five areas key engagement scores have increased from 2022 to 2024



4. Equity, Equality, Diversity, and Inclusion (EEDI)

In relation to the questions posed for EEDI the responses highlight areas where we need to focus on improving support and development opportunities

The following questions were newly introduced in the 2024 survey; hence, there are no benchmarks available from the 2022 survey. A notable proportion of respondents

provided neutral answers to these questions, highlighting the necessity for increased efforts to enhance perceptions of leadership and the understanding of Equality, Equity, Diversity, and Inclusion (EEDI) as an actionable priority following this survey.

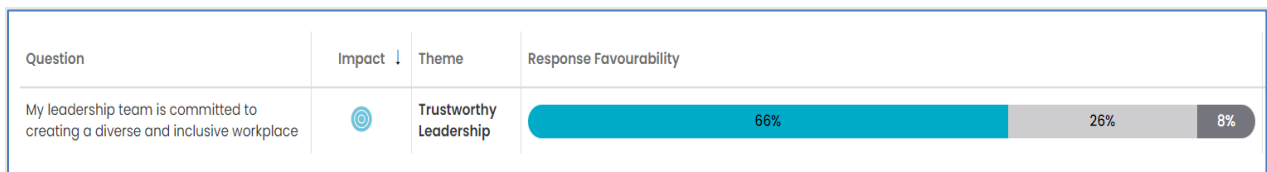
The survey results have been analysed from multiple perspectives, including departmental, gender, age, ethnicity, disability, and sexual orientation. This data serves as an invaluable benchmark for future surveys, allowing us to track the impact of our initiatives and identify areas requiring further attention.

In addition, respondents were asked to provide further information regarding their diversity characteristics and socioeconomic background. This effort aims to support a continuing campaign to encourage employees to complete their diversity information form, within City People (itrent) which will start to build a more comprehensive workforce profile, enabling us to better understand and address the diverse needs and circumstances of our employees.

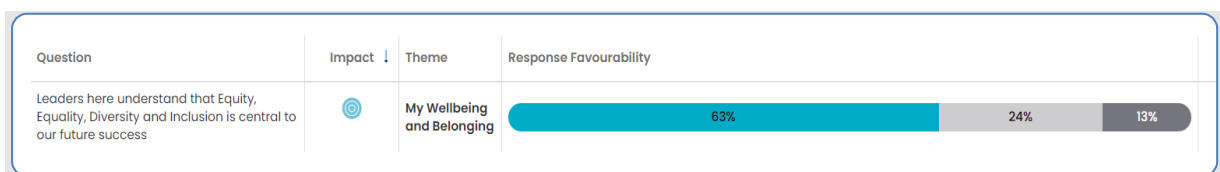
Key results from selected EEDI-related questions are as follows:

- 66% of respondents agreed with the statement, "My leadership team is committed to creating a diverse and inclusive workplace," while 26% remained neutral.
- Younger respondents tended to respond more favourably compared to other age groups, with the 60-69 age group showing the least favourable responses to this question.

These findings would suggest the need to focus on leadership perceptions and EEDI initiatives, particularly among older employees.



66% of respondents gave a favourable response to the statement, "Leaders here understand that Equity, Equality, Diversity, and Inclusion is central to our future success." Those with a disability are less likely to agree with the statement.





The recent staff engagement survey included two key questions regarding the behaviour and performance of elected members.

The questions were:

- I think Members provide strategic leadership and good governance.
- Members demonstrate our values and behaviours including Equity, Equality, Diversity, and inclusion.

The results highlight concerns among staff about the strategic leadership, governance, and adherence to organisational values by elected Members.

Question	Impact ↓	Theme	Response Favourability
I think Members provide strategic leadership and good governance		Trustworthy Leadership	

- 22% of respondents felt that elected Members provide strategic leadership and good governance.
- 27% rated Members performance negatively.
- 51% of respondents were neutral, indicating a portion of staff are undecided or indifferent about Members' effectiveness in these areas.

Regarding whether Members demonstrate values and behaviours such as leading for equity, equality, diversity, and inclusion, the results were similarly divided.

Question	Impact ↓	Theme	Response Favourability
Members demonstrate our values and behaviours including leading for Equity, Equality, Diversity and Inclusion		Trustworthy Leadership	

- 27% positive
- 26% negative
- 46% neutral responses

These responses demonstrate a level of uncertainty and concern about Members' commitment to these critical values.

In the survey, 12% of respondents (350 individuals) reported experiencing bullying, harassment, or discrimination within the past 12 months. Respondents were asked to identify all sources from which they had encountered such behaviour. A total of 451 reports were made, reflecting that some respondents identified multiple sources.

The distribution of these reports is as follows:

- **53% (185 reports)** involved colleagues.
- **45% (158 reports)** involved senior leaders.

- **31% (108 reports)** involved their own line manager.

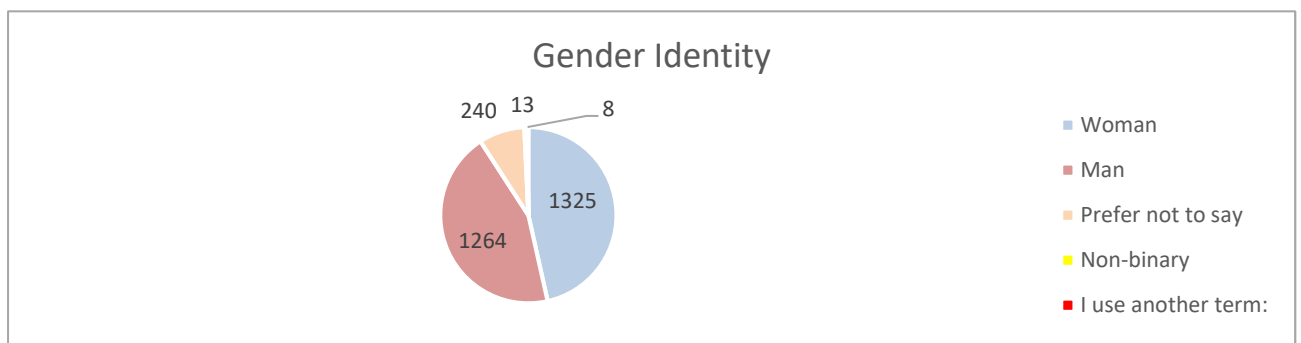
In contrast, during the same 12-month period, only 12 formal bullying and harassment cases were recorded along with 5 disciplinary cases linked to discrimination. Informal cases are managed locally and are not formally documented centrally. This significant disparity between the survey results and the number of formal cases suggests that many instances of bullying, harassment, or discrimination may go unreported or unresolved through formal channels.

We have initiated efforts to enhance the capabilities of our line managers by launching a comprehensive Management Development Programme. This initiative is specifically designed to equip managers with essential skills in people management, additional support on equality and diversity training which will foster a more effective, supportive and inclusive work environment.

In addition, we have re-established the Leadership Exchange, a strategic platform engaging 140 senior leaders across the organisation. This forum will play a crucial role in driving our efforts to embed our organisational culture, behaviours, and values throughout the workforce as the work commences. Through these initiatives, we are committed to building a leadership framework that not only supports but also exemplifies the standards we aspire to as an organisation.

5. Key Findings - Gender

- The survey results indicate a high level of gender equality within our organisation. Responses across various themes are deemed to be consistent between male and female respondents.



Age

- Staff aged 30-39 are least positive about My Contribution My Reward relative to their cohort.

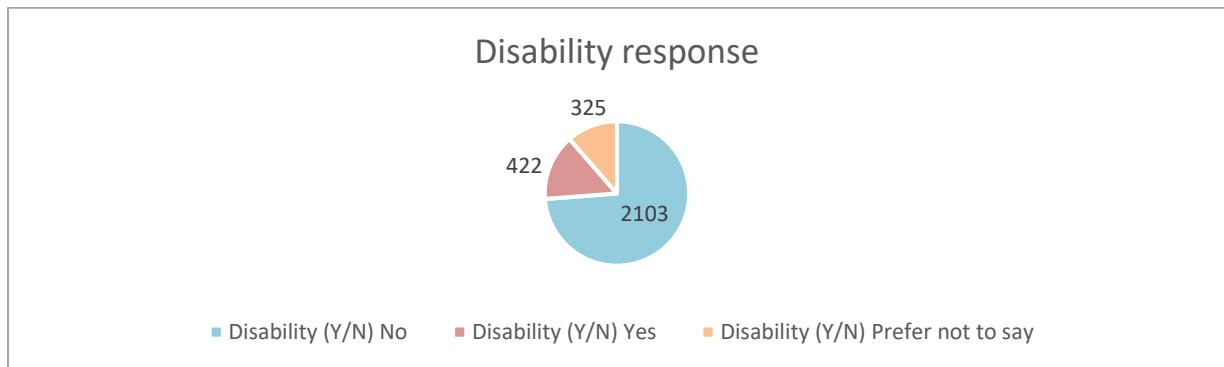
- Those between the ages of 50-59 and 60-69 responded least favourably to My Wellbeing and Belonging

Ethnicity

- Those who selected "prefer not to say" consistently scored less favourably across all themes compared to other cohorts.
- Black, Black British, or Caribbean background and Chinese staff were notably less likely to respond favourably to My Wellbeing and Belonging and Building Brilliant Basics

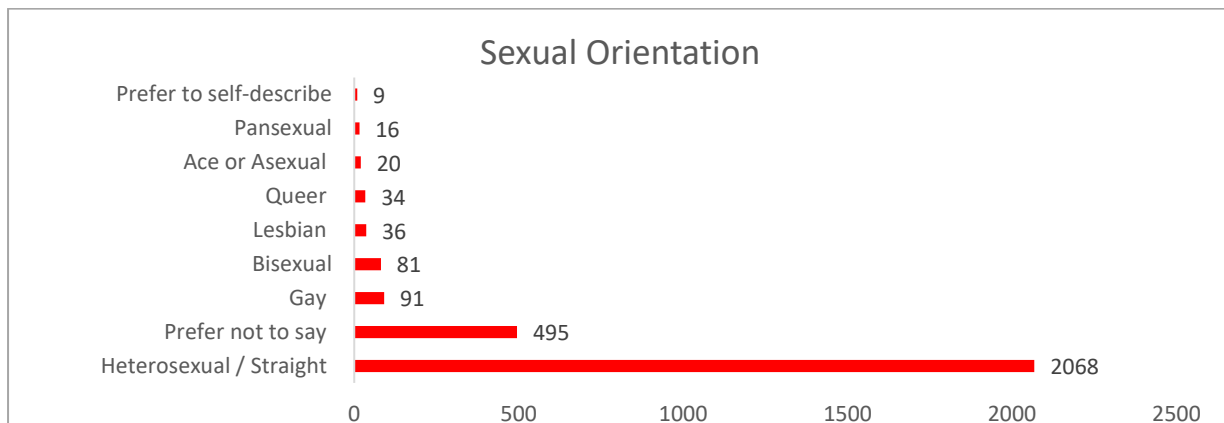
Disability

- The difference of employee experience between those with a disability and those without is evident, indicating a need for targeted support and inclusive practices to encourage ongoing engagement.



Sexual Orientation

- Staff who selected "Prefer not to say" reported the least favourable responses across all themes.
- Employees who identify as bisexual, lesbian, pansexual, or queer tend to respond less favourably to themes related to "My Talent, My Development,"



Additionally, the less favourable responses from those who prefer not to disclose their ethnicity or sexual orientation, as well as from employees with disabilities and those identifying as bisexual, lesbian, pansexual, or queer, highlighting the importance of fostering an inclusive and supportive work environment. These findings will inform our ongoing efforts to enhance the employee experience and support the goals of our people strategy.

The mixed responses regarding commitment to and understanding of EEDI highlight areas where further communication and action are needed.

6. Next Steps

To address the findings of the survey and align with the strategic priorities, the following actions are recommended.

Strategic Action Plan:

- **Workforce Development:** An initiative-taking strategic action plan which aligns to the key drivers and themes of the People Strategy will be developed as a priority and progressed.

This will include the following actions.

- The Future Ambition 18 Leadership Exchange, to further develop the work to support the strategic objectives to transform our organisational culture by promoting fairness, transparency, and consistency to advance us towards world-class performance
- On-going delivery of the People Management Development programme, evaluated and amendments made following every cohort
- To establish an **Employee Voice** task and finish working group hold the organisation to account for delivery of the actions as agreed from the 2024 staff survey.
- A plan to be agreed by the Court of the Common Council to help Members address their feedback and improve their reputation.
- Agreement by ELB on the on the organisation wide strategic response and action plan.

By following these steps, this strategic approach will ensure that policies and actions are in line with the needs and expectations of our workforce, fostering a more positive and productive work environment whilst meeting our corporate aims and objectives.

Chief Officer Action Plans

Chief Officers will focus on addressing the strategic objectives identified from staff survey, alongside implementing targeted local interventions based on the specific feedback received.

- **Dedicated Administrator:** Each area will have a designated individual responsible for accessing and managing their departmental dashboard. This person will support the development and execution of action plans.
- **Targeted Action Plans:** These plans will be customised to directly address the specific concerns and areas for improvement identified within each team.

Collation and Communication

The People and HR teams have provided Chief Officers with templates for staff survey action plans. These plans are to be completed and submitted bi-monthly, allowing for regular updates on progress. Communication with staff will be maintained across multiple channels to ensure transparency and demonstrate that their feedback is being acted upon.

- **Action Plan Compilation:** The People and HR teams will gather and compile the feedback from Chief Officers' action plans. This process will facilitate regular reporting on the progress of the initiatives.
- **"You Said, We Did" Initiative:** This initiative will be launched to communicate the specific actions taken in response to staff feedback. By highlighting these actions, the initiative aims to enhance engagement, reassure staff that their input is valued, and demonstrate that tangible steps are being taken in response to their survey responses.

Corporate & Strategic Implications

Strategic implications – This proposal will support our priorities of the themes of the people strategy more effectively, 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 People & HR Corporate Training Budget for 2024/25.

Resource implications – staff resources will be required to manage, prioritising and implementation of changes based on the survey results and action plans which may include training programmes and process improvements and clear communication on actions undertaken.

Legal implications – None

Risk implications. The recommendations are minimal 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

The outlined recommendations provide a clear framework for translating the 2024 staff survey results into actionable plans for the People Strategy and Equity, Equality, Diversity & Inclusion initiatives. With structured timelines, regular updates, and a focus on alignment with strategic objectives, the organisation will be well-positioned to enhance staff engagement, embed equality, equity, diversity and inclusion and improve overall organisational performance.

Appendices

Appendix 1 – Breakdown of respondent's socioeconomic data

Appendix 2 – PowerPoint slides from People Insight

Kaye Saxton-Lea

Acting Assistant Director of Learning and Organisational Development

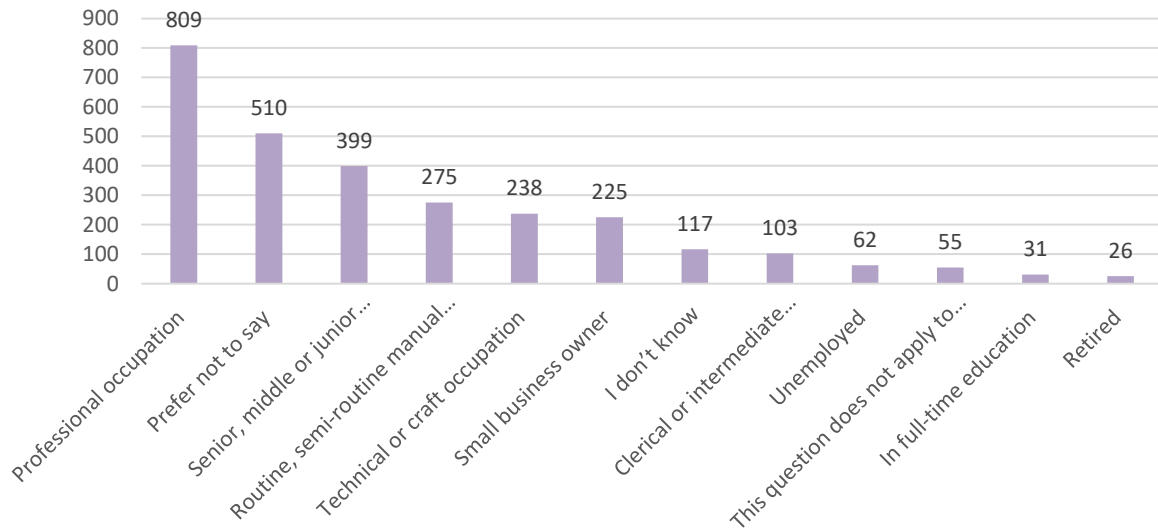
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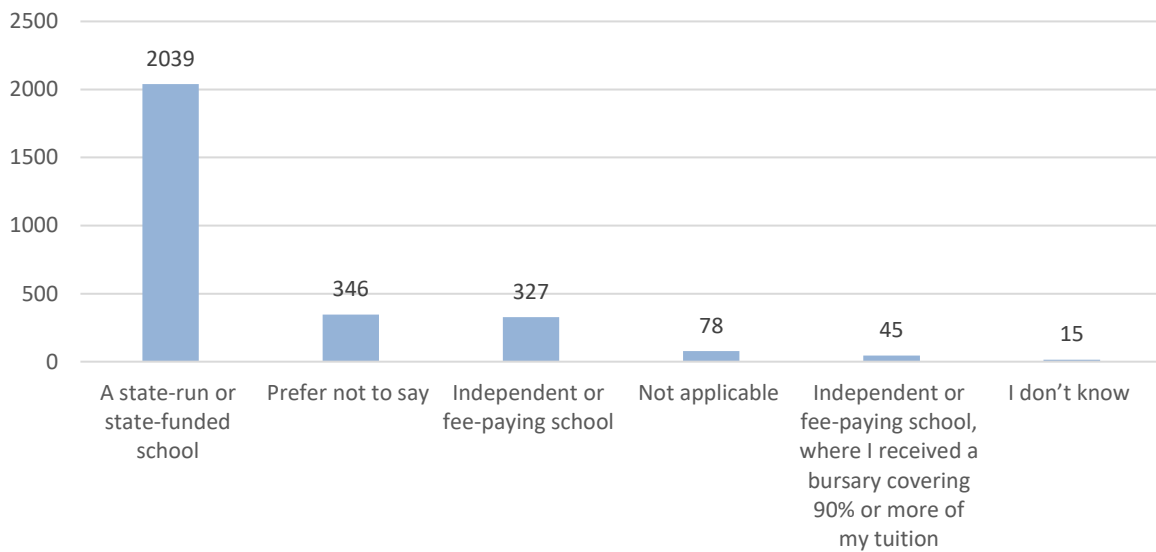
Appendix 1 Socio-economic survey questions

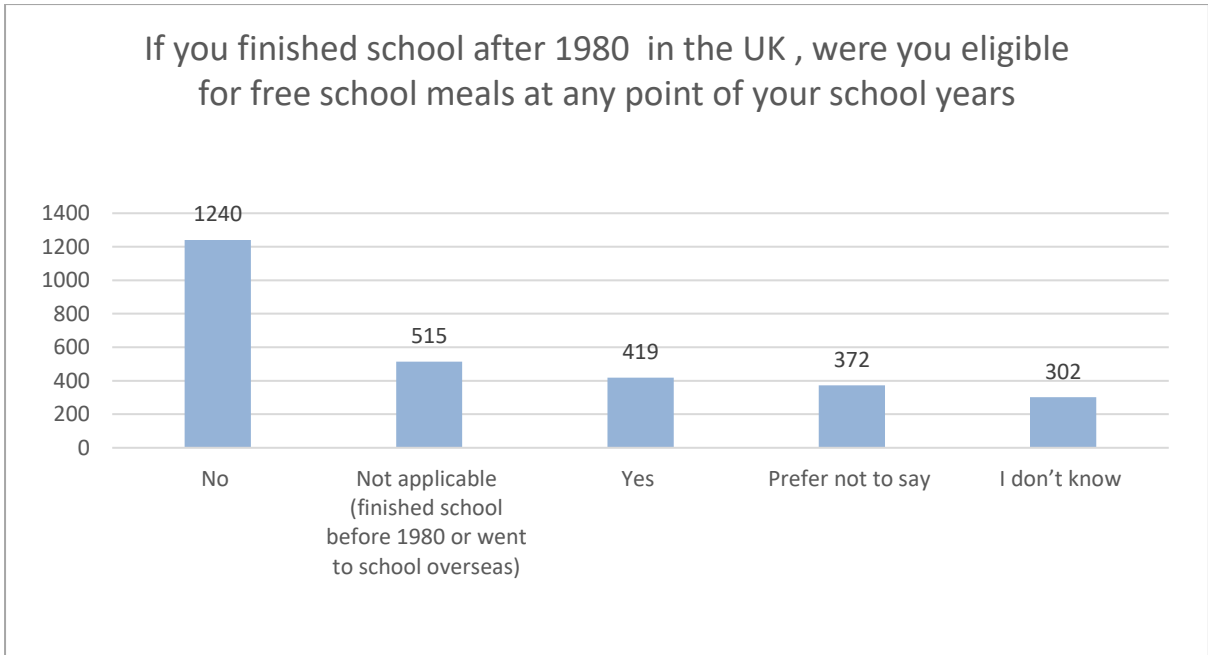
The socio-economic questions included in the appendix of this report, as shown in the tables below. These tables display the number of respondents who answered each question in the socio-economic section of the survey. However, it is important to note that no formal analysis of these questions was conducted. The primary purpose of these questions was to familiarise employees with the type of information that will be collected during an upcoming campaign. This campaign is aimed at encouraging employees to complete their diversity information forms on the City People (iTrent) platform.

What is the occupation of the main earner in your household when you were about 14



Which type of school did you attend for the most time between ages of 11 and 16





Appendix 2 PowerPoint slide pack from People Insight

