

City of London Corporation

Employee Survey Executive Insights

September
2024



Agenda

1. Survey themes overview
2. Employee engagement score
3. Key drivers
4. Highlights and lowlights
5. Focus areas
6. Summary and next steps

Survey response rate

47%

2850 / 6071
responses

Belief in Action

27%

-17 vs
Public Sector benchmark

Response rate: Like for Like and No Casuals

Survey response rate

74%

2225 / 2990
responses

(2022) Like for Like

Survey response rate

67%

2779 / 4157
responses

No Casuals

Response Rate by Level 2 and Level 3

47%

2850 / 6071

responses

Level2	Response Rate	Count	Responses
TOWN CLERK & CHIEF EXECUTIVE OFFICE [000A]	100%	1	1
CORPORATE DEPARTMENT FUNCTIONS [100]	73%	1178	861
SERVICES [300]	61%	1554	943
INSTITUTIONS [200]	31%	3338	1045

Level3	Response Rate	Count	Responses
COMMUNICATIONS & EXTERNAL AFFAIRS [180]	100%	33	33
CORPORATE STRATEGY & PERFORMANCE [120]	100%	15	15
N/a	100%	1	1
PEOPLE & HR [190]	94%	67	63
COMPTROLLER & CITY SOLICITOR'S [115]	85%	55	47
CHAMBERLAIN'S [111]	80%	302	241
INNOVATION & GROWTH [377]	71%	112	80
TOWN CLERK'S [177]	70%	217	152
CITY BRIDGE FOUNDATION [275]	68%	193	131
CITY SURVEYOR'S [173]	67%	406	270
FREEMEN'S SCHOOL [265]	64%	226	144
ENVIRONMENT [343]	61%	1052	641
COMMUNITY & CHILDREN'S SERVICES DEPARTMENT [325]	57%	390	222
CITY JUNIOR SCHOOL [264]	53%	34	18
CITY OF LONDON POLICE (CIVILIANS) [255]	50%	555	277
REMEMBRANCER [159]	48%	82	39
CITY SCHOOLS SHARED SERVICE [262]	46%	54	25
CITY OF LONDON SCHOOL [261]	28%	204	57
BARBICAN CENTRE [205]	20%	937	191
GUILDHALL SCHOOL OF MUSIC & DRAMA [219]	18%	926	170
CITY OF LONDON SCHOOL FOR GIRLS [263]	16%	210	33

Survey Themes

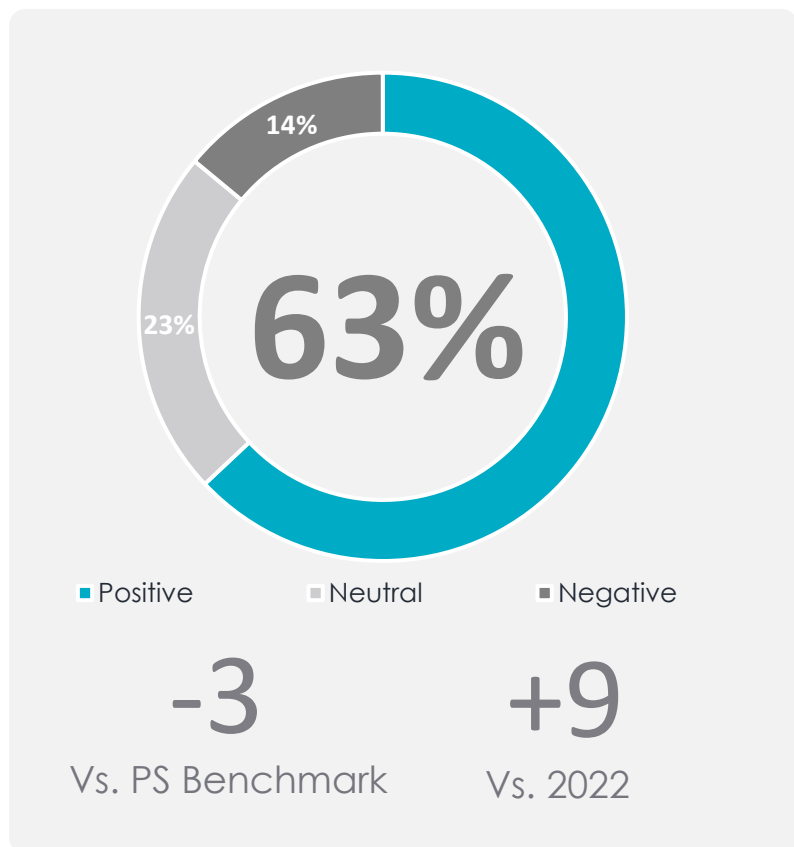


Theme results show the City of London Corporation is providing a more positive experience for staff than in 2022

- ▶ Levels of engagement are high and have improved since 2022
- ▶ Staff are most positive about My Wellbeing and Belonging and Building Brilliant Basics
- ▶ In contrast, My Contribution My Reward and Workplace Attendance received the least favourable responses and tend to attract higher levels of negativity
- ▶ Since 2022, most themes have improved in favourable score, with Trustworthy Leadership improving the most. However, a 10pp drop was noted for My Contribution My Reward since 2022.
- ▶ It is also worth noting that most themes are in line or below the Public Sector norm, with My Contribution My Reward scoring most below the norm

Theme	Response breakdown (■ favourable ■ neutral ■ unfavourable)	VS PS Norm	VS 2022
My Wellbeing and Belonging	70% favourable, 18% neutral, 12% unfavourable	-6	-3
Building Brilliant Basics	64% favourable, 22% neutral, 14% unfavourable	-2	+14
Engagement	63% favourable, 23% neutral, 14% unfavourable	-3	+9
My Talent and Development	60% favourable, 23% neutral, 16% unfavourable	-4	+2
Trustworthy Leadership	50% favourable, 32% neutral, 18% unfavourable	+2	+15
My Contribution My Reward	50% favourable, 26% neutral, 24% unfavourable	-16	-10
Workplace Attendance	16% favourable, 22% neutral, 62% unfavourable	n/a	n/a

Engagement levels have improved since 2022



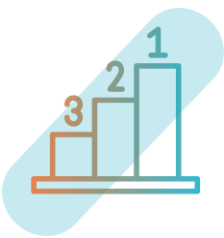
Question	Response breakdown (■ favourable ■ neutral ■ unfavourable)	VS PS Norm	VS 2022
People help and support each other where I work	76% favourable, 17% neutral, 7% unfavourable	+2	+8
I am proud to say I work here	74% favourable, 19% neutral, 7% unfavourable	-3	+9
I believe action will be taken as a result of this survey	27% favourable, 37% neutral, 36% unfavourable	-17	+3
If asked, I would say to friends and family that this is a good place to work	76% favourable, 18% neutral, 6% unfavourable	+9	+15

Highlights



Highest scoring

Question	Response breakdown (■ favourable ■ neutral ■ unfavourable)	Vs PS Norm	VS 2022
My line manager treats me fairly and with respect	84% favourable, 11% neutral, 5% unfavourable	0	-1
If I were to make a mistake, my line manager would be supportive in helping me learn from it	80% favourable, 13% neutral, 7% unfavourable	-3	-2
I am treated with respect by the people I work with	80% favourable, 14% neutral, 6% unfavourable	n/a	n/a
I have the freedom I need to get on with my job	78% favourable, 13% neutral, 9% unfavourable	0	+4
My manager is considerate of my life outside of work	78% favourable, 15% neutral, 7% unfavourable	n/a	n/a



Most above the Public Sector Norm

Question	Response breakdown (■ favourable ■ neutral ■ unfavourable)	Vs PS Norm	VS 2022
The senior leaders in my department/team are visible and make the effort to listen to staff	61% favourable, 21% neutral, 18% unfavourable	+9	+21
If asked, I would say to friends and family that this is a good place to work	76% favourable, 18% neutral, 6% unfavourable	+9	+15
I feel appropriately supported through change	47% favourable, 32% neutral, 21% unfavourable	+7	+14
Learning and development activities I have completed while working here are helping me to develop my career	53% favourable, 31% neutral, 16% unfavourable	+6	n/a
The senior leaders in my department/team provide a clear vision of the overall direction	54% favourable, 26% neutral, 20% unfavourable	+3	+15

Highlights



Most Improved

Question	Response breakdown (■ favourable ■ neutral ■ unfavourable)	Vs PS Norm	VS 2022
I know how well my team is doing against our objectives	61% favourable, 26% neutral, 13% unfavourable	+2	+38
The senior leaders in my department/team are visible and make the effort to listen to staff	61% favourable, 21% neutral, 18% unfavourable	+9	+21
There is a culture of openness and transparency where I work	46% favourable, 31% neutral, 23% unfavourable	n/a	+20
The senior leaders in my department/team provide a clear vision of the overall direction	54% favourable, 26% neutral, 20% unfavourable	+3	+15
If asked, I would say to friends and family that this is a good place to work	76% favourable, 18% neutral, 6% unfavourable	+9	+15

Lowlights



Lowest scoring

Question	Response breakdown (■ favourable ■ neutral ■ unfavourable)	Vs PS Norm	VS 2022
I would support a potential move to 4 days a week for workplace attendance in the future	8% favourable, 15% neutral, 77% unfavourable	n/a	n/a
I think Members provide strategic leadership and good governance	22% favourable, 51% neutral, 27% unfavourable	n/a	n/a
The move for workplace attendance from the current 2 days to 3 days a week in September, will encourage me to reconsider my role and future place of work	23% favourable, 29% neutral, 47% unfavourable	n/a	n/a
The Town Clerk's Executive Leadership Board (ELB) are visible and make the effort to listen to staff	27% favourable, 49% neutral, 24% unfavourable	n/a	n/a
I believe action will be taken as a result of this survey	27% favourable, 37% neutral, 36% unfavourable	-17	+3



Most below the Public Sector Norm

Question	Response breakdown (■ favourable ■ neutral ■ unfavourable)	Vs PS Norm	VS 2022
I know how the work I do helps to achieve these aims	55% favourable, 31% neutral, 14% unfavourable	-30	n/a
I understand the aims of the People Strategy and Corporate Plan (2024- 2029)	51% favourable, 31% neutral, 19% unfavourable	-29	n/a
I feel the current appraisal framework adequately captures my performance	33% favourable, 33% neutral, 34% unfavourable	-26	0
I believe action will be taken as a result of this survey	27% favourable, 37% neutral, 36% unfavourable	-17	+3
I am consulted on changes that affect me and my work	48% favourable, 25% neutral, 26% unfavourable	-10	n/a

Lowlight



Least improved

Question	Response breakdown (■ favourable ■ neutral ■ unfavourable)	Vs PS Norm	VS 2022
My role allows me to attain the right balance between my work and personal life		-7	-4
In my team we are able to have discussions about things that are uncomfortable or difficult		n/a	-3
I feel valued and recognised for the work that I do		-9	-2
If I were to make a mistake, my line manager would be supportive in helping me learn from it		-3	-2
My line manager treats me fairly and with respect		0	-1

E,D&I: A deeper dive



“My leadership team is committed to creating a diverse and inclusive workplace”



Response breakdown
(■ favourable ■ neutral ■ unfavourable)



Overall, 66% of CoL staff agreed that their leadership team is committed to creating a diverse and inclusive workplace. However, a deeper dive into the data revealed several key hotspot areas across demographics:

- ▶ **Age:** A 19pp spread was noted across age groups, with CoL's youngest employees (21 and under=81%) responding most favourably whereas those aged 60-69 responding least favourably (62%)
- ▶ **Length of service:** newer employees (less than 12 months=77%) are more likely to agree that their leadership team is committed to creating a diverse and inclusive workplace than those who have been with CoL for over 11 years (59%)
- ▶ **Level 3:** Staff within Innovation & Growth (55%) and Environment (59%) reported the least positive views
- ▶ **Ethnicity:** Chinese (48%) and Another Black, Black British or Caribbean background (59%) were least likely to respond favourably

“Leaders here understand that Equity, Equality, Diversity and Inclusion is central to our future success”



Response breakdown
(■ favourable ■ neutral ■ unfavourable)



At the organisational level, 63% of staff agreed that leaders understand that Equity, Equality, Diversity and Inclusion is central to our future success. However, it is worth noting that:

- ▶ **Disability:** Those with a disability are less likely to agree that Leaders do understand that Equity, Equality, Diversity and Inclusion is central to our future success (55%)
- ▶ **Length of service:** Newer employees (less than 12 months=75%; 1-3 years=66%) tend to have more positive views, however this drops down to 58% after the 3-year mark
- ▶ **Level 3:** Whilst it is positive to see high favourable scores among staff within City Junior School (89%), Freeman's School (80%) and City of London for Girls (76%), those within Innovation & Growth (42%) and Comptroller & City Solicitor's (55%) and much less likely to agree that Leaders do understand that Equity, Equality, Diversity and Inclusion is central to our future success
- ▶ **Ethnicity:** Those who are Another Black, Black British or Caribbean background (50%), Black African and White (53%) and Bangladeshi (53%) were least likely to respond favourably

“I feel that my emotional safety is taken seriously and is valued at work”

Response breakdown
(■ favourable ■ neutral ■ unfavourable)



Overall, 64% of CoL staff feel that their emotional safety is taken seriously and is valued at work. However, a deeper dive into different demographic groups revealed:

- ▶ **Age:** A 27pp spread was noted, with younger employees generally responding more favourably (21 and under=86%; 22-29=72%) than those between the ages of 50-59(59%) and 60-69 (61%)
- ▶ **Gender:** Whilst not a large difference, it is worth noting that Male staff (61%) are less likely to respond favourably relative to Female staff (67%)
- ▶ **Level 3:** Those within City Schools Shared Service (40%), Comptroller & City Solicitor's (51%) and City of London School for Girls (55%) were least positive about emotional safety
- ▶ **Ethnicity:** Black Caribbean and White (46%), Black African and White (48%), African (62%) and Another Black, Black British or Caribbean background (62%) were least likely to agree that their emotional safety is taken seriously and is valued at work

“I think that my employer respects individual differences e.g. cultures, working styles, backgrounds, ideas, interests etc”

Response breakdown
(■ favourable ■ neutral ■ unfavourable)



Whilst it is positive to see that most staff agree that their employer respects individual differences, it is also worth noting some inconsistencies across certain demographic groups:

- ▶ **Disability:** Staff with a disability are much less likely to agree that their employee respects individual differences (59%) relative to those without (71%)
- ▶ **Sexual orientation:** Those who identify as Lesbian (58%) or Queer (59%) were least likely to agree that their employee respects individual differences
- ▶ **Level 3:** Staff within Corporate Strategy & Performance (53%), Innovation & Growth (55%) and City Bridge Foundation (59%) have the least positive views
- ▶ **Ethnicity:** Another Black, Black British or Caribbean background (59%), Caribbean (60%) and Black African and White (60%) were least likely to respond favourably

“I have not experienced discrimination in respect of accessing development opportunities”

Response breakdown
(■ favourable ■ neutral ■ unfavourable)

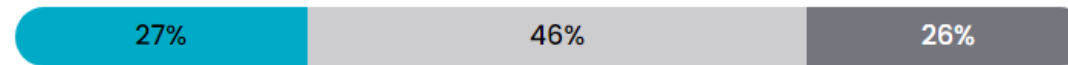


Overall, it is good to see that most staff at CoL have not experienced discrimination in respect of accessing development opportunities. However, it is worth noting that:

- ▶ **Disability:** Staff with a disability are much less likely to respond favourably (62%) compared to those without (76%)
- ▶ **Length of service:** Those who have been with CoL the longest (6-10 years=67%; over 11 years=65%) were much less likely to respond positively
- ▶ **Level 3:** Those within Barbican Centre (60%), City Schools Shared Service (64%) and City of Police (Civilians) were least likely to agree that they have not experienced discrimination in respect of accessing development opportunities
- ▶ **Ethnicity:** Another Black, Black British or Caribbean background (50%) and Another Mixed or multiple ethnic background (51%) were least likely to respond favourably

“Members demonstrate our values and behaviours including leading for Equity, Equality, Diversity and Inclusion”

Response breakdown
(■ favourable ■ neutral ■ unfavourable)



Approximately only 1 in 4 agreed that Members demonstrate our values and behaviours including leading for Equity, Equality, Diversity and Inclusion at CoL overall. A deeper dive into different demographic groups revealed:

- ▶ **Disability:** Staff with a disability are less likely to agree (22%) relative to those without (30%)
- ▶ **Length of service:** Those who have been with CoL for longer (4-5 years=22%; 6-10 years=23%; over 11 years=21%) were generally less likely to agree than those who are newer (less than 12 months=44%)
- ▶ **Level 3:** Staff within Corporate Strategy & Performance (7%), Innovation & Growth (14%), Comptroller & City Solicitor's (15%) and People and HR (16%) were least likely to agree
- ▶ **Ethnicity:** Another Black, Black British or Caribbean background (23%) and Another Mixed or multiple ethnic background (24%) were least likely to respond favourably

Views by Gender



	Overall	Female	Male
No. of Responses	2850	1466	1384
▶ Engagement	63%	63%	63%
▶ My Contribution My Reward	50%	49%	51%
▶ My Wellbeing and Belonging	70%	70%	69%
▶ Trustworthy Leadership	50%	50%	51%
▶ My Talent and Development	60%	60%	60%
▶ Building Brilliant Basics	64%	64%	65%
▶ City Bridge Foundation	83%	85%	81%
▶ Workplace Attendance	16%	15%	17%

Results revealed views across all themes at a high level) are relatively consistent between female and male staff. This indicates that there is a fairly consistent employee experience across both groups.

Views by Age Range



	Overall	21 and under	22-29	30-39	40-49	50-59	60-69	70 and over
No. of Responses	2850	58	370	607	682	804	310	19
Engagement	63%	72%	64%	63%	64%	62%	61%	78%
My Contribution My Reward	50%	61%	50%	47%	50%	50%	51%	69%
My Wellbeing and Belonging	70%	82%	75%	71%	70%	67%	68%	77%
Trustworthy Leadership	50%	68%	53%	50%	50%	49%	48%	56%
My Talent and Development	60%	76%	65%	61%	59%	58%	59%	62%
Building Brilliant Basics	64%	76%	67%	63%	64%	64%	65%	70%
City Bridge Foundation	83%	n/a	89%	83%	87%	74%	85%	n/a
Workplace Attendance	16%	14%	10%	12%	16%	20%	21%	12%

Across age groups, some inconsistencies in experiences were noted.

- ▶ It is evident that those under the age of 21 and over the age of 70 generally have the most positive views across most themes
- ▶ 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
- ▶ Those who are 50-59 are also least positive about City Bridge Foundation*
- ▶ Whilst still the minority, those between the ages of 50-59 and 60-69 are notably more likely to respond favourably to Workplace Attendance relative to their cohort

***Note: City Bridge Foundation was only applicable to a specific group of staff**

Views by Ethnicity (1 of 2)



	Overall	British, English, Northern Irish, Scottish or Welsh	Prefer not to say	Another White background, please specify [open text]	Indian	Irish	African	Another Black Black British or Caribbean background, please...	Caribbean	Another Mixed or multiple ethnic background, please specify ...	Bangladeshi	Asian and White	Prefer to self-describe [open text]
No. of Responses	2850	1638	430	238	78	72	65	56	52	51	43	39	36
Engagement	63%	64%	55%	63%	69%	66%	67%	59%	62%	62%	69%	70%	68%
My Contribution My Reward	50%	50%	38%	49%	56%	52%	62%	57%	54%	51%	56%	58%	48%
My Wellbeing and Belonging	70%	73%	56%	72%	74%	74%	68%	63%	68%	72%	72%	74%	71%
Trustworthy Leadership	50%	52%	38%	52%	56%	50%	57%	50%	55%	47%	56%	56%	51%
My Talent and Development	60%	63%	47%	60%	66%	59%	66%	56%	65%	61%	70%	66%	59%
Building Brilliant Basics	64%	67%	52%	64%	68%	66%	72%	56%	69%	65%	66%	67%	64%
City Bridge Foundation	83%	86%	71%	84%	n/a	n/a	72%	92%	n/a	n/a	60%	n/a	n/a
Workplace Attendance	16%	18%	12%	17%	9%	25%	14%	14%	5%	8%	5%	23%	11%

Views by Ethnicity (2 of 2)

	Overall	Black African and White	Another Asian background, please specify [open text]	Black Caribbean and White	Pakistani	Chinese
No. of Responses	2850	30	29	29	28	25
Engagement	63%	65%	71%	69%	61%	64%
My Contribution My Reward	50%	59%	50%	59%	59%	56%
My Wellbeing and Belonging	70%	73%	75%	70%	71%	66%
Trustworthy Leadership	50%	61%	62%	58%	56%	50%
My Talent and Development	60%	73%	72%	61%	65%	60%
Building Brilliant Basics	64%	73%	67%	73%	72%	56%
City Bridge Foundation	83%	n/a	n/a	n/a	n/a	n/a
Workplace Attendance	16%	12%	3%	19%	12%	6%

Across ethnicity, several key hotspot areas were evident

- ▶ Another 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
- ▶ Another Black, Black British or Caribbean background, Caribbean, Another mixed or multiple ethnic background and Pakistani* staff were generally less engaged relative to their cohort
- ▶ Those who are Irish, another Black, Black British or Caribbean background and prefer to self-describe* were the least positive about My Talent and Development
- ▶ Across all themes, those who selected 'Prefer not to say' consistently scored less favourably compared to their cohort. Whilst no solid conclusions can be made from this, those who are most concerned about being identified are generally people who are least motivated and engaged at work.

***Note: Small number of responses are more prone to extreme scores**

Views by Disability

	Overall	Yes	No	Prefer not to say
No. of Responses	2850	422	2103	325
▶ Engagement	63%	58%	65%	55%
▶ My Contribution My Reward	50%	46%	52%	38%
▶ My Wellbeing and Belonging	70%	65%	73%	55%
▶ Trustworthy Leadership	50%	48%	53%	38%
▶ My Talent and Development	60%	56%	64%	46%
▶ Building Brilliant Basics	64%	60%	67%	52%
▶ City Bridge Foundation	83%	87%	84%	72%
▶ Workplace Attendance	16%	13%	17%	12%

Results reveal a clear difference in employee experience between those with a disability and those without

- ▶ Generally, staff with a disability are less likely to be engaged compared to those without
- ▶ Staff with a disability are also responding less favourably to most survey themes, especially in terms of My Contribution My Reward, My Wellbeing and Belonging and My Talent and Development
- ▶ Those who selected 'Prefer not to say' also tend to respond less favourably across all themes relative to those without a disability

Views by Sexual Orientation

	Overall	Ace or Asexual	Bisexual	Gay	Heterosexual / Straight	Lesbian	Pansexual	Prefer not to say	Queer
No. of Responses	2850	20	81	91	2068	36	16	495	34
▶ Engagement	63%	65%	61%	66%	65%	63%	77%	56%	59%
▶ My Contribution My Reward	50%	54%	46%	51%	52%	53%	51%	41%	39%
▶ My Wellbeing and Belonging	70%	78%	71%	74%	72%	69%	82%	59%	74%
▶ Trustworthy Leadership	50%	59%	47%	54%	52%	52%	65%	40%	47%
▶ My Talent and Development	60%	64%	57%	63%	63%	54%	54%	50%	56%
▶ Building Brilliant Basics	64%	67%	60%	67%	67%	66%	67%	54%	65%
▶ City Bridge Foundation	83%	n/a	90%	100%	85%	n/a	n/a	69%	n/a
▶ Workplace Attendance	16%	29%	10%	25%	16%	3%	9%	14%	5%

Views by Sexual Orientation revealed some discrepancy in favourable scores that is worth noting

- ▶ Whilst most sexual orientation groups reported similar experiences, those who identified as bisexual and queer* tend to respond less favourably across most themes
- ▶ Those who are queer* were least positive about My Contribution My Reward
- ▶ Staff who are bisexual, lesbian*, pansexual* and queer* tend to respond less favourably to My Talent and Development
- ▶ Those who selected 'Prefer not to say' generally responded least positively to all themes

***Note: Small number of responses are more prone to extreme scores**

Next steps



Appendix



Views by Bullying, Harassment or Discrimination

	Overall	Yes	No	Prefer not to say
No. of Responses	2850	350	2148	352
▶ Engagement	63%	47%	68%	51%
▶ My Contribution My Reward	50%	35%	54%	35%
▶ My Wellbeing and Belonging	70%	47%	78%	49%
▶ Trustworthy Leadership	50%	34%	56%	34%
▶ My Talent and Development	60%	42%	67%	42%
▶ Building Brilliant Basics	64%	50%	69%	49%
▶ City Bridge Foundation	83%	91%	85%	67%
▶ Workplace Attendance	16%	13%	16%	15%

A large discrepancy in favourable scores were noted between those who have experienced bullying, harassment or discrimination at work in the last 12 months and those who have not

- ▶ Generally, staff who have experienced bullying, harassment or discrimination were much less engaged than those who have not
- ▶ Staff who have experienced bullying, harassment or discrimination are also responding much less positively to most survey themes, especially in terms My Wellbeing and Belonging, with a 31pp difference in favourable score compared to those who have not
- ▶ Those who selected 'Prefer not to say' generally also responded less favourably to all themes relative to those who have not experienced bullying, harassment or discrimination

Views by Length of Service



	Overall	Less than 12 months	1-3 years	4-5 Years	6-10 years	Over 11 Years
No. of Responses	2850	509	662	269	522	888
Engagement	63%	72%	64%	61%	62%	58%
My Contribution My Reward	50%	63%	49%	44%	47%	46%
My Wellbeing and Belonging	70%	80%	73%	68%	68%	64%
Trustworthy Leadership	50%	61%	54%	48%	47%	44%
My Talent and Development	60%	70%	63%	59%	57%	56%
Building Brilliant Basics	64%	71%	66%	62%	63%	62%
City Bridge Foundation	83%	81%	87%	90%	82%	73%
Workplace Attendance	16%	17%	13%	16%	14%	19%

Across length of service, a common trend known as the 'honeymoon phase' was noted, where newer employees tend to be more positive than those with a longer tenure

- ▶ Staff who have been with the corporation for less than 12 months are generally the most positive across most themes
- ▶ A gradual drop in favourable score is noted overtime, with those who have been with the corporation for more than 11 year generally responding the least favourably
- ▶ Interestingly, whilst those with a tenure of 4-5 years were least positive about My Contribution My Reward, they were most positive about City Bridge Foundation*

***Note: City Bridge Foundation was only applicable to a specific group of staff**