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# City of London Corporation
## Employee Survey Executive Insights

July 2024

# Agenda

1. Survey themes overview

2. Employee engagement score

3. Key drivers

4. Highlights and lowlights

5. Focus and next steps

## Survey response rate

# 67%

**2779 / 4157**
responses

## Belief in Action

**(2022) Like for Like response rate**

# 74%

**2225 / 2990** responses

# 27%

**+3pp vs. 2022**

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Results in this deck exclude casual

# Celebrating and reinforcing the good

**Celebrate great results:**

➢ Its easy to focus on the reds. Don't forget the greens! You can get a lot more often by focusing on strengths.

➢ Overall engagement levels have improved since 2022

➢ A much higher response rate, highlighting stronger psychological safety

➢ There is a strong sense of pride and work satisfaction among staff

➢ Positive relationships among colleagues creating an enjoyable environment for staff

Any existing strengths that were surprises should be explored. Identify what is contributing to the positive responses. Build on them and replicate them across the organisation.

# Survey Themes

**Notable improvements seen across most themes**

► 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

| Theme | Response breakdown (■ favourable ■ neutral ■ unfavourable) | | | VS PS Norm | VS 2022 |
|---|---|---|---|---|---|
| My Wellbeing and Belonging | 70% | 18% | 12% | −7 | −3 |
| Building Brilliant Basics | 65% | 22% | 14% | −2 | +14 |
| Engagement | 63% | 23% | 14% | −3 | +9 |
| My Talent and Development | 61% | 23% | 16% | −3 | +3 |
| Trustworthy Leadership | 50% | 31% | 18% | +2 | +15 |
| My Contribution My Reward | 50% | 26% | 24% | −16 | −10 |
| Workplace Attendance | 16% | 22% | 62% | n/a | n/a |

# Engagement levels have improved since 2022

**63%**
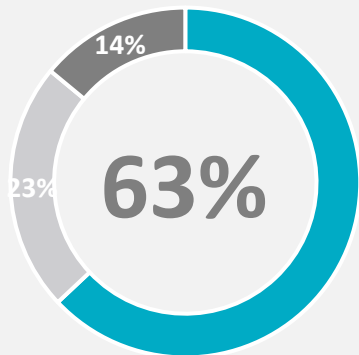
- Positive
- Neutral
- Negative

14% Negative
23% Neutral

**-3** Vs. PS Benchmark

**+9** Vs. 2022

| Question | Response breakdown (■ favourable ■ neutral ■ unfavourable) | | | VS PS Norm | VS 2022 |
|---|---|---|---|---|---|
| If asked, I would say to friends and family that this is a good place to work | 76% | 18% | 6% | +8 | +15 |
| People help and support each other where I work | 76% | 18% | 7% | +2 | +8 |
| I am proud to say I work here | 73% | 20% | 7% | -4 | +8 |
| I believe action will be taken as a result of this survey | 27% | 36% | 36% | -17 | +3 |

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# Key Drivers

| Question | Response breakdown (■ favourable ■ neutral ■ unfavourable) | | | VS PS Norm | VS 2022 |
|---|---|---|---|---|---|
| I feel valued and recognised for the work that I do | 53% | 23% | 25% | −9 | −3 |
| There is a culture of openness and transparency where I work | 46% | 31% | 23% | n/a | +20 |
| Senior leaders manage change well and communicate this to staff | 40% | 32% | 28% | n/a | +11 |
| I feel appropriately supported through change | 47% | 32% | 21% | +7 | +14 |
| My leadership team is committed to creating a diverse and inclusive workplace | 66% | 26% | 8% | n/a | n/a |

Engagement
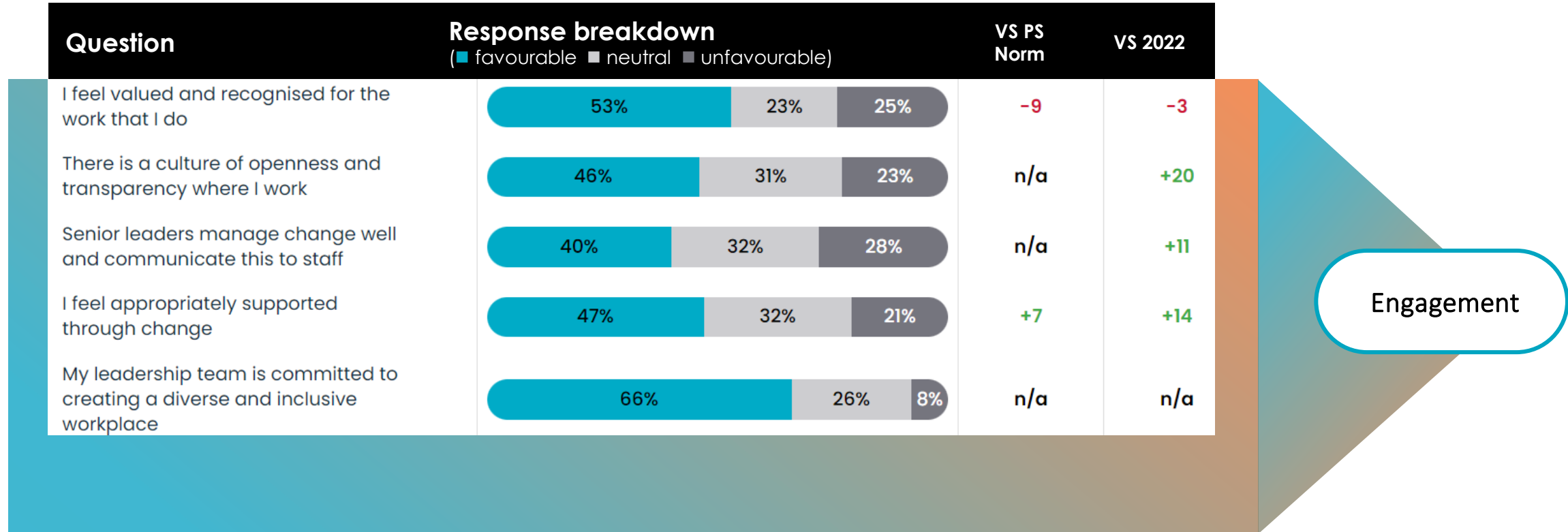
# Highlights

## Highest scoring

| Question | Response breakdown (■ favourable ■ neutral ■ unfavourable) | | | Vs PS Norm | VS 2022 |
|---|---|---|---|---|---|
| My line manager treats me fairly and with respect | 84% | 11% | 5% | 0 | -1 |
| If I were to make a mistake, my line manager would be supportive in helping me learn from it | 80% | 13% | 7% | -3 | -2 |
| I am treated with respect by the people I work with | 79% | 15% | 6% | n/a | n/a |
| I have the freedom I need to get on with my job | 78% | 13% | 9% | 0 | +4 |
| My manager is considerate of my life outside of work | 78% | 15% | 7% | 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% | 21% | 18% | +9 | +21 |
| If asked, I would say to friends and family that this is a good place to work | 76% | 18% | 6% | +8 | +15 |
| I feel appropriately supported through change | 47% | 32% | 21% | +7 | +14 |
| Learning and development activities I have completed while working here are helping me to develop my career | 53% | 31% | 16% | +6 | n/a |
| The senior leaders in my department/team provide a clear vision of the overall direction | 54% | 26% | 20% | +3 | +16 |

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# 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 | 62% | 26% | 12% | +3 | +39 |
| The senior leaders in my department/team are visible and make the effort to listen to staff | 61% | 21% | 18% | +9 | +21 |
| There is a culture of openness and transparency where I work | 46% | 31% | 23% | n/a | +20 |
| The senior leaders in my department/team provide a clear vision of the overall direction | 54% | 26% | 20% | +3 | +16 |
| If asked, I would say to friends and family that this is a good place to work | 76% | 18% | 6% | +8 | +15 |

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# Some things I enjoy about working here are?

## Key themes

► People and teamwork

► Work satisfaction

► Values and Culture

► Flexible and hybrid working

"**Most of my colleagues feel more like friends**. I enjoy **working together** with them and finding solutions as a team."

"**Meeting different people** on a daily basis and **supporting vulnerable people** by putting smile on their faces even when it is tough to so."

"**I enjoy and feel pride in the work I do** for myself, my team, colleagues and employer. **I can see that improvements are possible and there is effort to bring this about.** It is becoming less restrictive, traditional, conservative, and more relaxed, compassionate and reflective of modern ways of thinking. The **location/local area feels safe, pleasant and inclusive**, with green areas. Colleagues on the whole are **open minded** and good to work with."

"currently **the flexibility and the ability to work from home** due to caring responsibilities."

"**Colleagues are open to help each other**. There isn't any micro management in my team which **allows me to explore my own ways of working to get tasks done**. This also reduces any pressure or stress. **Everyone is very friendly and easy going.**"

"**Interesting, friendly colleagues and pupils.** You never know what challenges you will be faced with from day to day."

"**Dynamic and fast paced- opportunities** to take the lead and think on my feet. My team has a **'no blame' culture**- everyone chips in to fix any problems and then we work to stop it happening again."

"**Flexibility** i.e. a mixture of working from home and in the office. **The Corporation gives the impression that it wants to be a modern, open minded, forward thinking organisation.**"

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# 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% | 15% | 77% | n/a | n/a |
| I think Members provide strategic leadership and good governance | 22% | 51% | 27% | n/a | n/a |
| The move for workplace attendance from the current 2 days to 3 days a week in September, will encourage….. | 23% | 29% | 47% | n/a | n/a |
| Members demonstrate our values and behaviours including leading for Equity, Equality, Diversity and Inclusion | 27% | 46% | 27% | n/a | n/a |
| I believe action will be taken as a result of this survey | 27% | 36% | 36% | -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 | 56% | 31% | 14% | -29 | n/a |
| I understand the aims of the People Strategy and Corporate Plan (2024- 2029) | 51% | 31% | 18% | -28 | n/a |
| I feel the current appraisal framework adequately captures my performance | 33% | 33% | 34% | -26 | 0 |
| I believe action will be taken as a result of this survey | 27% | 37% | 36% | -17 | +3 |
| I am consulted on changes that affect me and my work | 48% | 25% | 26% | -10 | n/a |

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# 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 | 58% | 19% | 22% | -7 | -4 |
| In my team we are able to have discussions about things that are uncomfortable or difficult | 66% | 21% | 13% | n/a | -3 |
| I feel valued and recognised for the work that I do | 53% | 23% | 25% | -9 | -3 |
| If I were to make a mistake, my line manager would be supportive in helping me learn from it | 80% | 13% | 7% | -3 | -2 |
| My line manager treats me fairly and with respect | 84% | 11% | 5% | 0 | -1 |

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# Some things I would change about working here are?

## Key themes

▶ Pay and benefits

▶ Flexible and hybrid working

▶ Workspace and facilities

▶ Senior management and leadership

"**Improved focus on salary** and **benefits** that make us feel valued."

"**Not having to return to the Office for 3 days per week** which commences in Sept24. I would rather the current 2 days as things within the City are now expensive."

"**Office conditions could be improved** in regards to the actual **physical space being too small, technology/equipment limitations and issues with temperature**, to name a few."

"**Rigid, top down management approach style.** Junior managers are too scared to think 'outside the box'. 'Sucking up' culture. He/She who shout the loudest gets all the attention."

"**Leadership doesn't seem to understand issues from employees**. They are more focused on making the Members happy."

"**Better reward for working hard/ performance related pa**y. Offices need to be modernised to reflect new ways of working. **Better health benefits** for staff."

"**Greater flexibility regarding working on site** - proposed 3 days is unreasonable when peers in my role work often 2 or 1 day a week on site. **More office space**."

"**Not having such an open plan office** or the **noise** that can build up when everyone is in the office."

"**The SLT Team, their decision making and attitude towards Employees**, decision making should be based on facts and not favouritism. Policies should apply to all employees' and not to a selective few."

# Workplace attendance

| Question | Response breakdown (■ favourable  ■ neutral  ■ unfavourable) |
|---|---|
| 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%  29%  47% *(Agree / Strongly Agree)* |
| I would support a potential move to 4 days a week for workplace attendance in the future | 8%  15%  77% *(Agree / Strongly Agree)* |
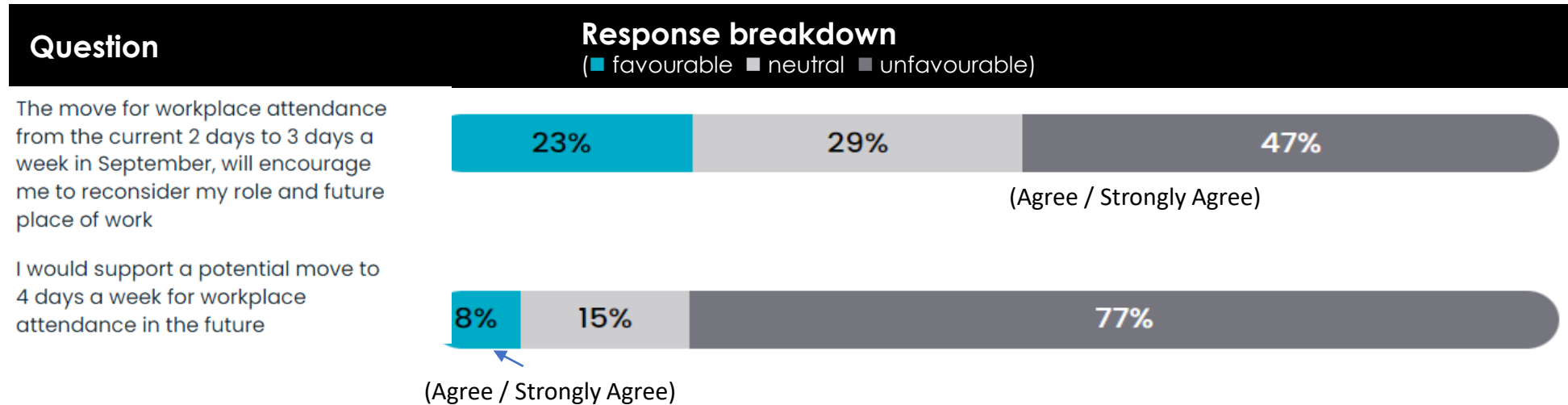
**Results revealed staff greatly value having more flexibility in their workplace attendance**

▶ Almost half reported that the move for workplace attendance from the current 2 days to 3 days a week will encourage them to reconsider their role and future place of work

▶ 3 in 4 disagree that they would support a potential move to 4 days a week for workplace attendance in the future

# Variations

# Variations across CoL

| | Filter | INSTITUTIONS [200] | SERVICES [300] | CORPORATE DEPARTMENT FUNCTIONS [100] |
|---|---|---|---|---|
| No. of Responses | 2779 | 1035 | 894 | 849 |
| Engagement | 63% | 63% | 62% | 64% |
| My Contribution My Reward | 50% | 45% | 51% | 54% |
| My Wellbeing and Belonging | 70% | 71% | 69% | 69% |
| Trustworthy Leadership | 50% | 49% | 49% | 53% |
| My Talent and Development | 61% | 59% | 61% | 62% |
| Building Brilliant Basics | 65% | 63% | 65% | 66% |
| Workplace Attendance | 16% | 14% | 17% | 17% |

## Institutions

- ▶ Institutions experiencing a more supportive and helpful culture

- ▶ Feel more respected, recognised and valued

- ▶ Stronger feeling that leaders are committed to a diverse and inclusive environment

- ▶ Less clear on the aims of the People Strategy and Corporate plan, and how their work connects to it

- ▶ Less respondents feel the ELB is visible and makes an effort to listen to staff

## Services

- ▶ Learning and development activities supporting one's career being experienced more favourably by Services

- ▶ This group is also more satisfied with the tools and equipment they have

- ▶ Less respondents feel that leaders are committed to a diverse and inclusive environment

## Corporate Department

- ▶ Far more favourable than the other groups with the visibility and vision provided by the ELB

- ▶ More favourable perspective on the Corporation's culture

- ▶ The purpose of the role felt to be less strong for those in the Corporate Department

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# Variations across Institutions



| | | CITY OF LONDON POLICE (CIVILIANS) [255] | BARBICAN CENTRE [205] | GUILDHALL SCHOOL OF MUSIC & DRAMA [219] | FREEMEN'S SCHOOL [265] | CITY BRIDGE FOUNDATION [275] | CITY OF LONDON SCHOOL [261] | CITY OF LONDON SCHOOL FOR GIRLS [263] | CITY SCHOOLS SHARED SERVICE [262] | CITY JUNIOR SCHOOL [264] |
|---|---|---|---|---|---|---|---|---|---|---|
| No. of Responses | 1045 | 277 | 191 | 170 | 144 | 130 | 57 | 33 | 25 | 18 |
| Engagement | 63% | 60% | 61% | 65% | 69% | 63% | 65% | 60% | 60% | 82% |
| My Contribution My Reward | 45% | 45% | 40% | 48% | 48% | 51% | 39% | 36% | 41% | 50% |
| My Wellbeing and Belonging | 71% | 71% | 70% | 75% | 76% | 66% | 71% | 67% | 63% | 84% |
| Trustworthy Leadership | 50% | 45% | 46% | 51% | 56% | 52% | 50% | 53% | 54% | 63% |
| My Talent and Development | 59% | 57% | 52% | 60% | 69% | 59% | 62% | 58% | 58% | 66% |
| Building Brilliant Basics | 64% | 59% | 58% | 64% | 76% | 65% | 65% | 64% | 65% | 73% |
| Workplace Attendance | 14% | 8% | 18% | 19% | 21% | 10% | 25% | 18% | 25% | n/a |

## Institutions

► City of London Police and Barbican Centre responding least favourably compared to other Institutions.

► GSMD, Freemen's School, and City Junior School responding most favourably.

# Other notable hotspots

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

## Response breakdown
(■ favourable ■ neutral ■ unfavourable)

| 67% | 20% | 12% |
|-----|-----|-----|

▶ Overall scores between **male** and **female** respondents mostly **aligned**

▶ Scores **notably lower** for those who have been in the Corporation for **over 11 years**

▶ Amongst Ethnic Minority group **African; Bangladeshi; Indian; Asian** and **White** responded mostly more favourably than the overall score. **Another Black, Black British or Caribbean** background responded mostly less favourably

▶ Those with a **disability** responded notably less favourably in nearly all themes

# "I have not experienced discrimination in respect of accessing development opportunities"

## Response breakdown
(■ favourable ■ neutral ■ unfavourable)

| 71% | 21% | 8% |
|---|---|---|

**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

▶ **Ethnicity:** Another Black, Black British or Caribbean background (50%) and Another Mixed or multiple ethnic background (51%) were least likely to respond favourably. However, other Ethnic Minority groups responded more favourably to this.

# Highlights for Casuals

| | Overall | No | Yes |
|---|---|---|---|
| No. of Responses | 2850 | 2779 | 71 |
| Engagement | 63% | 63% | 66% |
| My Contribution My Reward | 50% | 50% | 50% |
| My Wellbeing and Belonging | 70% | 70% | 75% |
| Trustworthy Leadership | 50% | 50% | 45% |
| My Talent and Development | 60% | 61% | 48% |
| Building Brilliant Basics | 64% | 65% | 62% |

## Higher scoring for Casuals:

▶ More positive about worklife balance

▶ Feel more respected, recognised and valued

▶ Strong feeling that their emotional safety is taken seriously

▶ More satisfied with their terms and conditions, and rewards

## Lower scoring for Casuals:

▶ Less clear on how the team is doing against its objectives

▶ Perception that Leaders (ELB) are less visible and do not make an effort to listen to them

▶ Less access to development opportunities

▶ Less comfortable to ask a manager for help and guidance, and feel they receive less feedback on how they are doing

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# Focus areas and Next steps

# Next steps and recommendations

**Number one focus:**

➢ Focus on strengths that have contributed to a more positive employee experience
➢ Leverage them to further improve employee engagement
➢ Take them from strength to strength

## My Contribution My Reward

- ► Create a clear link between contribution and feelings of **recognition**.

- ► Help staff **understand the aims of CoL** and **how they contribute to the aims** to improve motivation and engagement

- ► Review effectiveness and helpfulness of current **appraisal framework**, ensuring it objectively captures performance and provides **constructive feedback**.

- ► Create a culture of **ownership** and **accountability** when it comes to **careers** and **development**.
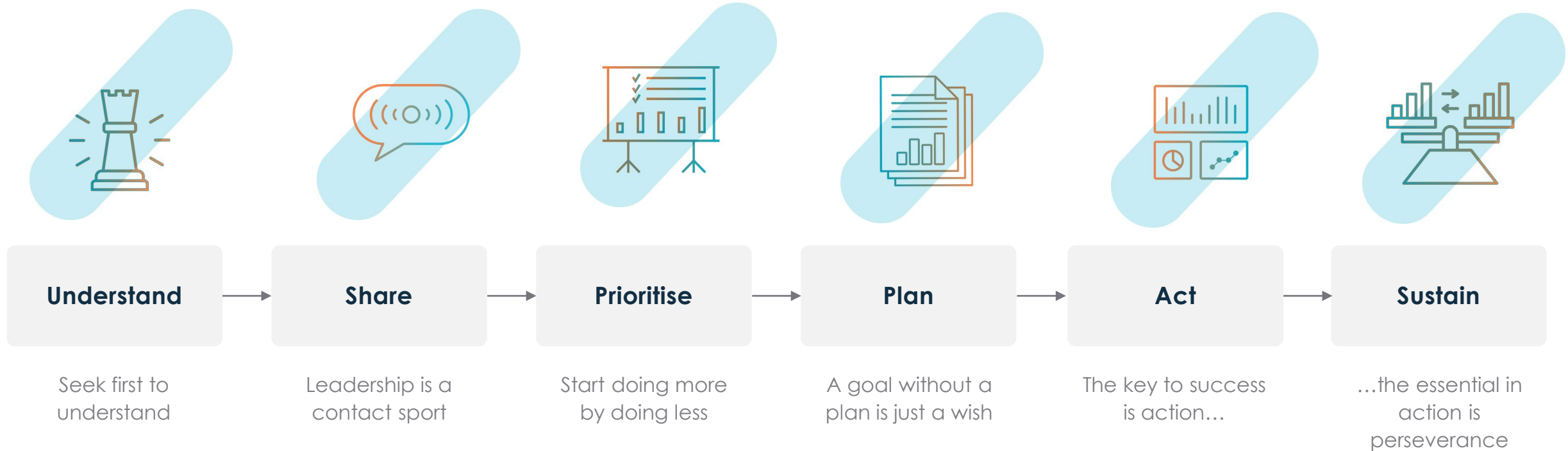
## Leadership and change

- ► Strengthening the connection between **Members** and **Staff** through engagement and dialogue.

- ► Continue to focus on leadership **visibility and transparency** and involve people in change.

- ► **Be proactive in taking action** to demonstrate that leaders are committed to improving the staff experience

## Get granular

- ► Its clear actions are going to vary by group and demographic.

- ► Ownership and accountability must exist to help ensure action (even at least one) is taken on a granular level.

- ► Keep it clear. Focused. And tangible.

- ► Agree the plan ahead of upcoming dashboard sessions

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# 6 steps to success



**Understand** → **Share** → **Prioritise** → **Plan** → **Act** → **Sustain**

| Understand | Share | Prioritise | Plan | Act | Sustain |
|---|---|---|---|---|---|
| Seek first to understand | Leadership is a contact sport | Start doing more by doing less | A goal without a plan is just a wish | The key to success is action… | …the essential in action is perseverance |

# Observations and Questions