

Appendix A

2024 Staff Survey Update

Overview of staff survey actions

This appendix to the People Strategy provides an overview of staff survey feedback and the resulting corporate and departmental action plans aimed at addressing employee engagement, wellbeing, and development priorities. Following the initial survey results shared with senior leaders, departments crafted action plans focusing on four of the five themes of the People Strategy: trustworthy leadership, wellbeing and belonging, contribution and reward, and talent and development.

Common themes at department and institution level include the need for more frequent feedback, events to bolster belonging, and managerial training on wellbeing. The Executive Leadership Board's actions, and the corporate action plan are included below.

As part of the reporting process, People and HR will gather bi-monthly updates to ensure consistent monitoring and transparent reporting of progress. A pulse survey, planned for September 2025, will provide interim insights on engagement and inform further strategic adjustments, ahead of the next full Staff Survey in 2026.

This approach underscores the organisation's commitment to an adaptable, inclusive, and responsive workplace culture, furthering its vision for high employee engagement and operational excellence and our goal of being a world class organisation.

Background following survey

Following the presentation of the initial survey results to the Senior Leadership Team, Executive Leadership Board, and relevant committees. Departments were granted access to review and respond to the findings and develop local action plans with their teams.

Departments and Institutions have presented their area findings of the staff survey back to their teams and produced action plans. These have been submitted to People and HR for review, effectiveness and measurement of the impact on organisational outcomes. Some of the common themes across departments included.

Trustworthy Leadership –

- Improving engagement and having a greater understanding of Executive Leadership Board (ELB).
- Further development of leaders and managers.
- Increased Senior Leadership visibility
- Genuine recognition from line managers for work well done
- Monthly departmental town halls to improve communication

My Wellbeing, My Belonging –

- More departmental networking, away days, shared lunches, and social events
- Managers implementing a wellbeing check in during 1-1 meetings
- Team volunteering days
- Greater use of wellbeing ambassadors
- Further management development around the wellbeing space.
- Departmental EEDI updates in all staff meetings

My Contribution, My Reward –

- Peer recognition programmes
- Consistent real time feedback to individuals and teams,
- Understanding benefits on offer.
- Departments committing to improve the number of Celebrating our People Awards (COPA)

My Talent and Development –

- Development of line manager training to include wellbeing conversations
- Departmental skill sharing workshops
- Sign posting to L&OD offer in team meetings.
- Better understanding of career pathways.

Building Brilliant Basics –

- Work to improve local induction for new starters
- Quiet meeting spaces introduced
- Clearing out of clutter from offices to create more collaborative working spaces
- Improve communication channels across teams to breakdown silos

Next Steps

Departments and institutions will submit bi-monthly updates to the People and HR teams, facilitating continuous tracking of departmental initiatives, progress, and action-plan outcomes. These updates will highlight how actions were implemented, fostering cross-departmental learning and collaboration. This structured approach demonstrates a commitment to addressing staff feedback, enhancing transparency, and driving meaningful change.

To further assess progress, a pulse survey is scheduled for September 2025. Comprising approximately 10 focused questions, this survey aims to evaluate interim advancements in response to staff feedback and other key initiatives. The questions, currently in development, will align with the organisation's priorities and staff engagement objectives.

Conclusion

This paper reinforces the organisation's strategic commitment to addressing staff feedback through a structured and transparent approach that emphasises engagement, wellbeing, and professional development. Department-led action plans, supported by bi-monthly updates to People and HR, exemplify a proactive strategy to create a responsive and supportive workplace.

Immediate initiatives have focused on key areas such as trustworthy leadership, wellbeing, contribution and reward, and talent development. Specific actions include enhancing real-time feedback mechanisms, fostering social connections, and providing wellbeing-focused managerial training. The benefits of these will:

Strengthen Leadership Credibility: Focusing on trustworthy leadership builds confidence among employees, creating an environment where staff feel valued and guided by ethical and reliable leaders.

Enhance Employee Wellbeing: Wellbeing-focused initiatives, such as managerial training and fostering social connections, help mitigate stress, improve mental health, and create a supportive workplace environment.

Increase Engagement and Motivation: Actions around contribution and reward ensure employees feel recognised and appreciated for their efforts, boosting morale and productivity.

Improve Talent Development: Investment in talent development, including feedback mechanisms, helps employees grow professionally, ensuring the organisation retains and nurtures its workforce.

Culture of Transparency and Inclusivity: Open communication and regular updates foster trust and inclusivity, making staff feel involved and informed about organisational progress

Encouragement of Continuous Improvement: Real-time feedback mechanisms enable quick identification and resolution of issues, embedding a proactive and adaptive culture within the organisation.

Alignment with Organisational Objectives: These initiatives tie directly to operational excellence and long-term goals, ensuring that both employee engagement and strategic priorities are addressed simultaneously.

Boosted Organisational Reputation: By visibly responding to staff needs and feedback, the organisation enhances its standing as an employer of choice, attracting and retaining top talent.

Fostering Collaboration: Encouraging cross-departmental learning through shared progress reports helps break down silos and promotes a collaborative workplace culture.

Increased Trust and Loyalty: Transparency in actions and outcomes reinforces employee trust, cultivating loyalty and reducing turnover.

Through these benefits, the organisation not only addresses immediate challenges but also lays a solid foundation for sustained growth, employee satisfaction, and operational excellence.

ELB Actions following on from staff survey results

Action 1: Cultivating a Culture of Equity and Recognition

Under the theme "*My Contribution, My Reward*," our primary objective is to advance our organisational culture by promoting fairness, transparency, and consistency in how we recognise, reward, and develop our people. The Executive Leadership Board (ELB) will lead this effort, ensuring that performance management, reward systems, and feedback mechanisms are uniformly implemented across the City Corporation.

Key areas of focus include:

Real-time Feedback: The ELB will achieve this by:

- In meetings or forums role model recognition and constructive feedback to team members, show casing the value of timely input
- Actively promote and participate in feedback mechanisms such as 360-degree feedback reviews
- Schedule regular one to one check ins with teams

Consistent Recognition:

- Highlight accomplishments organisational wide in Town Halls, newsletters and celebrating our people awards
- Role model and encourage managers and leaders to consistently acknowledge employee contribution during meetings
- Ensure that individual and team contributions are acknowledged and celebrated across all levels of the organisation in a consistent and equitable manner.

Embedded Learning and Development:

- Encourage a growth mindset by actively promoting learning opportunities, skills development, and career progression.
- Lead by example and demonstrate a commitment to learning by participating in training and sharing personal growth experiences
- Support and participate in mentoring and coaching opportunities to enhance performance

Clear Communication:

- Maintain transparent and open communication channels, ensuring regular updates and clear information flow to all employees.
- Continue to conduct regular town halls to enable employees to have raise questions and concerns
- Use surveys and focus groups to gain feedback on performance

By embedding these practices, we aim to foster an environment where employees feel valued, contributions are consistently recognised and learning, and development are integral to our pursuit of world-class performance across the Corporation of London.

Action 2

Under the "Trustworthy Leadership" theme, our goal is to strengthen trust by ensuring the Executive Leadership Board (ELB) clearly define and communicate their purpose and vision. We will collaborate with our Future Ambition 18 group supporting their alignment with these goals and implementing key actions. Additionally, we will promote transparency and engagement by sharing a roster of Chief Officer visits to departments, institutions, and partners, fostering direct engagement, open communication, and increased leadership visibility across the organisation.

Define our purpose and vision

- Gather input from employees, customers and other stakeholders to understand perspectives and expectations of our purpose, vision and values
- Continue to hold regular check ins and events such as Town Halls

Promote Transparency and Engagement

- We will visit departments, institutions and partners to promote and build trust and transparency and increase our visibility across the organisation
- Continue to run engagement surveys to ensure we listen and identify areas for improvement

Collaborate with Future Ambition 18

- Our Future Ambition 18 Leaders with ELB support will deliver our key commitments, ensure they are actioned and hold us to account to make certain that everything we do aligns to our goals. By working closely together we will all understand our objectives and be able to report on our progress.
- Work with the Future Ambition 18 leadership exchange to launch initiatives to address common challenges
- Create feedback loops to continuously improve the collaboration across FA18 and ensure alignment with evolving goals

Action 3

Under the "My Wellbeing, My Belonging" theme, our objective is to cultivate a workplace culture where every employee feels valued, supported, and connected. To achieve this, we the Executive Leadership Board (ELB) will lead by example, openly prioritising our own health and wellbeing. We will promote work-life balance, self-care, and mental health, demonstrating these values through our actions and communications.

Key actions include.

- Fostering an inclusive environment by encouraging diverse voices and creating safe spaces for employees to express concerns and provide feedback.
- Supporting initiatives focused on promoting diversity, equity, and inclusion throughout the organisation, ensuring these principles are embedded in all levels of our work. ELB will encourage membership and allyship in the staff networks.
- Through regular conversations our leaders and managers will actively engage their teams in regular discussions, encouraging participation in training and "lunch and learn" sessions on key topics such as emotional intelligence, mental health awareness, and stress management. These initiatives aim to equip staff with the skills needed to recognise early signs of burnout and provide appropriate well-being support as required.
- Establishing clear and transparent communication channels where employees can comfortably discuss wellbeing issues, seek guidance, or confidently provide feedback on team culture.
- Strengthening connections and dialogue, we will hold regular town halls or listening sessions with leadership, ensuring continuous engagement and responsiveness to employee needs.

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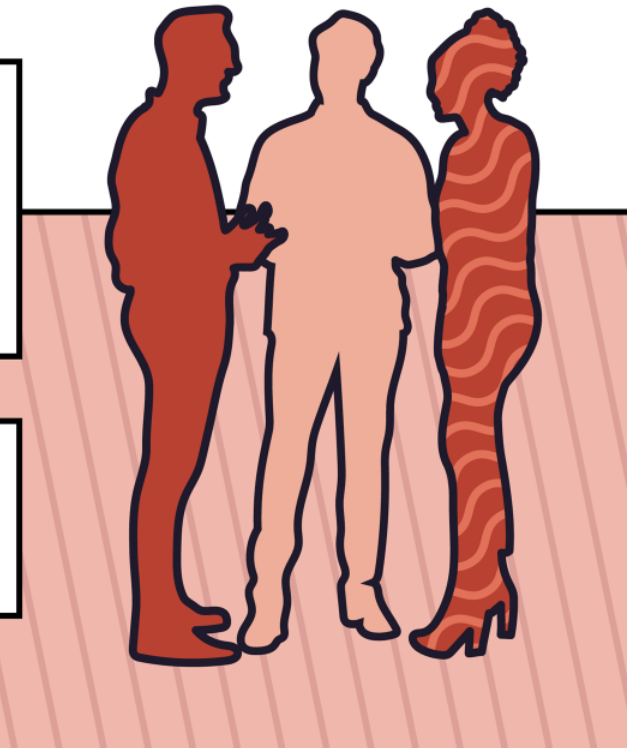


Appendix A.2

Staff Survey Corporate Action Plan






This Corporate Action Plan will be used to outline their key points of action resulting from the 2024 Staff Survey.


It forms a living document that will not only set out aims and objectives for the next 12 months, but it will allow for progress tracking and adjustments during the bi-monthly follow up meetings with L&OD.





What are you working on?


Based on your Team's results, what are the key actions you will be taking forwards from the Survey:


Key Action	Framework Theme	Key Improvement Required	
Trustworthy Leadership		Develop a community of leaders and managers at all levels who will create an inclusive and respectful environment. These leaders will consistently role model our value, engage with, empowering, developing, challenging and celebrate our people.	
My Wellbeing and Belonging		Be inclusive, diverse, and people-oriented. We will make sure all employees are supported, challenged and motivated, and we will create a flexible working environment that respects personal commitments, fostering a culture where everyone can thrive	
My Talent and Development		Develop a strong employer brand identity to create effective and inclusive recruitment approaches that attract and retain candidates. Develop learning and development opportunities , to enable everyone to feel supported in their professional growth	
My Contribution My Reward		Provide flexible, sustainable, fair, equitable , and transparent reward and recognition opportunities for our people beginning with Ambition 25. This will ensure that our employees feel valued and appreciated for their contributions	
Building Brilliant Basics		Develop robust, easy-to-use automated systems that simplify data collection, reporting and self-service mechanisms. To enable and enhance our ability to filter and report on identity characteristics more effectively	

 My Contribution, My Reward

 My Wellbeing and Belonging

 Trustworthy Leadership

 My Talent and Development

 Building Brilliant Basics

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What are you going to do?

How will you implement the Key Actions from the previous page and how will you measure the success:

Action Points Trustworthy leadership	Measurement	Complete By
<p>Work to define with staff what good leadership looks like, through workshops conversations and meetings</p> <p>All staff town halls to be run 3 to 4 times a year to promote corporate plan and people strategy across the organisation</p> <p>Increase awareness of ELB via communications team running a series of interviews with ELB members</p> <p>Work with internal comms to share information across teams to improve communication via a range of channels</p> <p>Reestablish the Future Ambition 18 Leadership exchange Introduce the new Senior Responsible Officer – Will attend a module on EEDI</p> <p>Commence the work on Vision, values and culture work</p> <p>By end of 2025 % of our managers will have attended a Management development programme</p> <p>Undertake a governance review & members code of conduct and Member induction programme – to be in place following the Elections in March 2025</p>	<p>Improvement in belief in action and engagement score currently at 27% and 63%</p> <p>My leadership team are committed to creating a diverse and inclusive workplace improve from 66%</p> <p>Interviews are planned and produced, and the visibility of leaders increases in the staff survey</p> <p>ELB are visible and make an effort to increase from 28% Senior leaders manage change and communicate this to staff , survey result to increase from 40%</p> <p>Work to develop Future ambitions 18 Leadership members , leadership scores in survey will improve openness and transparency score to improve from 63%</p> <p>Effective one to ones will increase , retention of staff , engagement score will increase over 63%</p> <p>Members code of conduct will be in place and survey results for members will increase over 22%</p>	
Quick Wins	Completed	

What are you going to do?

How will you implement the Key Actions from the previous page and how will you measure the success:

Action Points - My Talent and Development	Measurement	Complete By
<p>Offer learning and development opportunities , to enable everyone to feel supported in their professional growth</p> <p>Implement a more formal approach to coaching and mentoring to support career acceleration</p> <p>Identify and nurture talent by establishing processes for identifying high potential employees and support with tailored development opportunities</p>	<p>Staff survey feedback ,</p> <p>Employee retention rates</p> <p>Tracking career advancement in the organisation</p> <p>Uptake and completion rates of courses</p>	
<p>Work to implement Anonymised recruitment across all roles –</p> <p>Marketing communication plan on Learning and Development opportunities</p>	<p>To be commenced following SAP ERP implementation</p> <p>Numbers increase on courses , access to learning and development activities increase over 60% & 53% on staff survey</p>	
<p>Mandatory training phase one update all mandatory training and roll out to all staff in January to March 25,</p> <p>phase 2 managers mandatory training update ,</p> <p>phase 3 casuals and contingent workforce roll our once EPR is implemented</p>	<p>By April 2025 minimum 85% compliance</p> <p>September 2025 roll out</p> <p>Date to be confirmed following completion of the implementation of Sap</p>	
<p>Development of revised template, updated guidance, and improved training for Equality impact assessments</p>	<p>Managers and colleagues responsible for completing equality impact assessments will understand the importance of completing the form correctly</p>	

What are you going to do?

How will you implement the Key Actions from the previous page and how will you measure the success:

Key Action Points	
<p>My Wellbeing and Belonging Working to build an environment that is supportive and inclusive to encourage open conversations about wellbeing by introducing wellbeing discussions within regular 1-1 meetings</p> <p>Build resources and programmes to enhance mental, physical health and wellbeing support, including lunch and learns , virtual and face to face options</p> <p>Create a safe and inclusive space for employees to express ideas, opinions and concerns</p> <p>Foster positive working relationships encouraging team building , mentoring , coaching and build meaningful connections to create a sense of belonging</p> <p>Review and roll out departmental stress risk assessments in collaboration with H&S</p> <p>Work in collaboration with Health and Safety to build a robust plan for supporting staff around building psychological safety across our employees</p> <p>Link wellbeing interventions and lunch and learns to align with the PMP programme</p> <p>Staff survey –Pulse Survey in September 2025 run an all-staff town hall in March prior to pulse survey in March Run a pulse survey as a check in for our colleagues to understand how our actions following the 2024 survey have been implemented September 2025 followed by a full staff survey to be held in Mid-year 2026 – communicated by Xmas 2025</p> <p>Work to continue to develop corporate offering on social mobility and focusing on delivering against equality objectives 2024-2029</p>	<p>Monitoring the staff survey results in the wellbeing and belonging section of the survey ,</p> <p>Retention and absentee rates</p> <p>Score on if employees would recommend as a place to work</p> <p>Peer feedback groups ,, staff survey results</p> <p>Increase internal and external coaching register to be more inclusive and diverse</p> <p>A plan of areas to undertake the risk assessment to commence in collaboration with H&S</p> <p>Market all manager wellbeing interventions to the PMP groups</p> <p>Pulse survey will be designed and rolled out with clear actions undertaken as a result</p> <p>Rise further on the social mobility index from current position of 58</p>

What are you going to do?

How will you implement the Key Actions from the previous page and how will you measure the success:

Key Action Points – My Contribution, My Reward	Measurement	
<p>Deliver on Future Ambition 25 during 2025</p> <p>Empower everyone to recognise and reward colleague contributions that can be celebrated</p>	<p>Staff will have an overview of Ambition 25 next steps in late 2024 and Ambition 25 will be implemented in 2025 along with success measures established and measured within the staff survey</p> <p>Staff survey results will improve</p>	
<p>Recognise and celebrate contributions, regular acknowledgement of hard work, achievements to support colleagues feeling appreciated in real time feedback through use of TC briefings, local newsletters and blogs</p>	<p>Managers will have a process in place to ensure that feedback is given in real time</p> <p>Survey results will be improved</p> <p>COPA results will continue to be measured and refined</p>	
<p>Benefits Review & Refresh work is underway, including establishing a range of benefits that cater to a diverse range of preferences and employee needs</p>	<p>Following full stakeholder engagement as part of the Review, the Benefits Refresh will take place in 2025 with success measures and outcomes established</p>	

What are you going to do?

How will you implement the Key Actions from the previous page and how will you measure the success:

Key action plan	Measurements
<p>Building Brilliant Basics</p> <p>Introduce an Enterprise Resource Planning (ERP) system that will enable the organisation to manage and integrate core business processes across a centralised platform by</p> <ul style="list-style-type: none"> • Establishing an ERP implementation team • Plan timelines for system implementation • Work with key stakeholders to support operational efficiency 	
<p>Conduct a comprehensive policy review to integrate recent legislative changes and embed Equality, Diversity, and inclusion principles</p> <p>Key dates January 2025 – April 2025: High priority policies will be reviewed including probation, Disciplinary, Grievance, Sickness Absence and Family Leave April 2025 onwards continued review of the policies within the employee handbook</p>	<p>Proposed order will be agreed by Corporate Services committee in November 2024 Policies will be updated and available from April 2025</p>
<p>Commence work on the anonymous HR reporting system for employee and members to lower customer complaints within the organisation</p>	<p>Senior and member led implemented , full implementation following go live of ERP</p>
<p>Activity to follow up on the Equity, Equality, Diversity and Inclusion review by 1st April 2025</p>	<p>Paper on review and recommendations to go to EDI sub committee</p>



