



City of Westminster

Committee Agenda

Title: **Westminster Scrutiny Commission**

Meeting Date: **Thursday 25th April, 2019**

Time: **7.00 pm**

Venue: **Room 18.02, 18th Floor, Westminster City Hall,
64 Victoria Street, London, SW1E 6QP**

Members: **Councillors:**

Melvyn Caplan (Chairman)
Nafsika Butler-Thalassis
Tony Devenish
Jonathan Glanz
Adam Hug
Karen Scarborough

Members of the public are welcome to attend the meeting and listen to the discussion Part 1 of the Agenda

Admission to the public gallery is by ticket, issued from the ground floor reception at City Hall from 6.30pm. If you have a disability and require any special assistance please contact the Committee Officer (details listed below) in advance of the meeting.



An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact the Committee Officer, Andrew Palmer, Senior Committee and Governance Officer.

**Email: apalmer@westminster.gov.uk Tel: 020 7641 2802
Corporate Website: www.westminster.gov.uk**

Note for Members: Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting. With regard to item 2, guidance on declarations of interests is included in the Code of Governance; if Members and Officers have any particular questions they should contact the Head of Legal & Democratic Services in advance of the meeting please.

AGENDA

PART 1 (IN PUBLIC)

1. MEMBERSHIP

To note any changes to the membership.

2. DECLARATIONS OF INTEREST

To receive declarations by Members and Officers of the existence and nature of any personal or prejudicial interests in matters on this agenda.

3. MINUTES

To approve the Minutes of the meeting held on 11 December 2018.

(Pages 3 - 8)

4. CHIEF EXECUTIVE'S UPDATE

Report of Stuart Love, Chief Executive.

(Pages 9 - 12)

5. OUR VOICE STAFF ENGAGEMENT SURVEY

Report of Lee Witham, Director of People Services.

(Pages 13 - 26)

6. WORK PROGRAMME 2019-2020 AND ACTION TRACKER

Report of the Policy & Scrutiny Manager.

(Pages 27 - 30)

7. ANY OTHER BUSINESS

**Stuart Love
Chief Executive
15 April 2019**



CITY OF WESTMINSTER

MINUTES

Westminster Scrutiny Commission

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Westminster Scrutiny Commission** held on **Tuesday 11th December, 2018**, Westminster City Council, City Hall, Room 3.6/3.7, 3rd Floor, 5 Strand, WC2 5HR.

Members Present: Councillors Melvyn Caplan (Chairman), Nafsika Butler-Thalassis, Tony Devenish, Paul Dimoldenberg, Jonathan Glanz and Karen Scarborough

Also Present: Councillors Nickie Aiken (Leader of the Council), Stuart Love (Chief Executive), Sara Sutton (Director of Public Protection and Licensing), Aaron Hardy (Scrutiny Manager) and Reuben Segal (Acting Head of Committee and Governance Services)

1 MEMBERSHIP

- 1.1 It was noted that Councillor Paul Dimoldenberg had replaced Councillor Adam Hug.

2 DECLARATIONS OF INTEREST

- 2.1 There were no declarations made.

3 MINUTES

- 3.1 **RESOLVED:** That the minutes of the meeting held on 28 June 2018 were approved as a correct record of proceedings.

4 LEADER OF THE COUNCIL'S UPDATE

- 4.1 The written update from the Leader of the Council set out matters of corporate interest which included: (1) Westminster Community Contribution (2) Parental Leave policies (3) Support for EU Nationals and (4) My Westminster Programme.
- 4.2 The Leader stated that since the local elections in May the Council had taken strategic decisions in a number of key areas. These included future plans for the Oxford Street district, returning the Council's housing management functions currently overseen by CityWest Homes back in-house and considered and taken forward recommendations of an independent review of

the Council's development planning service. It had also launched a consultation on the Council's overarching development plan. She thanked officers for their hard work on these Council priorities over the preceding months.

- 4.3 The Leader and the Chief Executive then responded to questions from the Commission.
- 4.4 Westminster Community Contribution – The Leader was asked whether those residents that had made a voluntary contribution had received information on how their money is being used. She was also asked whether the Council would consider extending the scheme to Band G properties and businesses. With regards to the City of Westminster Charitable Trust (COWCT), Members asked whether any consideration had been given to appointing an independent trustee with a background in the voluntary sector in order to provide a broader perspective to the Trust's work. Questions were also asked about whether a dedicated web-page exists to promote the Trust's work.
- 4.5 The Leader of the Council informed Members that letters had been sent to all of those that had made donations, as well as all those in Band H properties that had not, setting out how the donations received had been distributed. The Leader stated that she had been delighted by the response to the scheme to date as it had been launched during Purdah where there was a restriction on publicity. She confirmed that the Council has written to Band G properties and that she would consider how the scheme can be expanded to other stakeholders in Westminster.
- 4.6 The Chairman, who is a trustee of the COWCT, commented in the respect of the scheme that there is a need for a clear separation between the responsibilities, duties and activities of the Trust and that of the Council. He explained that the Trustees had met earlier in the day to review the Declaration of Trust to ensure that the Trust is fit for purpose given its increased activity following the launch of the Council's scheme. It had recruited a dedicated officer to manage its finances and administer the voluntary donations received. Trustees had agreed to appoint an independent person and set up a dedicated web-page which will highlight its work and set out the projects that funds collected through the voluntary contributions have been allocated to. Trustees will meet quarterly to review progress. The next bidding round for funds will be in January and February.
- 4.8 With reference to the priority project to provide support for rough sleepers, Members referred to the new Hotel School initiated by Jeremy Goring as a scheme of merit that provides vulnerable people with experience of work in the hospitality trade. The Leader advised that she had visited the School and was very impressed with its work. She advised that the Director of Economy was assisting Mr Goring to locate larger premises in the borough as capacity at The Passage, where the school is located, had been exceeded
- 4.9 Parental Leave Policies – The Commission welcomed the review of the Council's Parental Leave policies and the decision to increase the maternity leave allowance to 26 weeks full pay, followed by 26 weeks half pay. The

Leader was asked about the pay implications if a member of staff leaves the organisation part way through their maternity leave. Stuart Love explained that the Council would not expect an employee to pay back any maternity allowance received, however, no further payments would be forthcoming.

- 4.10 In a supplementary question, the Leader was asked whether the Council was considering paying staff the London Living Wage. The Chief Executive reported that no one working directly for the Council is paid below this threshold. He stated that many of the Council's contractors pay above the London Living Wage without reference to a specific policy set by the authority. Requiring all contractors to do so would come at a significant price. Very few other local authorities require this. Therefore, the Council is not losing contract staff to other authorities. However, the Council is asking contractors to consider this when re-letting contracts.
- 4.11 City Lions – The Leader was asked how many of the 60 businesses that had been approached to support the work strand of the project had responded. Members were informed that this aspect of the project was in its early stages. John Nolan has been recruited to run the project full time. More businesses were becoming involved each week in support of the scheme and offering different work experiences to young people in Westminster.
- 4.12 Community Engagement – In response to questions about providing reassurance to and engagement with residents, Councillor Aiken stated that there is a clear desire by the electorate for politicians to listen more. This was most clearly evident in discussions around Brexit. She stated that the Council cannot scope out policies if it does not know what residents' concerns and hopes are. She highlighted that a clear message had been received during the recent local elections regarding the future of Oxford Street and the Council had listened and responded to this.
- 4.13 The Leader then responded to questions regarding the challenges to Westminster's economy. She stated that the retail industry had been significantly impacted by the rise in online shopping and in the approach to Christmas by the heavy discounting associated with "Black Friday!". The Council had recognised that the initial proposals for Oxford Street did not respond to the retail community's ongoing needs. Additionally, visitors were not coming into the area in the same numbers as they once did. The Oxford Street District Strategy recognises that a different experience that goes beyond retail is needed for the area.
- 4.14 The Commission raised concerns about the potential impact on the four tube stations that serve Oxford Street due to the delay in the opening of Crossrail. They asked about what impact this may have on the Council's Oxford Street District Strategy. The Leader stated that the Council knew that Crossrail would not open in December 2018 and its strategy has been developed in such a way so as to reflect this. She doubted that the project would open in early 2020 as currently projected. Stuart Love stated that the Council is currently consulting stakeholders on the strategy and a report on this will be presented to Cabinet in February and will include more detail on what is planned for 2019. He acknowledged the ongoing impact of the Crossrail

delays to businesses which included road closures and general construction. The Council was working closely with the BIDS to minimise the impact.

- 4.15 The Commission asked for an update on taking forward the recommendations arising from the Planning Review. The Chief Executive advised that the final two workshops with amenity societies were due to take place in the following days. Following this, the feedback from all consultees will form the basis of recommendations to the Cabinet Member for Place Shaping and Planning. A protocol for public speaking at Planning Applications Sub-Committees to commence on 12th February will be submitted to Cabinet for consideration in January.
- 4.16 The Chief Executive was asked to provide an update on issues of corporate interest that he raised when last before the Commission in June. Mr Love highlighted the ongoing reduction in project funding to London local authorities by the Mayor of London and TfL as a concern. He also highlighted cooperation with the Council in relation to street and road activities as an issue. Other issues related to the limited Government funding for Adult Social Care. He stated that his biggest concern related to Police funding and the reduction in Police numbers and the rise in youth violence.
- 4.17 The Leader of the Council stated that she had recently met with the Metropolitan Police Commissioner who stated that she is committed to having CCTV that is being funded by the Council in operation in key areas in the next few months.
- 4.18 With regards to questions about the increase in youth violence, the Leader explained that she had been instrumental in establishing the Integrated Gangs Unit in 2012 to address concerns about youth violence, particularly in the North West of the borough. The unit, which brought together a range of agencies, focused on giving young people choices and routes away from gangs. Whilst significant strides had been achieved, she felt that the situation had deteriorated over the last year and was particularly affected by “County Lines” issues. This was affecting many London boroughs. The Council is making efforts to address this and there had been some improvements. However, she highlighted that funding from the Mayor of London to support this work had been reduced by 60% over the last two years. She had lobbied alongside other local authorities for an increase in funding and whilst the Council has been given some additional money this has not replaced the amount that was lost. Other London local authorities with more serious challenges, particularly in the North East of London have fared even worse.

5 EMERGENCY PREPAREDNESS UPDATE

- 5.1 Sara Sutton, Director of Public Protection and Licensing, introduced the report which provided an update to a report that was provided to the Commission in 2017 on the Council’s response to the Grenfell Tower fire and also the terrorist related incidents that took place that year.
- 5.2 The report addressed specific areas of interest to the Commission: The role of elected members in emergency preparedness and current activity to raise awareness of emergency planning and business continuity with residents and

businesses. It also set out the implementation of measures to improve resilience and preparedness across London and locally.

- 5.3 Members asked about the process for circulating the Guide for elected Members and how it would be kept up-to-date. Sara Sutton advised that subject to any comments that the Commission had on its contents the Guide would be circulated to all members of the Council. The Council is working with colleagues to develop a pan-London approach to Member training. Specific training will be provided to Cabinet Members regarding arrangements relating to their particular portfolio. The Commission requested that the Guide is deposited in an online location which is easy for Members to find.
- 5.4 Members asked about the process for de-briefing Councillors after an incident has occurred. The Chief Executive advised that a number of internal briefings take place following an incident. Officers hold a de-brief session with the emergency services. In relation to elected Members, Cabinet Members are de-briefed. Sara Sutton advised that the lessons from the incidents that took place in 2017 had been included in last year's report to the Commission.
- 5.5 The Commission asked officers for their views about the creation by the Mayor of London and the GLA of the London Watchkeeper Service which is a 24 hour emergency management centre to bolster the City's response to terror attacks and major disasters. Members commented that the justification for the change appeared to relate to concerns that some London Local Authorities (LLA's) are not able to meet the strategic gold standard challenge of responding to such emergencies. Members expressed concern at the change as it will potentially alter the role of individual boroughs. The Chief Executive stated that the Mayor of London and the GLA had been frustrated that they had been unable to respond directly to the Grenfell Tower fire. Whilst he acknowledged this frustration, he was firmly of the view that the Mayor of London and the GLA are not best placed to direct such activities as the resources sit within the individual authorities. Additionally, whilst some LLA's might be less capable of responding in such circumstances, those in inner London, including the Council, were better prepared generally.
- 5.6 The Director of Public Protection and Licensing was asked whether the Council has contingency arrangements in the event that the Council's IT infrastructure is impacted to the extent that it is unable to relay information and coordinate an emergency response. Sara Sutton advised that the Council has a robust IT disaster contingency plan. Moreover, the Council has moved to cloud based technology so is not as reliant as it was in the past on infrastructure in the event that this is impacted in an emergency.
- 5.7 Members referred to the fact that in the aftermath of the Grenfell Tower fire many people had wanted to offer assistance but did not know how to do so. Sara Sutton was asked about the role of the voluntary sector in emergency planning arrangements and whether there had been any engagement with them. She was also asked whether contingency plans included the provision of interpreting services given the wide range of languages spoken in the borough. Sara Sutton stated that these issues had been discussed as part of a peer review of the Council's emergency planning arrangements and that

consideration to them would be given in light of the unique characteristics of Westminster.

5.8 ACTIONS:

1. The Committee would like to receive a bi-annual update on emergency preparedness.
2. Provide Councillor Glanz with a copy of the Council's IT Disaster Contingency Plan.
3. Provide Councillor Dimoldenberg with a copy of last year's report to the Committee which includes lessons learned from incidents that occurred in 2017.

(Actions for: Sara Sutton, Director of Public Protection and Licensing)

6 WORK PROGRAMME 2018-2019 AND ACTION TRACKER

- 6.1 Aaron Hardy (Policy and Scrutiny Manager), presented a report on the Work Programme for 2018-2019 and invited Members to confirm the items for the next meeting on 28 March 2019.
- 6.2 **RESOLVED:** Agreed to receive a report on the results of the staff survey and an update from the Chief Executive at its next meeting. The latter to include details of the Council's contingency planning in relation to Brexit.

The Meeting ended at 7.32 pm

CHAIRMAN: _____

DATE _____



Westminster Scrutiny Commission

Date:	25 th April 2019
Classification:	General Release
Title:	Chief Executive's Update
Wards Affected:	All
Cabinet Member portfolio:	Leader of the Council
Policy Context:	City for All
Financial Summary:	N/A
Report of:	Stuart Love, Chief Executive

1 Executive Summary

1.1 This report provides an update for the WSC on the following items:-

- Brexit
- CityWest Homes Transition
- Oxford Street District
- SAP/Hampshire
- Pay Gap Reports

2 Key Areas for the Commission's Consideration

2.1 The Commission is asked to note the report and provide feedback on this recent activity.

3 Brexit

3.1 The Council continues to work closely with national and regional partners to plan and prepare for Britain's exit of the European Union. A cross-council approach has been taken to identifying key issues for the council to consider in the short and medium terms. The highest risk areas identified relate to a possible economic downturn and the impact on council's budgets. The council is working to manage and mitigate risks where possible. We are also participating fully in the local authority response, both at a regional and national level.

- 3.2 A pan-London Strategic Co-ordination Group has been established in order to focus on London's preparedness and response to Brexit. A set of indicators has been developed which will assist with the ongoing monitoring of the medium and long-term impacts.
- 3.3 In addition to the risk of an economic downturn, key issues under consideration include:
- **Workforce:** some council services rely on EEA nationals and may therefore face substantial recruitment and retention issues. Recruitment across key low-wage sectors remains a concern, particularly within adult social care, highways maintenance and construction sectors.
 - **Skills:** There are concerns about the loss of workers in key industries like construction and hospitality and the need to urgently boost skills provision.
 - **Public Order:** Officers are working closely with the police and other partners to monitor potential community tensions, including hate crime. The council also has a significant role to play in managing protests and demonstrations taking place in Westminster.
 - **EU Elections:** Following the delay to Brexit and the flexible extension to 31 October 2019, the Council is planning for the EU parliamentary elections on 23 May 2019.
- 3.4 It is important to note that a key element of the planning that local authorities have been asked to undertake is focused on the worst-case scenario in the event of a "no deal" Brexit.
- 3.5 **EU Nationals**
Around 30,000 EU residents reside in Westminster. The Council has always been proud of Westminster's diversity and has been clear that it will do all it can to support EU nationals during the Brexit process. The Council has worked with the Home Office to hold two events for residents to find the latest information about their status in the UK and how to apply to the EU Settlement scheme. The Council also created and funded an advice service run by Citizens Advice Westminster to support EU nationals living in Westminster. Appropriate support will be provided to EU nationals who may receive additional support from the Council, for example, vulnerable adults, looked after children and care leavers.
- 3.6 The Council is following the Government's EU Exit Public Information Campaign which aims to inform residents and businesses about possible changes that will take effect following Brexit and encourage them to make any necessary preparations. An element of the campaign is a communications toolkit which the Council is using.

4 **CityWest Homes Transition**

- 4.1 Following a review of the arms-length management organisation, CityWest Homes (CWH), which had been responsible for the council's housing management services since 2002, the decision was made in autumn 2018 to bring this back under the council's control by the beginning of April 2019. We instigated a six-month listening programme to engage with residents; learn about and deal with directly the problems they had experienced in recent years; establish new processes and procedures; and rebuild their trust.

- 4.2 CWH staff were successfully TUPE'd across and integrated into a newly created Housing Services Department under the Growth, Planning & Housing (GPH) directorate. Ex-CityWest Homes staff from Grosvenor Place will be relocating to City Hall by the end of April 2019, whilst the contact/service centres will remain in situ.
- 4.3 The second phase of the transition will concentrate on service improvements, agreeing the shape and level of resident and Member scrutiny, as well as ensuring that housing services staff are fully inducted in to the council. A new Director of Housing, Neil Wightman, has been appointed and will join the council in June 2019.

5 Oxford Street District

- 5.1 Westminster City Council's Cabinet has approved an extensive Place Strategy and Delivery Plan to deliver much needed work to improve the Oxford Street District. The overall ambition is to strengthen the world-renowned status of the entire area to ensure it will be a great place to live, work and visit, securing and future proofing its long-term success. The Strategy promotes a set of 15 overarching place-based principles and 96 projects to help deliver the ambition for the district.
- 5.2 The decision to develop a fresh Place Strategy was taken in summer 2018 and 66% of overall respondents in the resulting consultation on the draft proposals said they supported the over-arching principles; and 73% of resident respondents said they supported them. In April 2019, the Cabinet approved the associated business case following the allocation of £150m of capital funds over three years to kickstart delivery of the project and is calling on partners to contribute funding.
- 5.3 There will be ongoing engagement with residents and businesses through new zonal working groups as the project is delivered in the spirit of collaboration that has shaped its development.

6 SAP /Hampshire

- 6.1 In November 2017 it was agreed that Westminster City Council, together with RBKC, should join the Hampshire Partnership as a replacement for BT Managed Services. The Partnership is known as the Integrated Business Centre or "IBC".
- 6.2 Implementation of the new solution was completed by 1 December 2018 and has been deemed a success based on the following criteria:-
- Programme implementation delivered on budget and to timetable
 - There were no significant issues reported as a result of the cut over from Agresso to SAP
 - Feedback from across the organisation has been very positive and there is high engagement with the new system and service
 - The payroll run is at 99.9% accuracy
 - Over 80% of the organisation has engaged with the self-service functionality
 - The IBC team is closing over 90% of requests within a week
 - The IBC call answer rate is at 96% and calls are answered within 40 seconds.

7 Pay Gaps

- 7.1 Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, employers with 250 or more employees are required to publish statutory calculations every year, showing how large the pay gap is between their male and female employees. For this year's report, the data is based on a snapshot from 31 March 2018 and the results were published on the council's website and on the gov.uk website, as required, by 30 March 2019.
- 7.2 After the publication of the first Westminster City Council (WCC) gender pay gap report in late March 2018, the Council has committed to close the pay gap with a number of key actions, the most notable of which was a desire to appoint more women into senior roles. As the data for this year's report was taken at 31 March 2018, the action plan to close the pay gap has had limited opportunity to take effect in this, our second report.
- 7.3 The headline for this year's report is that the council is still experiencing a gender pay gap. In 2018, the mean pay gap reduced to 8.6% (from 9.8% in 2017). This decrease was mainly due to an increase in women being appointed into senior roles. In 2017, two in 10 of the highest paid employees were female. In 2019 six of the 10 highest paid employees are female. This split reflects the gender balance in the organisation.
- 7.4 However, the median gender pay gap increased from 5.4% in 2017 to 8.5% in 2018. The main reasons for the increase in the year are that more women than men were hired in the lower pay bands, whilst at the same time there was a higher rate of staff turnover for senior women than senior men. Both these issues will continue to be a focus of attention.
- 7.5 We believe that our new flagship policy on maternity pay and shared parental leave will have a lasting impact on recruiting and retaining women at all levels in the organisation. This is a significant step towards making us the employer of choice of working parents. We have begun to market this proactively as we endeavour to be one of the most modern and progressive employers in London. The council has also embraced modern and agile working and as part of the move back to City Hall, we are better equipped than ever before - both from a leadership and technology perspective - to allow employees to work flexibly and proactively manage their work life balance. This is a key element of recruitment and retention.
- 7.6 In line with our commitment to increase transparency, we have also published our BAME (Black, Asian and Minority Ethnic) pay gap. The council has a mean BAME pay gap of 17.7% and a median gap of 17.6%. This is completely unacceptable.
- 7.7 The commitment from the Council to all its employees is that we will have a relentless focus on closing both the gender and BAME pay gaps. We have a detailed and ambitious inclusion and diversity action plan that we believe will not only address the pay gaps over time, but is already having a positive impact on the culture of the organisation. WCC's overall Employee Engagement Index for 2018 was 70%. This is an increase of 4% from the previous year (66%). In addition, this result is 4% above the local government average.



Westminster Scrutiny Commission

Date:	25 th April 2019
Classification:	General Release
Title:	Our Voice Staff Engagement Survey
Report of:	Lee Witham, Director of People Services
Cabinet Member Portfolio	Leader of the Council
Wards Involved:	All
Policy Context:	City for All
Report Author and Contact Details:	Aruj Haider 02076416619 ahaider@westminster.gov.uk

1. Executive Summary

- 1.1 **Westminster City Council's Engagement Index for 2018 is 70%.** This is an increase of 4% from the previous year (66% in 2017) and the highest score we have ever achieved. The result is 4% above the local government average. This is a positive indicator that people are increasingly engaged by our vision of City for All and that that we are making positive progress in making this a great place to work.

2. Key Matters for the Committee's Consideration

The Commission is asked to:

- Provide views and input on the Westminster City Council Our Voice results.

3. Background

- 3.1 This is the second year of the refreshed staff survey 'Our Voice'. The survey ran from 10th September to 28th September 2018. The core set of questions remained the same with some minor changes to WCC specific questions which will help with trending.

3.2 The Engagement Index model embedded within the survey is “Say, Stay, Strive” and is devised by ORC International. Engaged employees have a sense of personal attachment to their work, they want to give their best to help it succeed, which in turn has a positive effect on business performance. There is a basket of 6 questions within the Engagement Index that measure people engagement.

4. Results

4.1 The overall **response rate for WCC was 62%** in 2018 which was the same as in 2017. It is good that nearly two thirds of our colleagues shared their views. Taking time to understand the results has been a key focus area for all directorates since the survey.

Employee Index	2018	2017	Difference	2018 result v Benchmark
I would recommend the council as a great place to work	61%	53%	+8%	+7%
If I were a member of the public contacting the council, I would be confident of a good service	61%	56%	+5%	0%
Working here makes me want to do the best work I can	80%	76%	+4%	+8%
I am proud to work for the council	74%	70%	+4%	+6%
I feel a strong sense of belonging to the council	54%	50%	+4%	+4%
I am committed to helping the council meet it's goals and objectives	89%	89%	0%	+3%

Individual Questions with the biggest increase since 2017

- I believe the work I do will help us to deliver City for All + 10%
- I would recommend the Council as great place to work + 8%
- I believe I will have the opportunity to be involved in the actions following the survey + 8%

Individual Questions with the biggest decrease since 2017

- I have the equipment and resources I need to do my job -7%
- My physical working environment allows me to deliver my work -5%
- I am satisfied with the overall benefits package - 3%

Comparison with Local Government (LG) benchmark: The survey has continued to be benchmarked against the LG average as our prime comparator. Within the Employee Index, Westminster City Council is ahead on 5 questions and in line on 1 question.

- 4.2 Within Our Voice, there are **9 Indices covering key areas**. The below table demonstrates we have made positive progress in 7 of these areas.

Indices	2018	2017	Trend
Local questions	66%	51%	+15%
Next steps	50%	42%	+8%
Working here	70%	66%	+4%
Senior Managers	59%	56%	+3%
Support & Development	48%	47%	+1%
Your Line Manager	66%	65%	+1%
Preparing for the future	45%	44%	+1%
Roles & Responsibilities	71%	71%	0%
Informed and Equipped	58%	60%	-2%

5. Actions following the survey

- 5.1 Following the results, 1-1 sessions were held with Executive Directors (EDs) to discuss results and insight for each unit. The EDs shared the details at senior management team (SMT) meetings and agreed action plans which are being implemented.
- 5.2 Headline results have been taken to Cabinet and each directorate results were shared with their respective staff. Details were also part of the staff conference in December.
- 5.3 A number of other actions have taken place including the successful launch of the new Hampshire County Council IBC system, enabling better tools, data and user-friendly navigation, and the implementation of staff networks to drive collaboration, involvement and diverse views.
- 5.4 In January the rollout of Windows 10 to provide people with better IT equipment commenced and in February, staff started to move back to City Hall which will help address concerns around the working environment.
- 5.5 In quarter 4, seasonal conversations took place as part of the new personal development framework to include discussions on career development and as part of the focus on inclusion and diversity, staff forum sessions have been held and a number of staff networks have emerged. The staff networks have been instrumental in driving collaboration and diverse views. A successful inclusion and diversity day was held on the 4th of April where the council launched positive action and diverse panels for all middle and senior manager vacancies, as well as reverse mentoring.
- 5.6 In quarter 1 there will be the implementation of a new talent and learning and development strategy which will be followed by staff awards in July and our next annual 'Our Voice' survey in September.

APPENDICES:

Please see attached Appendix with further details.

BACKGROUND PAPERS:

The full Westminster Our Voice report was used to formulate this report.

If you have any queries about this Report or wish to inspect any of the Background Papers, please contact Report Author Aruj Haider x6619 ahaider@westminster.gov.uk



Our Voice 2018

WCC Results into action

ENGINE

Outline

01. **Headlines**

02. **Employee engagement**

03. **Summary and next steps**

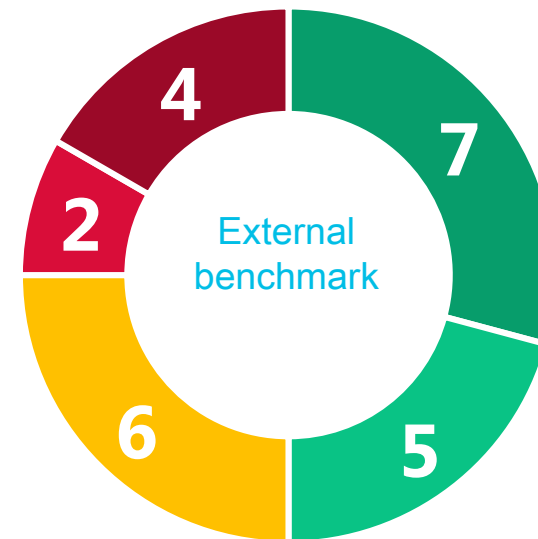
Results overview

Response Rate: **62%**
Vs 2017: =

Engagement index: **70%**
Vs 2017: +4

How the questions compare to comparative data

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Employee Engagement



SAY		RESPONSE SCALE				% POSITIVE	Variance from 2017	Variance from BM
Q30.	I am proud to work for the council	26	48	21		74%	+4	+6
Q31.	I would recommend the council as a great place to work	18	43	26	9	61%	+8	+7
Q32.	If I were a member of the public contacting the council, I would be confident of a good service	13	48	30	7	61%	+5	-
STAY		RESPONSE SCALE				% POSITIVE	Variance from 2017	Variance from BM
Q33.	I feel a strong sense of belonging to the council	15	39	31	11	54%	+4	+4
STRIVE		RESPONSE SCALE				% POSITIVE	Variance from 2017	Variance from BM
Q34.	I am committed to helping the council meet its goals and objectives	35	54	9		89%	+1	+3
Q35.	Working here makes me want to do the best work I can	31	49	15		80%	+4	+8

‘Say’ refers to the pride and advocacy employees have for the council

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‘Stay’ refers to the emotional commitment and attachment an individual feels towards the council

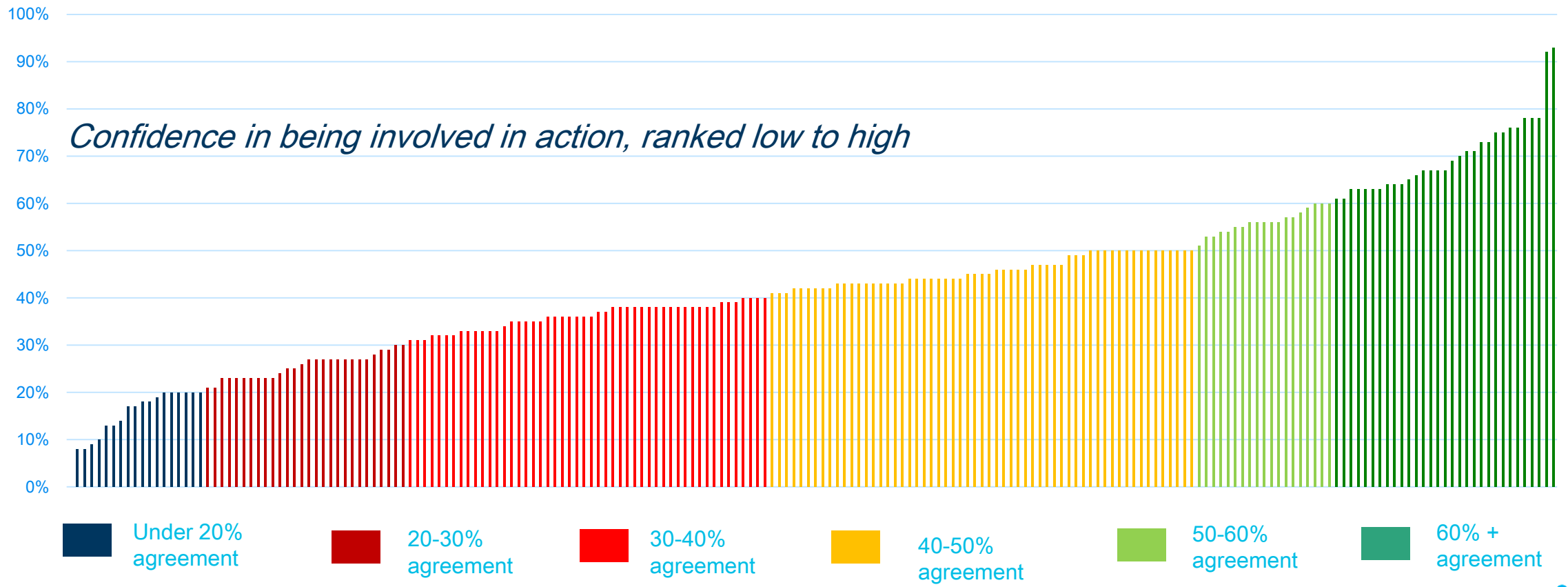
‘Strive’ is about how motivated and inspired employees are to help the council achieve



Taking the survey forward

Belief in having the opportunity to be involved in the actions following the survey **50% +8** vs 2017

Page 21
Confidence in being involved



In summary

The council is increasingly seen as an employer of choice – 61% would recommend as a great place to work

To drive engagement further the council needs to continue to deliver for service users whilst valuing colleagues

Trust in leadership is growing, though efforts are needed to convince longer serving employees

Colleagues sense of being valued is driven by career development, being informed and involved

Comments highlight frustrations with the working environment, facilities and technology

Completed actions

- Early November - 1-1 session with Executive Directors (EDs) and HR Business Partners (HRBPs) to discuss results and insight for each unit.
- Early to mid November - EDs share at Senior Management (SMT) meeting and agree action plans implementation.
- November-December– Presentation of results at SMT meetings, one to ones with every manager receiving a report.
- November-December – Directorate results shared with their respective staff and driving action to build on progress made.
- 1st December – Successful launch of new IBC system enabling better tools, data and user friendly navigation.
- 3rd December – Staff conference.
- January – Implementation of staff networks to drive collaboration, involvement and diverse views.
- January – Rollout of Windows 10 to provide people with better IT equipment.
- February – Commencement of move back to City Hall which will help address concerns around working environment.
- March- Staff forum sessions.
- April- Inclusion and Diversity day launching positive action and diverse panels for middle and senior management vacancies and reverse mentoring

Next steps

- Ongoing- Local action plans being implemented for each directorate.
- Ongoing- Engagement activities aligned to the wider people strategy.
- Ongoing- Staff forum sessions.
- Q1 – Implementation of new Learning & Development strategy and new offerings and approach via Learning Management System.
- Q1 – Talent Strategy launched to attract the best talent and new external branding in the market place.
- July- Staff Awards.
- September- Next Our Voice survey.
- Q4 – Seasonal conversations happening as part of new Personal Development Framework to include discussions on career development.

Thank you. ■

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Westminster Scrutiny Commission

Date:	25 th April 2019
Classification:	General Release
Title:	2018/19 Work Programme
Report of:	Director of Policy, Performance & Communications
Cabinet Member Portfolio	Leader of the Council
Wards Involved:	All
Policy Context:	All
Report Author and Contact Details:	Aaron Hardy x 2894 Ahardy1@westminster.gov.uk

1. Executive Summary

1. This report asks the commission to suggest any possible topics for the 2019/20 work programme.

2. Key Matters for the Commission's Consideration

- 2.1 The Commission is asked to:
 - Note the ongoing topic selection campaign
 - Note the draft 2019/20 work programme
 - Suggest items for the 2019/20 work programme

3. Topic selection

- 3.1 The policy and scrutiny team is currently scoping topics for the 2019/20 work programmes for the Policy and Scrutiny Committees. The long list of topics will be drawn together through a horizon scanning exercise, discussions with officers in the relevant services and suggestions from members. The long list will be circulated to members of the committees for comments ahead of the first meetings of 2019/20.

**If you have any queries about this Report or wish to inspect any of the
Background Papers please Aaron Hardy**

ahardy1@westminster.gov.uk

APPENDICES:

Appendix A: Draft 2019/20 work programme

ROUND ONE 27 JUNE 2019		
Agenda Item	Reasons & objective for item	Represented by:
Leader Q&A	To receive an update	Councillor Nickie Aiken – Leader of the Council

ROUND TWO 5 December 2019		
Agenda Item	Reasons & objective for item	Represented by:
Chief Executive Q&A	To receive an update	Stuart Love – Chief Executive
Emergency Preparedness	To review Emergency Planning and Business Continuity in Westminster.	Sara Sutton, Executive Director of City Management and Communities

ROUND THREE 26 March 2020		
Agenda Item	Reasons & objective for item	Represented by:
Leader Q&A	To receive an update	Councillor Nickie Aiken – Leader of the Council
Staff Survey	To consider the results of the staff survey and the council's approach to responding to concerns raised.	Lee Witham – Director of Human Resources

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