



City of Westminster

# Committee Report

<b>Decision Maker:</b>	<b>Audit and Performance Committee</b>
<b>Date:</b>	<b>2<sup>nd</sup> December 2015</b>
<b>Classification:</b>	<b>General Release</b>
<b>Title:</b>	<b>Report on the headline results of the Your Voice Survey 2015</b>
<b>Wards Affected:</b>	<b>Not applicable</b>
<b>Financial Summary:</b>	<b>There are no direct financial implications from this report</b>
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## 1. Executive Summary

This report provides a briefing on the headline results from the Your Voice Survey 2015.

## 2. Recommendations

- 2.1 Committee to consider the headline results in Appendix 1.
- 2.2 Human Resources to present a further paper with more detailed results and proposed actions at a later date.

## 3. Background

- 3.1 The Your Voice 2015 staff survey was live between September 4<sup>th</sup> and 25<sup>th</sup> 2015. The Westminster City Council response rate was 72%, a significant increase of 7% from last year. This compares to an overall tri-borough response rate of 65%.
- 3.2 This paper gives an overview of the main areas of improvement, areas of concern, progress on last year's key areas for action and identifies potential areas for action this year. Team results will be circulated in November 2015 with action plans to be completed by mid-December 2015.

- 3.3 Overall the staff survey results have remained consistent over the last year, with 44 out of 57 questions within 3% of the 2014 results. Six questions improved by more than 3% and seven questions declined by more than 3%. The key areas of improvement were around IT and other resources, perception that pay is fair, learning and career opportunities and belief that action would be taken as a result of the survey. The areas which had declined were around appraisals (11% lower) and understanding of both personal, team and Council objectives. In addition staff would like to understand better what is going on within the Council and particularly matters affecting them.
- 3.4 Staff are most positive about being trusted to do a good job (90%), being treated with fairness and respect by their line manager (86%) and that the team co-operate to get the work done (86%). Staff are most negative about change – that changes that impact on them are well managed (33%), that their view are taken into account (38.5%) and that people are supported through change (30%).
- 3.5 Thirteen out of 42 comparable scores were 3% or more above the Local Government Benchmark (2014), including:
- 3.5.1 I am treated with fairness and respect by the people I work with (10% higher)
  - 3.5.2 In my opinion, health and wellbeing is taken seriously (8% higher)
  - 3.5.3 Senior managers are sufficiently visible where I work (8% higher)
  - 3.5.4 Satisfied with the opportunities for me to develop my career (6% higher)
  - 3.5.5 My team regularly looks for ways to improve the service we provide (5% higher)
  - 3.5.6 My line manager is open to ideas and suggestions for change (5% higher)
- 3.6 Six out of 42 comparable scores were 3% or more below the Local Government Benchmark including:
- 3.6.1 Overall I am satisfied with the physical environment in which I work (17% below)
  - 3.6.2 Feedback from staff and/or the public is used to help us to ensure our services meet the needs of our customers (8% below)
  - 3.6.3 I would still like to be working here in 12 months' time (5% below)
- 3.7 There were improvements in all the areas which had been identified as areas for focus in 2014. This is a reflection on the work undertaken by teams on their action plans. The percentage improvement in these areas are illustrated in the table below.
- 3.8 In relation to bullying and harassment, although this has improved overall, there was a decline in staff affected reporting it, so this remains a key priority. Similarly although the physical environment has improved as a result of the declutter programme, the score still remains below the local government benchmark and remains a key focus area. These are detailed in the following table along with additional suggested focus areas for 2015.

<b>Focus area from 2014</b>	<b>2015 score</b>
IT, Resources and Physical Environment	IT: 8% increase Resources: 6.7% increase Physical environment: 3% increase, but still 17% lower than LG Benchmark
Pay	6% improvement
Bullying and Harassment	3% improvement overall However decline in reporting by those affected of 4%.
Learning and Development	L&D: 3.1% increase Career opportunities: 5.7% increase

<b>Suggested Focus area 2015</b>	<b>2015 score</b>
Managing staff through change	Informed about matters affecting me 3.8% decrease, changes which impact on me 2.1% decrease
Appraisal and objectives	11% decrease
Bullying and Harassment	4% decline in those affected reporting this
Communication	Feedback from staff/public (8% below LG benchmark); sufficiently informed about what is going on 3.4% decrease
Physical environment	17% below LG benchmark

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact:  
Carolyn Beech email: [cbeech@westminster.gov.uk](mailto:cbeech@westminster.gov.uk)**



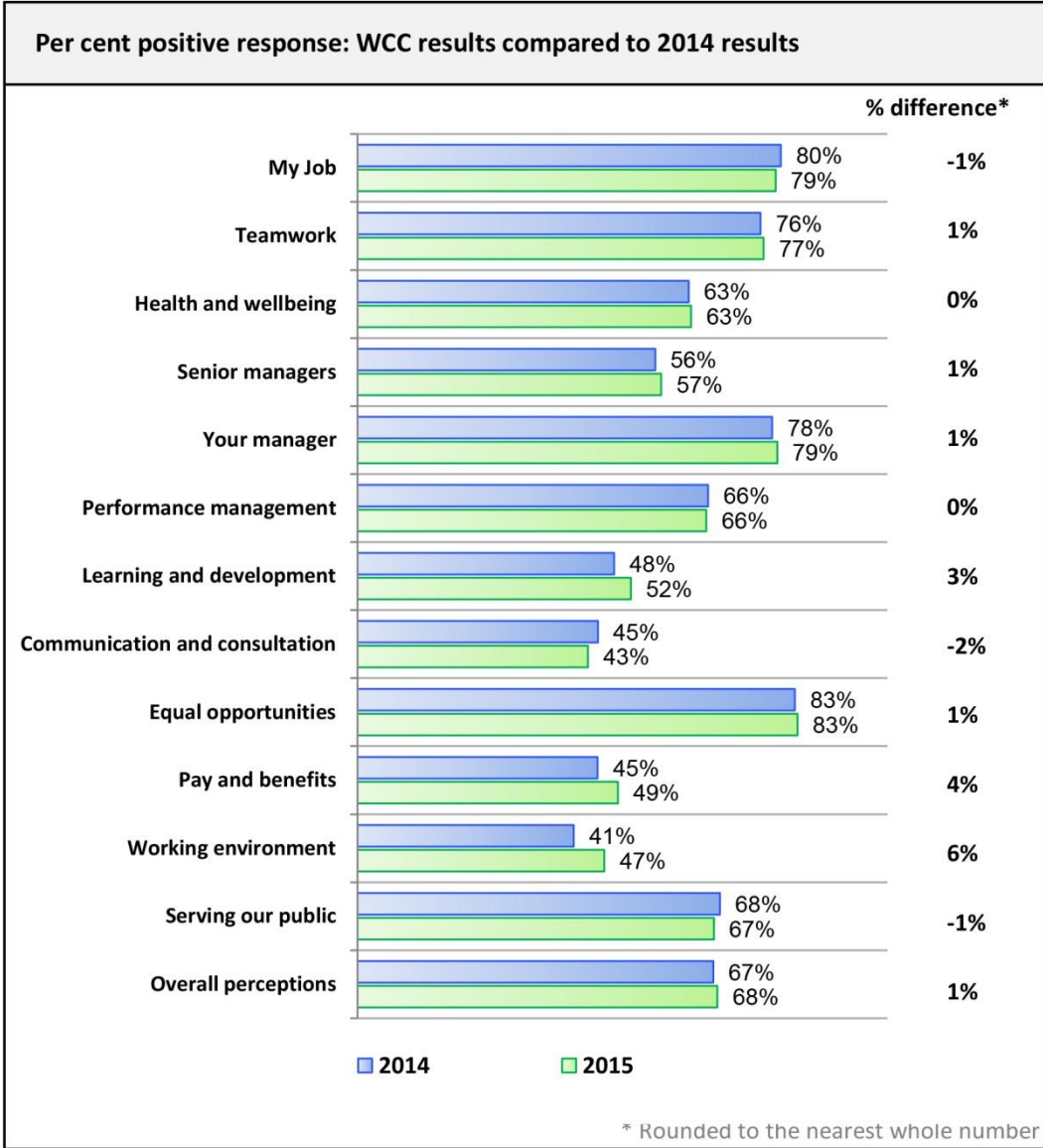
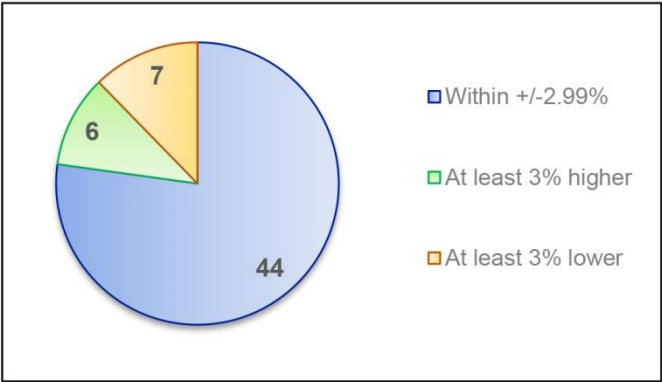
# Your Voice 2015 - Results for all questions

Summary report for...  
**WCC**

This summary shows responses from the 2015 Your Voice staff survey that makes comparison to WCC's 2014 results and the combined responses for employees of the three council's.

**Response rate = 72% (previously: 65%)**  
**Engagement Index = 68% (previously: 67%)**

2014 results compared to 2015



## Understanding Your Results

### Summary of Performance

The first page of this report gives a summary of performance. This shows how your results perform against the 'WCC' 2014 results and 'overall' 2015 results. It also gives a summary of how many questions are above, in line or below the average for the 2014 results as well as your response rate and engagement index.

### Response rate

The response rate is based on the number of staff identified in August 2015 and therefore should be treated as indicative. Only responses where staff have identified that they work for a specific team have been included, those responses without this information can only be included in the overall results.

### Engagement Index

Engagement refers to the two way relationship between an individual and their employer. It is a combination of attitudes, thoughts and behaviours that relate to satisfaction, commitment, pride and a willingness to be an advocate of a council. 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. The engagement index shows the level of engagement in your team (out of a possible score of 100%) using the results from the 'Overall perception about working for the Council' section of the survey.

### Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, results may not total 100%.

### % Positive

Where results are shown as positive percentages (% positive), these are calculated by adding together positive responses ('strongly agree' + 'tend to agree') and dividing by the number of respondents which answered the question.

### Benchmark comparisons

For each level of reporting (service, council etc.) two benchmarks have been used and your performance against these demonstrated using the % positive result. For this report the two comparators are your 2014 results and this year's results for 'overall'.

At least 3% above comparator	↑
Between -2.99% below and 2.99% above	↔
At least -3% below comparator	↓

### Key Driver Analysis

Key Driver Analysis has been conducted on the overall results and also at an individual council level. The **K** symbol indicates a key driver for staff at the overall three Councils combined response level so you can see your team's performance in relation to this. The questions marked with a **K** therefore have the biggest relative impact on staff engagement.

### Further information

For any further information on your results please contact **Catriona Geraghty**, Consultation and Research Officer on **020 7361 3394** or **[yourvoice@rbkc.gov.uk](mailto:yourvoice@rbkc.gov.uk)**

## MOST POSITIVE

The three **most positive** (i.e. highest % agree)

		Compared to...		
		% agree	WCC 2014	Overall 2015
1st	My line manager trusts me to do a good job	89.6	-0.6	0.5
2nd	I am treated with fairness and respect by my line manager	86.4	0.8	1.3
3rd	The people I work with in my team co-operate to get the work done	86.4	2.6	1.9

## LEAST POSITIVE

The three **least positive** (i.e. lowest % agree)

		Compared to...		
		% agree	WCC 2014	Overall 2015
1st	I believe that people are sufficiently supported through change in the Council(s)	30.1	-1.0	-0.8
2nd	Changes that impact on me are well managed	33.2	-2.1	-1.0
3rd	I have the opportunity to contribute my views before changes are made which affect my job	38.5	-1.1	-1.0

My Job	Agree	Neutral	Disagree	Comparison to...	
				WCC 2014	Overall 2015
1 I am clear about what I am expected to achieve in my job	84	8	8	-3.6 ↓	-0.9 ↔
2 My job makes good use of my skills and abilities	74	13	14	0.8 ↔	0.0 ↔
3 As long as I get the job done, I have the freedom to act on my own initiative in my role	82	10	8	1.1 ↔	3.6 ↑
4 I understand how my work helps the Council(s) achieve its goals and objectives	82	11	7	-3.1 ↓	-1.1 ↔
5 My work gives me a sense of achievement	73	15	12	0.0 ↔	1.9 ↔ <b>K</b>

Teamwork	Agree	Neutral	Disagree	Comparison to...	
				WCC 2014	Overall 2015
6 I am kept informed about my team's performance in achieving its objectives	66	18	17	-3.7 ↓	-1.9 ↔
7 The people I work with in my team co-operate to get the work done	86	8	6	2.6 ↔	1.9 ↔
8 My team regularly looks for ways to improve the service we provide	82	12	6	2.9 ↔	3.0 ↑
9 There is good co-operation between teams I work with	73	15	12	0.5 ↔	1.8 ↔

<b>Health and well being</b>		<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>WCC 2014</b>	<b>Overall 2015</b>
<b>10</b>	In my opinion, health and wellbeing is taken seriously in my workplace	58	20	22	2.8 ↔	0.4 ↔
<b>11</b>	I am comfortable with the pressure placed upon me in my job	57	18	24	-0.2 ↔	0.8 ↔
<b>12</b>	I am able to strike the right balance between my work and home life	62	16	22	-1.0 ↔	0.3 ↔
<b>13</b>	I believe that my line manager genuinely cares for my well being	75	15	10	0.2 ↔	1.8 ↔

<b>Senior managers</b>		<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>WCC 2014</b>	<b>Overall 2015</b>
<b>14</b>	Senior managers are sufficiently visible where I work	70	12	18	1.5 ↔	2.3 ↔
<b>15</b>	Senior managers communicate clearly to me what the Council(s) is trying to achieve	59	22	19	-1.8 ↔	2.1 ↔
<b>16</b>	I believe that senior managers are open and honest in their communications with staff	54	27	19	2.3 ↔	3.8 ↑
<b>17</b>	Senior managers are aware of the issues I face in my job	50	24	26	2.3 ↔	1.9 ↔
<b>18</b>	I have confidence in the leadership provided by senior managers	53	27	20	1.2 ↔	0.9 ↔

K

\* Senior manager - Head of Service or above



Your manager		Agree	Neutral	Disagree	WCC 2014	Overall 2015
19	My line manager trusts me to do a good job	90	7	3	-0.6 ↔	0.5 ↔
20	My line manager is open to my ideas and suggestions for change	80	13	7	0.0 ↔	0.4 ↔
21	I am confident that on important matters my feelings/thoughts are communicated upwards by my line manager	69	19	12	2.8 ↔	1.7 ↔
22	My line manager keeps me informed about issues that affect me directly	78	13	9	1.7 ↔	-0.1 ↔
Performance management		Agree	Neutral	Disagree	WCC 2014	Overall 2015
23	I have regular one to ones with my line manager	69	14	17	-2.7 ↔	-5.3 ↓
24	My line manager gives me regular and constructive feedback on my performance	64	19	17	-0.9 ↔	-3.5 ↓
25	My line manager recognises and acknowledges when I have done my job well	75	15	10	0.3 ↔	-0.9 ↔
26	My line manager effectively manages any instances of poor performance within our team	54	31	15	1.6 ↔	-2.4 ↔
27	During my last performance review my line manager helped me to focus on improving my performance	68	22	10	0.0 ↔	-1.2 ↔
		Yes	Not been here long enough	No	WCC 2014	Overall 2015
28	I have had a formal appraisal/performance review in the last twelve months	69	18	13	-11.8 ↓	-6.4 ↓

<b>Learning and development</b>		<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>WCC 2014</b>	<b>Overall 2015</b>
<b>29</b>	I have received the learning and development I need to do my job well	62	23	16	0.7 ↔	-0.8 ↔
<b>30</b>	I regularly review my learning and development needs with my line manager	52	26	22	3.1 ↑	-0.4 ↔
<b>31</b>	I am satisfied with the opportunities available for me to develop my career within the Council(s)	41	27	32	5.7 ↑	0.1 ↔
<b>Communication and consultation</b>		<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>WCC 2014</b>	<b>Overall 2015</b>
<b>32</b>	I feel sufficiently informed about what is going on within the Council(s)	55	26	19	-3.4 ↓	-0.3 ↔
<b>33</b>	I feel well informed about matters affecting me	56	24	20	-3.8 ↓	-0.6 ↔
<b>34</b>	I have the opportunity to contribute my views before changes are made which affect my job	39	30	31	-1.1 ↔	-1.5 ↔
<b>35</b>	I think it's safe to speak up and challenge the way things are done	48	25	27	0.0 ↔	-1.2 ↔
<b>36</b>	Changes that impact on me are well managed	33	33	34	-2.1 ↔	-1.0 ↔
<b>37</b>	I believe that people are sufficiently supported through change in the Council(s)	30	34	36	-1.0 ↔	-0.8 ↔

## Equal opportunities

	Agree	Neutral	Disagree	WCC 2014	Overall 2015
<b>38</b> I believe that the Council is an equal opportunities employer	77	15	8	-0.4 ↔	-0.4 ↔ <b>K</b>
<b>39</b> I am treated with fairness and respect by the people I work with	85	10	5	1.1 ↔	1.2 ↔
<b>40</b> I am treated with fairness and respect by my line manager	86	8	5	0.8 ↔	1.3 ↔
*Definitions in footer					
	Yes	No		WCC 2014	Overall 2015
<b>41</b> In the last year, whilst working for the Council(s), I have personally experienced bullying and/or harassment	16	84		-2.5 ↔	-0.6 ↔

<b>42</b>	If YES was this by...	a member of the public...	36.4%
		a manager...	37.7%
		another colleague...	40.3%
		other person...	10.6%

	Yes	No	WCC 2014	Overall 2015
<b>43</b> If you have been harassed or bullied during the last year, did you report it?	41	59	-4.2 ↓	-1.8 ↔

## Pay and benefits

	Agree	Neutral	Disagree	WCC 2014	Overall 2015
<b>44</b> Considering my duties and responsibilities, I think my pay is fair	46	16	38	6.0 ↑	1.7 ↔
<b>45</b> I am satisfied with the overall benefits package (e.g. Annual/flexi leave, pension, season ticket loan, etc.)	53	23	24	1.7 ↔	-2.6 ↔ <b>K</b>

\* Bullying - Persistent behaviour against an individual which is intimidating, offensive or malicious and which undermines the confidence, competence and self esteem of the individual.

\* Harassment - unwanted contact has the purpose or effect of violating someone's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment for the person.

<b>Working environment</b>		<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>WCC 2014</b>	<b>Overall 2015</b>
<b>46</b>	I am satisfied with the IT resources and support provided to help me do my job	44	17	40	8.0 ↑	0.8 ↔ <b>K</b>
<b>47</b>	I have the equipment and resources I need to do my job effectively	51	19	30	6.7 ↑	-0.4 ↔
<b>48</b>	Overall, I am satisfied with the physical environment in which I work	46	20	34	2.6 ↔	-3.9 ↓
<b>Serving our public</b>		<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>WCC 2014</b>	<b>Overall 2015</b>
<b>49</b>	Feedback from staff and/or the public is used to help us ensure our services meet the needs of our customers	57	29	14	-2.9 ↔	-2.2 ↔
<b>50</b>	In my service we deliver best value, quality services	74	19	7	-1.5 ↔	0.0 ↔ <b>K</b>
<b>51</b>	Improving the health and wellbeing of residents, visitors and/or people who work here is a priority for my service	71	22	8	1.0 ↔	2.8 ↔ <b>K</b>

Overall perceptions		Agree	Neutral	Disagree	WCC 2014	Overall 2015
52	I am proud to work for the Council	70	22	8	1.0 ↔	0.4 ↔
53	I would recommend the Council as a good place to work	61	24	15	-0.3 ↔	-1.9 ↔
54	I feel a strong sense of belonging to the Council	51	31	18	1.0 ↔	-1.4 ↔
55	I am committed to helping the Council meet its goals and objectives	85	13	2	-0.4 ↔	-0.9 ↔
56	Working here makes me want to do the best work I can	74	19	7	2.2 ↔	0.7 ↔
57	I would like to still be working here in 12 months time	67	20	13	1.0 ↔	0.9 ↔

Acting on the survey results		Agree	Neutral	Disagree	WCC 2014	Overall 2015
58	I believe action will be taken as a result of this survey	46	30	24	4.2 ↑	1.6 ↔