



Westminster Scrutiny Commission

Date:	22 March 2021
Classification:	General Release
Title:	Our Voice 2021 – 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
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1. Executive Summary

This is the fifth year of running our staff survey in this format. The survey provides a measure of the level of engagement staff have with the Council and therefore highlights areas of focus for the wider people strategy, the Westminster Way.

The overall Engagement Index for 2021 is 74%. This is a decrease of 4% from 2020 (78%) and an increase of 2% from 2019 (72%). Although the engagement index has reduced in 2021, overall engagement has continued to increase at WCC since 2017, from 66% to 74%. See table below.

Engagement Index	2017	2018	2019	2020	2021
Overall Engagement Index	66%	70%	72%	78%	74%

2. Key Matters for the Committee's Consideration

This paper summarises the headline results of the 2021 staff survey "Our Voice". The Commission is asked to:

- Review and note the Our Voice results from 2021 and provide views and input on the Westminster City Council Our Voice results.

3. Background

Westminster City Council's staff survey, Our Voice, ran from 13 September to 1 October 2021. This is a Bi-Borough survey run in partnership with Royal Borough of Kensington and Chelsea (RBKC). The survey provides a measure of the level of engagement staff have with the Council and therefore highlights areas of focus for the wider people strategy, the Westminster Way. The headline measure is the Employee Engagement Index. This is a collection of six questions that measure the relationship between employees and the organisation, it's about more than satisfaction. Engagement is a good indicator of how connected employees are to the organisation in helping us to achieve City For All

In 2021 we have a new provider for the survey, People Insight. People Insight have advised that a number of organisations have seen a dip in engagement scores this year in comparison to 2020. This is due to 2020 being an exceptional year, and engagement scores were perhaps exaggerated. For that reason, it is important that comparisons are made to both 2020 and 2019.

4. Headline Results

The overall Engagement Index for 2021 is 74%. This is a decrease of 4% from 2020 (78%) and an increase of 2% from 2019 (72%). Although the engagement index has reduced in 2021, overall engagement has continued to increase at Westminster City Council since 2017, from 66% to 74%.

Engagement Index	2017	2018	2019	2020	2021
Overall Engagement Index	66%	70%	72%	78%	74%

The response rate was 67% which was down 9% from 2020 and down 3% from 2019.

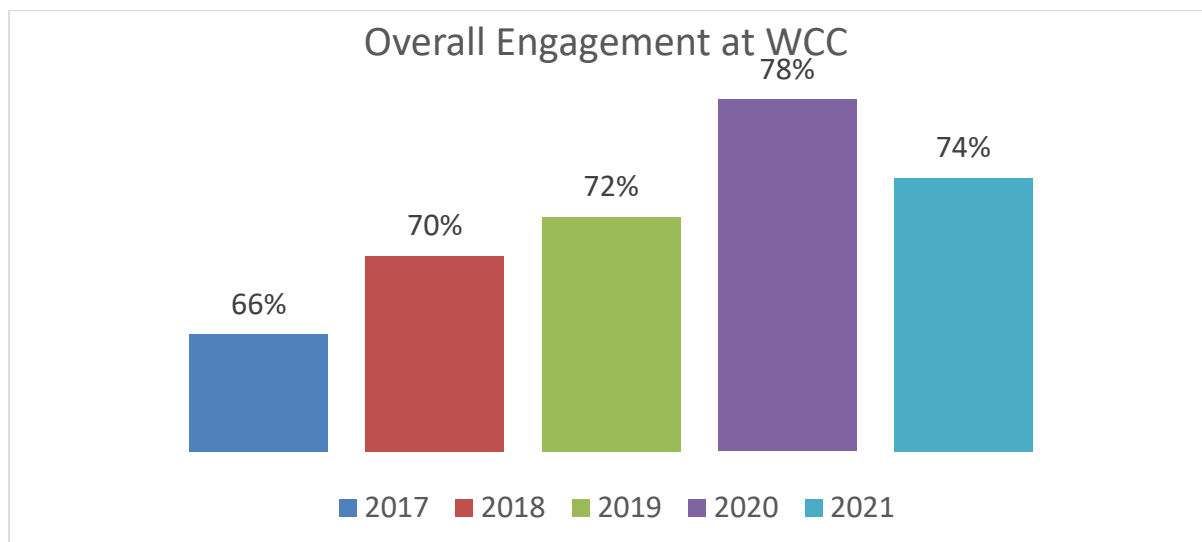
Out of 47 questions, since 2020;

- 8 have improved (by at least one percentage point)
- 9 have stayed in line since 2020
- 27 have reduced since 2020 (by at least one percentage point)

When comparing against 2019;

- 36 have improved (by at least one percentage point)
- 2 have stayed in line
- 4 have reduced (by at least one percentage point)

Taking time to understand the results, build on the strengths and plan for improvements will be critical in continuing to achieve best in class results in the future.



Overall engagement has continued to increase at Westminster City Council since 2017. Whilst the decrease from 2020 to 2021 is notable, the scores in 2020 may have been exaggerated by the timing of the survey taking place in September 2020, early in the pandemic. Overall, there is a clear upward trend which would suggest that whilst some of the increase in 2020, and subsequent decrease in 2021, may be down to influences of the pandemic, the people strategy and focus on colleague engagement continues to have a positive impact.

The table below illustrates the six questions that measure our Employee Engagement index scores from the period 2017 to 2021.

Engagement Index	2017	2018	2019	2020	2021	Trend 2017 to 2021	2021 result v Local Government Benchmark (2020)
I would recommend the council as a great place to work	53%	61%	66%	76%	70%	+17%	+6
If I were a member of the public contacting the council, I would be confident of a good service	56%	61%	58%	67%	63%	+7%	+5%
Working here makes me want to do the best work I can	76%	80%	81%	86%	83%	+7%	+7%
I am proud to work for the council	70%	74%	77%	82%	78%	+8%	+7%
I feel a strong sense of belonging to the council	50%	54%	54%	63%	60%	+10%	+6%
I am committed to helping the council meet its goals and objectives	89%	89%	91%	93%	92%	+3%	+4%
Overall Engagement Index	66%	70%	72%	78%	74%	+8%	+5%

Questions with the biggest increase

- The environment(s) I work in, be it working in an agile way or a council building/in the borough, enables me to do my job effectively increased by 7% compared to 2020 and by 9% from 2019.

- My People leader gives me clear and honest feedback that helps me to improve my performance increased by 3% compared to 2020 and by 6% from 2019.
- Senior leaders are sufficiently visible where I work increased by 2% compared to 2020 and reduced by 3% from 2019.
- Different teams work really well together increased by 2% from 2020 and by 6% from 2019).

Questions with the biggest decrease

- I am able to make decisions that are best for residents and communities, decreased by 10% from 2020.
- I am kept up to date about important changes along with the reasons for them, and what is happening across the council, decreased by 9% from 2020 (+1% from 2019).
- I have the opportunity to improve our services by seeking and using feedback from users, decreased by 9% from 2020 (and decreased 4% from 2019).
- I think it's safe to speak up and challenge the way things are done, decreased by 8% from 2020 (and decreased by 4% from 2019).
- I feel supported in my mental health and wellbeing decreased by 7% compared to 2020.

Westminster Way Index

In addition to the above indices, we also introduced a “Westminster Way” index in 2019 to measure the impact of the changes we are making as part of our people strategy. The scores are provided in the table below.

Westminster Way Indices	2019	2020	2021	Trend from 2020	Trend from 2019
Overall Westminster Way Index	63%	68%	67%	-1%	+ 4%
Everyone is a leader	62%	65%	64%	-1%	+2%
Everyone is valued	65%	71%	67%	-4%	+2%
Everyone has talent	60%	63%	64%	+1%	+4%
Enablers	67%	75%	79%	+4%	+12%

5. Next Steps

Following the results, an insight and feedback presentation was held with People Insight and the Executive Leadership Team (ELT). This was an opportunity to discuss the key findings from the survey in detail, and to identify areas for future focus.

Headline results have been taken to Cabinet and Executive Directors have received their directorate level results reports. Following this, Executive Directors

have discussed their results with their Leadership Teams and agreed team level action plans which are being implemented.

At a corporate level we use the findings from the survey to inform future developments to the Westminster Way and corporate priorities such as Diversity and Inclusion, employee experience, health and wellbeing. In practice this means helping directorates to bring localised action plans to life by providing specialist advice and support tailored to the outcomes of the 'Our Voice' survey. These actions plans will be monitored to support the achievement of the Councils priorities and as part of our commitment in ensuring that we are an inclusive employer.

In April 2022 we will see the launch of the new Health and Wellbeing Strategy which has been developed using insight from the Our Voice Survey and feedback from staff.

If you have any queries about this Report or wish to inspect any of the Background Papers, please contact Natalie Monaghan
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APPENDICES:

Our Voice 2021 - WCC overall results report