

# Our Voice 2017

## Housing, Finance and Corporate Services Policy and Scrutiny Committee

26<sup>th</sup> March 2018



ENGINE

# About the survey

## Ambition to reinvigorate approach to surveys:

- New survey partner, ORC
  - *Engagement experts*
  - *Strong benchmarking*
  - *Flexible approach*
- New name, 'Our Voice'
- New question set

ORC run over 200 employee research programmes each year across all parts of the economy. Clients include:



Civil Service



## A more relevant and action focussed questionnaire:

- Desk review
- Executive interviews
- Stakeholder engagement
- Locally relevant questions

## Intuitive reports and data mining tools

- Concise manager reports
- Industry standard reporting scales
- Online reporting tools

# Executive Summary

- **Context of 2017 'Our Voice' survey:** jointly carried out across Westminster City Council and the Royal Borough of Kensington and Chelsea.
  
- The new 'Our Voice' is a **professional, digital survey** managed by an external provider (A significant departure from the previous survey that was managed in-house by RBKC).
  
- **Key Changes:**
  - **Shorter** and more **user friendly** and contains updated **modern language**.
  - **New, more relevant and accurate baseline** for the Council (comparisons to previous years is limited).
  - **Timely results** which contain **detailed, actionable analysis** down to team and individual managers at head of service level.
  
- The survey took place in September / October at a time of **significant change** for the council. These changes include:
  - 'Trexit' in shared services.
  - Reorganisations such as those in Libraries services and ongoing change in IT and Legal Services.
  - Move from City Hall.
  
- **Ability to carry out detailed follow-up actions:**
  - Based on reporting capability down to individual manager and team level that will lead to real and sustained improvement.
  - Changed focus of our approach from centrally coordinating and policing action plans in HR to facilitating on-going targeted engagement led locally by managers in directorates.

# WCC Response rates

2,035

colleagues were invited to take part in the survey

62%

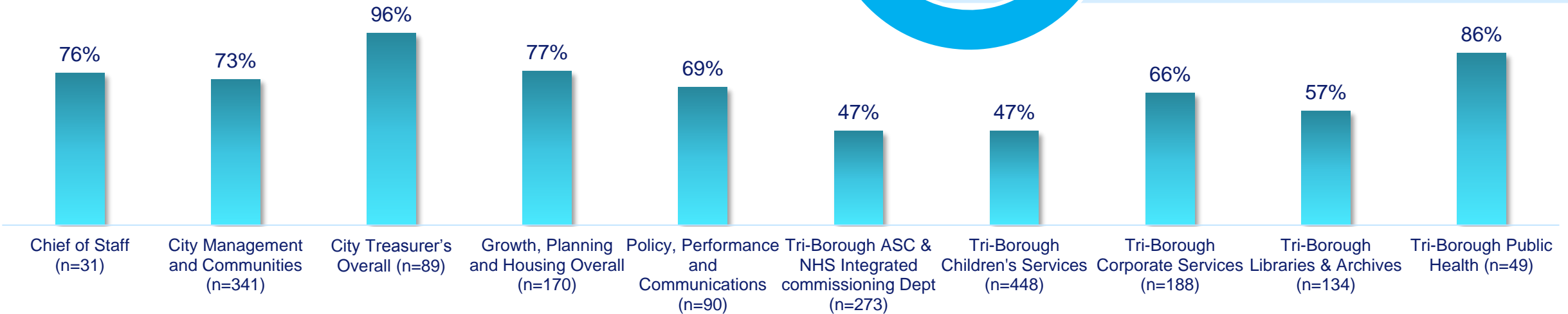
1,271 responded

-5

Vs. 2016

+3

Vs. Benchmark



# Employee Engagement



Employee Engagement is measured through the Engagement Index which is made up of a basket of 6 questions. This gives an average score out of 100% in terms of engagement.

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

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

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

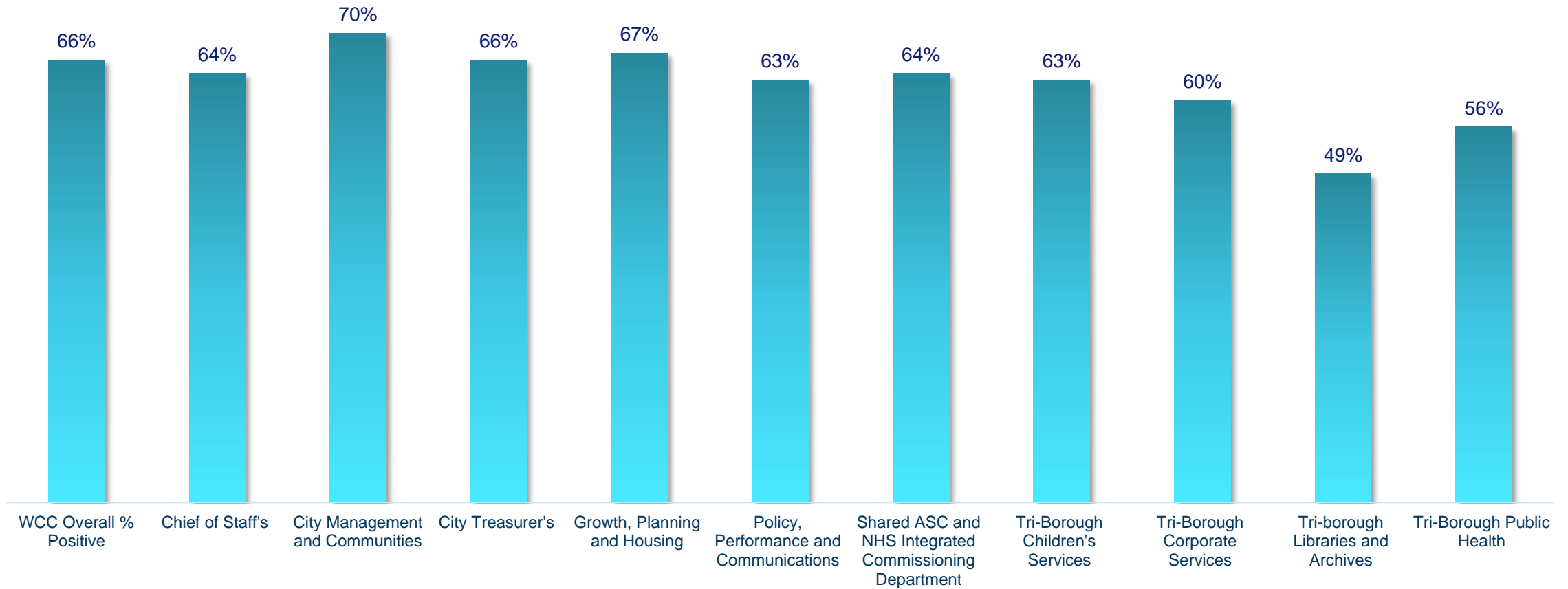
Say		Response Scale				% Positive	Trend	Variance from BM
Q30	I am proud to work for the Council	24	46	23	5	70%	-2	-1
Q31	I would recommend the Council as a great place to work	16	37	34	9	53%	-	-6
Q32	If I were a member of the public contacting the Council, I would be confident of a good service	12	44	33	8	56%	-	-

Stay		Response Scale				% Positive	Trend	Variance from BM
Q33	I feel a strong sense of belonging to the Council	13	38	34	11	50%	-4	-4

Strive		Response Scale				% Positive	Trend	Variance from BM
Q34	I am committed to helping the Council meet its goals and objectives	30	59	10	1	89%	+2	+3
Q35	Working here makes me want to do the best work I can	28	49	19	3	68%	+2	+2



# Engagement Index- By directorate

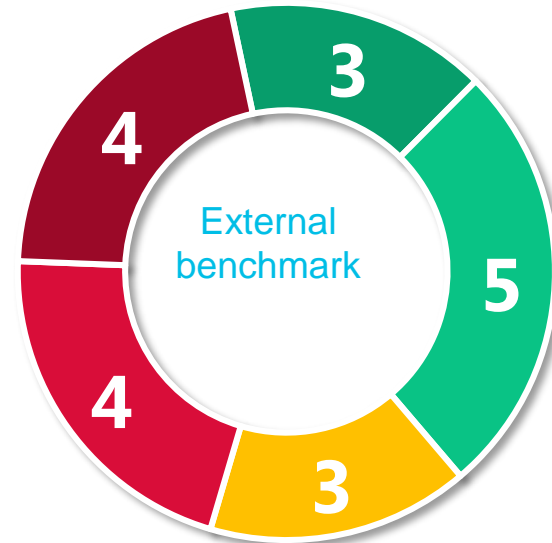


# Results overview

WCC Engagement index: **66%**

(RBKC Engagement index: **57%**)

How the questions compare to comparative data



+5pp or more above

+2 to +4pp

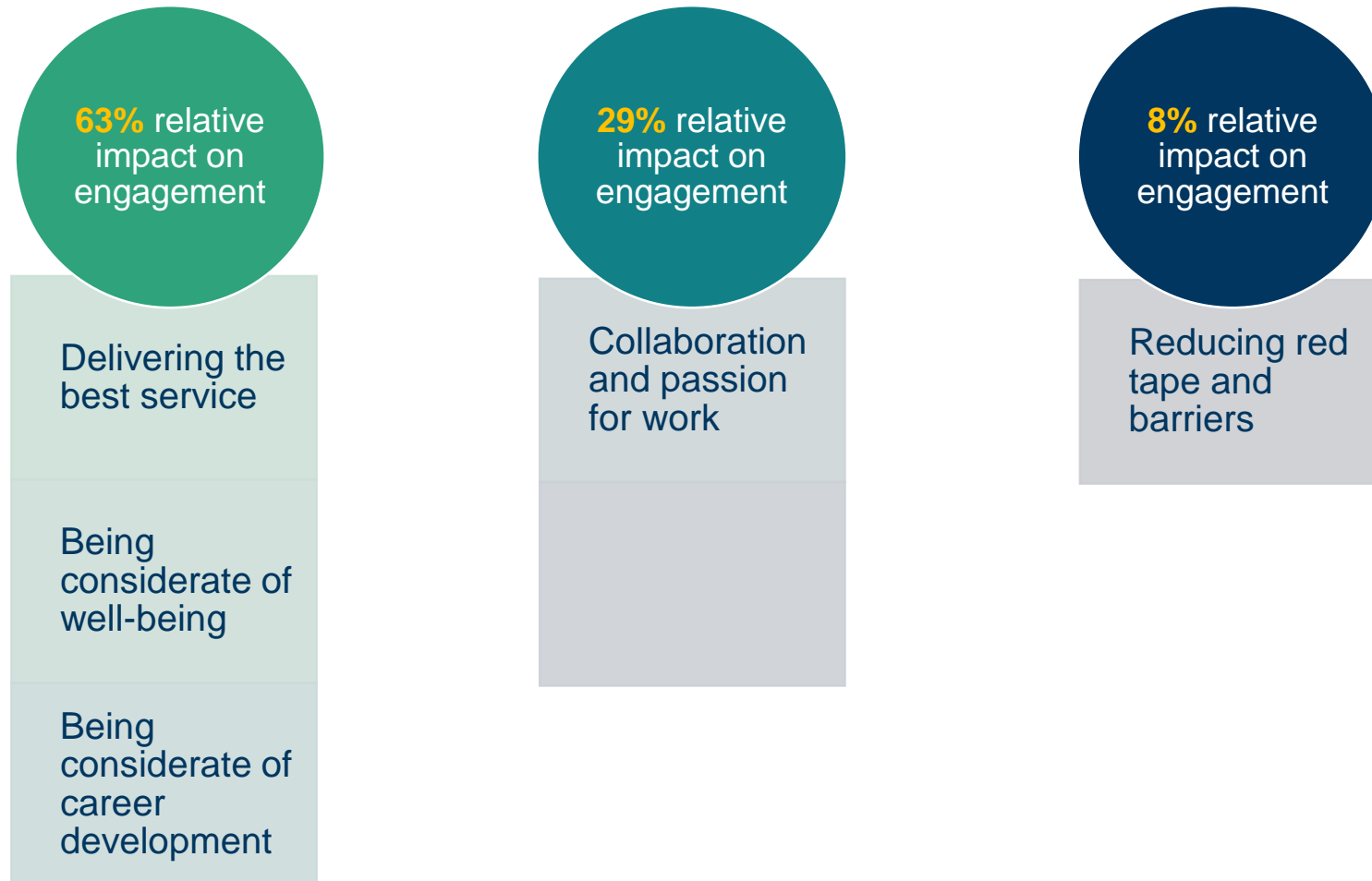
In line (+/-1)

-2 to -4pp

-5pp or more below

# Drivers of engagement

Key driver analysis highlights areas to focus on to increase engagement in the council. This analysis is a significant step forward in facilitating action and improvement both at the council and at the local team level. The key driver analysis for Westminster City Council has revealed that the following factors have the strongest relative impact on engagement.





# Team Comparisons

The questions on the survey are broken down into the following key themes and the overall score for each theme has been used for the break-down analysis by directorate below.

<b>Roles and Responsibilities</b>	Policy, perf & comms	City Treasurers	Chief of Staff	Grow. Plan. & Housing	City Man. & Commun.	Shared ASC & NHS ICD	Tri-borough Children's	Tri-borough Corporate	Tri-borough Lib&Archive	Tri-borough Pub.Health
<b>Informed and Equipped</b>	Policy, perf & comms	City Treasurers	Chief of Staff	Grow. Plan. & Housing	City Man. & Commun.	Shared ASC & NHS ICD	Tri-borough Children's	Tri-borough Corporate	Tri-borough Lib&Archive	Tri-borough Pub.Health
<b>Support and Development</b>	Policy, perf & comms	City Treasurers	Chief of Staff	Grow. Plan. & Housing	City Man. & Commun.	Shared ASC & NHS ICD	Tri-borough Children's	Tri-borough Corporate	Tri-borough Lib&Archive	Tri-borough Pub.Health
<b>Your Line manager</b>	Policy, perf & comms	City Treasurers	Chief of Staff	Grow. Plan. & Housing	City Man. & Commun.	Shared ASC & NHS ICD	Tri-borough Children's	Tri-borough Corporate	Tri-borough Lib&Archive	Tri-borough Pub.Health
<b>Senior Managers</b>	Policy, perf & comms	City Treasurers	Chief of Staff	Grow. Plan. & Housing	City Man. & Commun.	Shared ASC & NHS ICD	Tri-borough Children's	Tri-borough Corporate	Tri-borough Lib&Archive	Tri-borough Pub.Health
<b>Preparing for the future</b>	Policy, perf & comms	City Treasurers	Chief of Staff	Grow. Plan. & Housing	City Man. & Commun.	Shared ASC & NHS ICD	Tri-borough Children's	Tri-borough Corporate	Tri-borough Lib&Archive	Tri-borough Pub.Health
<b>Next Steps</b>	Policy, perf & comms	City Treasurers	Chief of Staff	Grow. Plan. & Housing	City Man. & Commun.	Shared ASC & NHS ICD	Tri-borough Children's	Tri-borough Corporate	Tri-borough Lib&Archive	Tri-borough Pub.Health

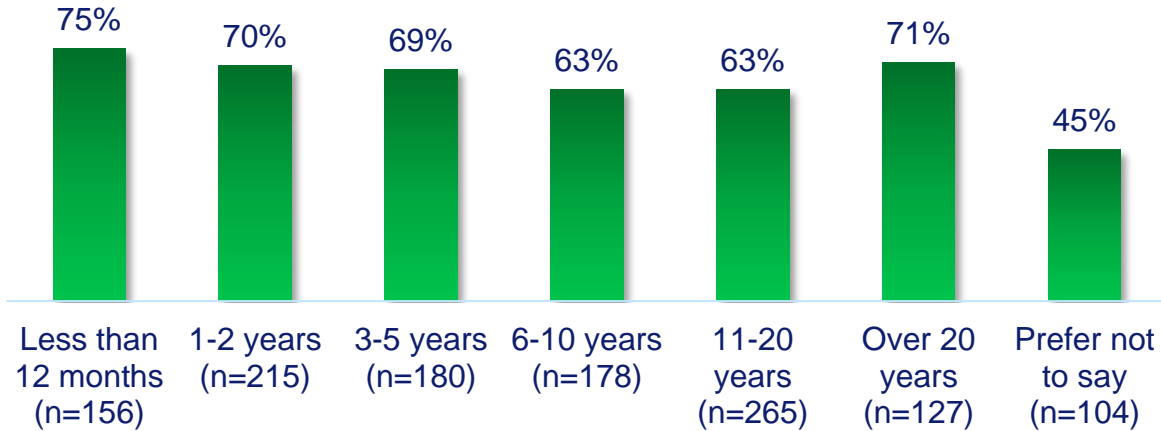
Key

+ 5pp or more above WCC overall

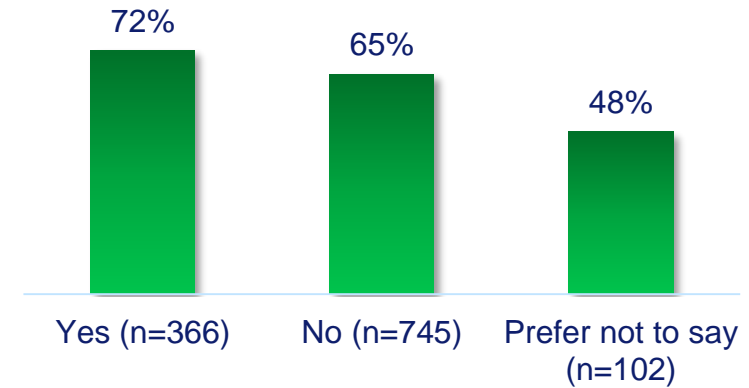
-5pp or more below WCC overall

# Engagement Index- Key demographic differences

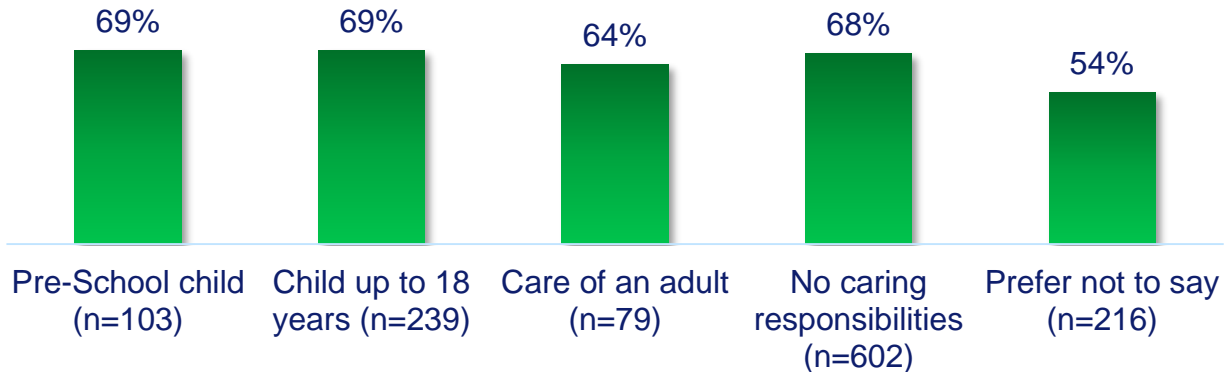
### Length of service



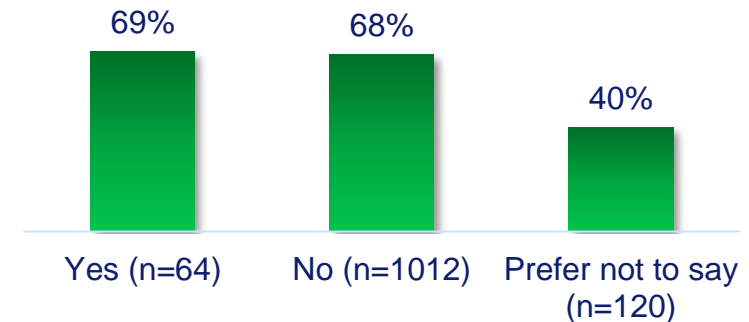
### Management responsibilities



### Caring responsibilities

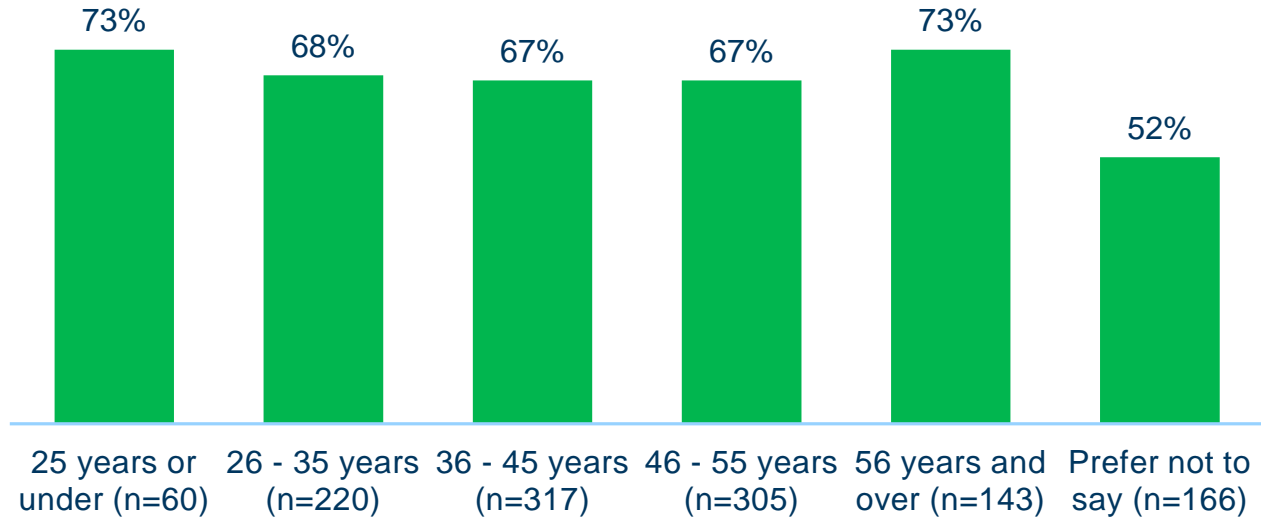


### Long term illness, health problem or disability

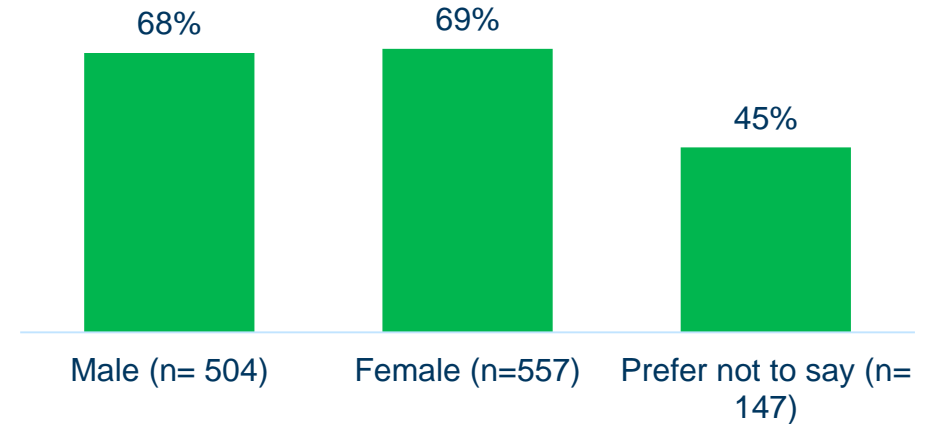


# Engagement Index- Key demographic differences

## Age

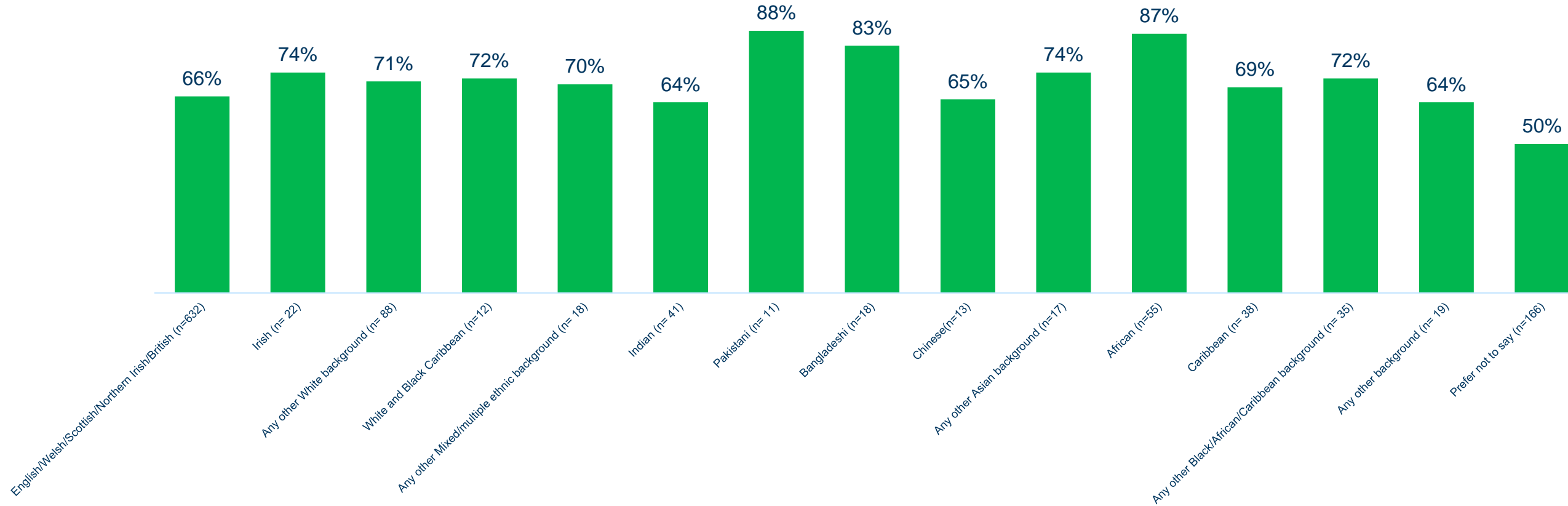


## Gender



# Engagement Index- Key demographic differences

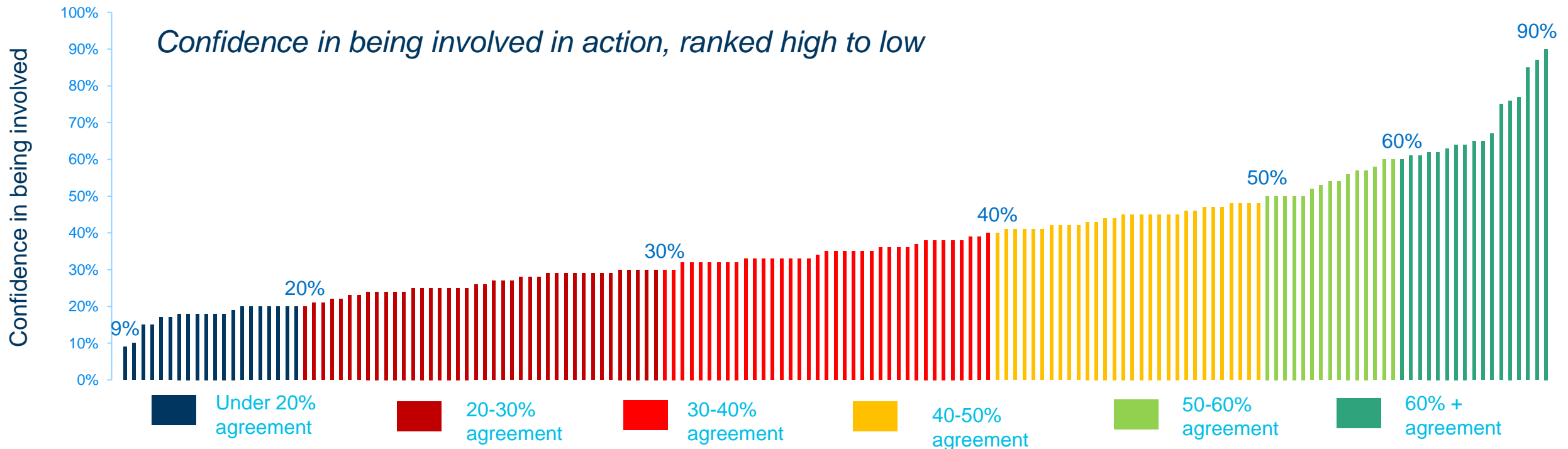
## Ethnicity



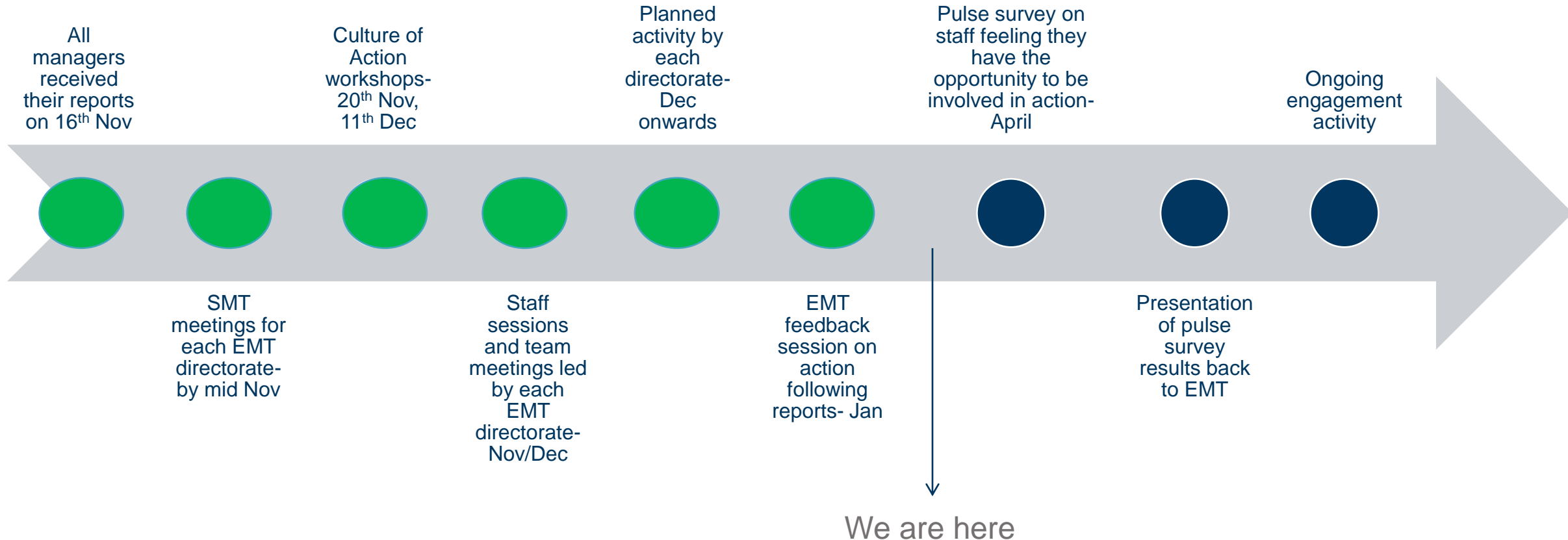
# Taking the survey forward

42%

believe they will have the opportunity to be involved in the actions following the survey



# Approach to Action Planning and next steps



Thank you.