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Title:	Workforce Update - Staff Survey 2022
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Wards Involved:	All
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1. Executive Summary

- 1.1 This workforce update paper summarises the headline results of the 2022 staff survey “Our Voice” and also shares key demographic information about the workforce.

2. Key Matters for the Committee’s Consideration

- 2.1 The paper is for the Committee’s information and to enable a discussion on Westminster’s workforce and our staff engagement.

3. Background to the Staff Survey

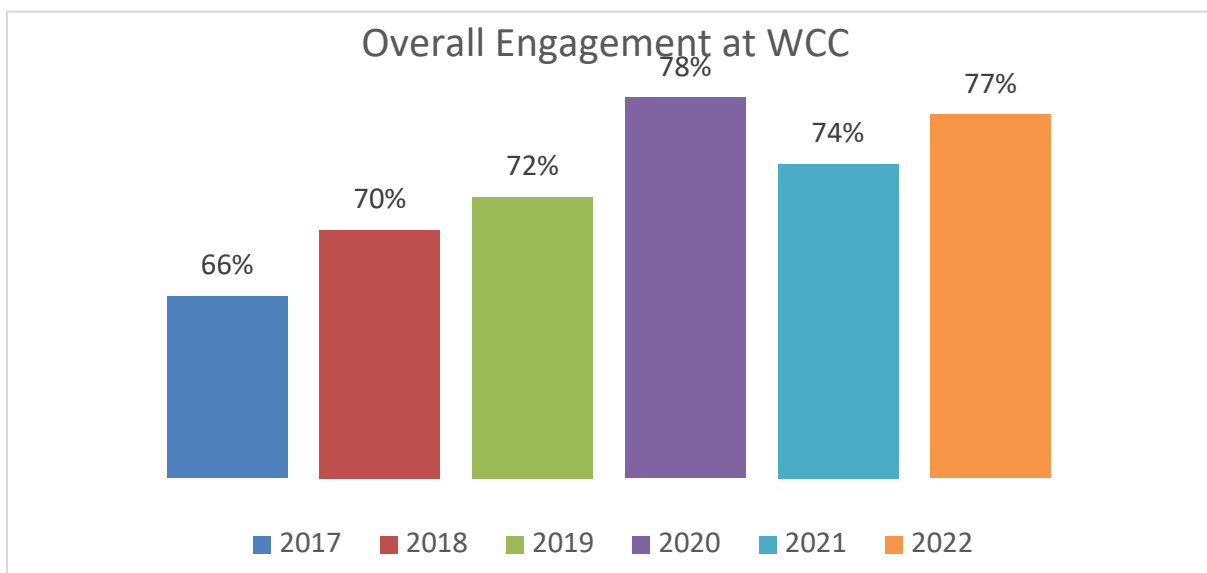
- 3.1 Westminster City Council’s staff survey, Our Voice, ran from 19 September to 14 October 2022. This is a Bi-Borough survey run in partnership with RBKC. The survey provides a measure of the level of engagement staff have with the Council and therefore highlights areas of focus for the wider people strategy, the Westminster Way. The headline measure is the Employee Engagement Index. This is a collection of 7 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 it to achieve its goals. This year, following advice from our external partner, we included the question “I care about the future of the

council” to the engagement index which provides a holistic view of employee engagement.

3.2 Our external partner for the survey is People Insight and we carried out a full review of the question set with the Executive Leadership Team (ELT), Cllr David Boothroyd, HR senior leadership team and People Insight. Two new questions were added, and the wording of a number were amended to reflect the changes in ways of working over the past two years. Most of the questions remained the same to allow for trending. In total there are 49 questions in the survey including a small number of free text questions. We worked with our staff networks to ensure the demographic questions were fully inclusive to build on the changes made to these questions in 2021.

4. Staff Survey Headline Results

- 4.1 The overall Engagement Index for 2022 is 77%. This is an increase of 3% from 2021 (74%). Overall engagement has continued to steadily increase at WCC since 2017, from 66% to 77%. In 2017, 66% engagement was benchmarked as average for a local authority. The growth in engagement over this time has been considerable and sustained.
- 4.2 People Insight have advised that a number of organisations have seen a dip in engagement scores this year. This is in addition to a general trend of falling engagement since 2019. Therefore for Westminster City Council to see an increase in engagement levels this year is a notable result.
- 4.3 The response rate (the percentage of all staff taking part in the survey) was 64% which was 3% down from 2021. Although its disappointing that this has fallen, People Insight have confirmed this remains a healthy response rate when benchmarked elsewhere.
- 4.4 Out of 49 questions, 32 have improved by at least 1 percentage point since 2021, 6 have stayed in line and 5 have reduced. The detail is shown in Appendix 1. 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.



4.5 Overall engagement has continued to steadily increase at WCC since 2017. It should be noted that the scores in 2020 may have been exaggerated by the timing of the survey early in the Covid pandemic. Overall, there is a clear upward trend as we can see from the 2022 result. Our people strategy The Westminster Way and our focus on colleague engagement continues to have a positive impact.

Engagement Index	2017	2018	2019	2020	2021	2022	Trend 2017 to 2022	2022 result v Local Government Benchmark (2022)
I would recommend the council as a great place to work	53%	61%	66%	76%	70%	71%	+18%	+3%
If I were a member of the public contacting the council, I would be confident of a good service	56%	61%	58%	67%	63%	61%	+5%	n/a
Working here makes me want to do the best work I can	76%	80%	81%	86%	83%	83%	+7%	+3%
I am proud to work for the council	70%	74%	77%	82%	78%	80%	+10%	+11%
I feel a strong sense of belonging to the council	50%	54%	54%	63%	60%	61%	+11%	n/a
I am committed to helping the council meet its goals and objectives	89%	89%	91%	93%	92%	91%	+2%	n/a
I care about the future of the council	-	-	-	-	89%	90%	+1%	0
Overall Engagement Index	66%	70%	72%	78%	74%	77%	+11%	+6%

4.6 The engagement index by directorate is provided below:

Engagement Index					
Department	2019	2020	2021	2022	Trend from 2021
WCC Overall	72%	78%	74%	77%	+3%
Bi Borough Adult Social Care and Health *	69%	75%	72%	76%	+4%
Bi Borough Children's Services *	75%	77%	74%	76%	+2%
Finance and Resources	68%	82%	75%	79%	+4%
Libraries and Archives	66%	67%	61%	66%	+5%
Environment and City Management	72%	79%	72%	75%	+3%
Growth Planning and Housing	71%	77%	74%	77%	+3%
Innovation and Change	68%	71%	69%	81%	+12%
People Services	81%	82%	83%	87%	+4%

*Note the above Bi-Borough scores are combined WCC & RBKC scores

5. Questions with the biggest increase:

- I am kept up to date about important changes along with the reasons for them, and what is happening across the council, +6% from 2021.
- Senior leaders are sufficiently visible where I work, +6% from 2021.
- Senior leaders understand the challenges facing our service, +6% from 2021.
- Local people and service users are at the centre of our decision making, +5% from 2021.
- I think it is safe to speak up and challenge the way that things are done, +4% from 2021.
- The council is committed to delivering the best outcomes we can for our communities (residents, service users etc.), +4% from 2021.

6. Questions with the biggest decrease:

- Considering my duties and responsibilities, I think my pay is fair, -3% from 2021.
- I have the equipment and resources I need to do my job effectively, -3% from 2021.
- During the past 12 months have you personally experienced inappropriate behaviour at work (such as discrimination and/or bullying and harassment), +2% from 2021.
- I can access the information I need to do my job effectively, -1% from 2021.
- It is easy to get things done in my service, -1% from 2021.
- If I was a member of the public contacting the council, I would be confident of a good service, - 1% from 2021.

7. Westminster Way Index

- 7.1 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 below.

Westminster Way Indices	2019	2020	2021	2022	Trend from 2021
Overall Westminster Way Index	63%	68%	67%	68%	+1%
Everyone is a leader	62%	65%	64%	65%	+1%
Everyone is valued	65%	71%	67%	69%	+2%
Everyone has talent	60%	63%	64%	67%	+3%
Enablers	67%	75%	79%	77%	-2%

8. Respect and Dignity

- 8.1 The below table shows the response for Respect and Dignity (inappropriate behaviour at work, bullying and harassment). The 'Yes' response has increased by 2%. This year we included the 'Prefer not to say' option. It was removed last year, which we have reversed. The fact that 78% have said no, which is the lowest score for the past 6 years, is a concern that will require a deep dive into teams with specific issues.

During the past 12 months have you personally experienced inappropriate behaviour at work? (The following questions are about inappropriate behaviour at work, such as discrimination and/or bullying and harassment)	2017	2018	2019	2020	2021	2022	Trend
Yes	11%	9%	12%	9%	11%	13%	+2%
No	81%	81%	80%	81%	-	78%	-
Prefer not to say	8%	10%	8%	9%	-	9%	-

9. Follow Up

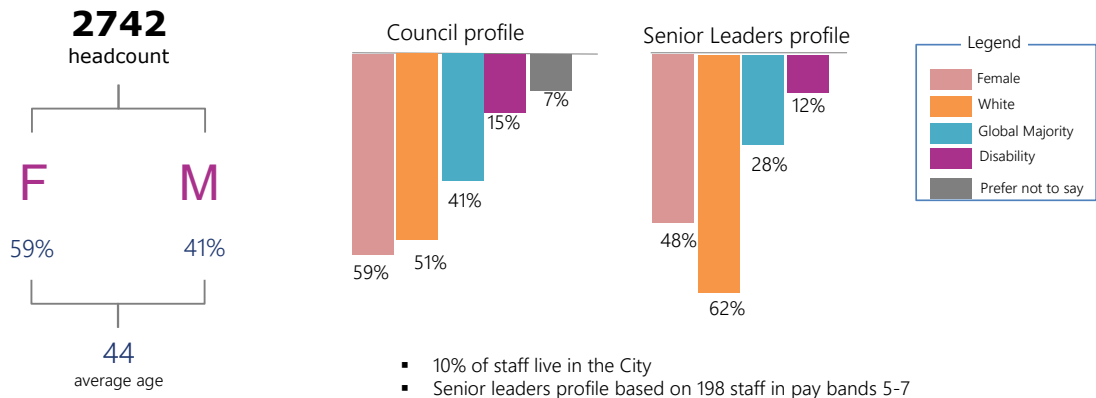
- 9.1 Executive Directors and their teams continue to work locally to review their individual results, building on areas of strength and action planning on areas that require improvement.

10. Workforce Demographics

- 10.1 It should be noted that the Council's absolute focus on Equality, Diversity and Inclusion over the past five years has led to real transformation in the demographics of our workforce. The Council increasingly represents the communities we serve. Our positive action policy and inclusive recruitment approach has allowed us to increasingly attract staff from a global majority background into the organisation. Since our ethnicity pay gap was first measured in quarter 4 2017/2018 the numbers of global majority staff have increased by 507 in 2022 to 1017. The proportion of our workforce that are from a Global Majority background has increased from 33% to 39% at the end of 2021/22 and is now at 41%. The key workforce demographics of the Council, as published on our website, is shown in Appendix 2.
- 10.2 The positive action we have taken has also significantly contributed to an improvement in representation at a senior officer level. There has been increased numbers of women in our most senior 200 staff from 33% to 48% and an increase in global majority representation from 4% to 28% over the

past 5 years. The most recent changes are shown in the chart and table below.

Our Workforce



Diversity of Senior Leadership

Year	Band 5 + Leaders (198 officers)	
	Female	Global Majority
2020 (Q4)	41%	14%
2021 (Q4)	45%	19%
2022 (Q4)	48%	28%

10.3 2022 was the fifth year the Council has published our gender and ethnicity pay gaps. During this time, our pay gaps have reduced as our representation has increased. There is still much more to do at the most senior levels in the Councils and we are committed to address this so that we are representative of the communities we serve at all levels in the Council and close our pay gaps by 2025. The Council’s most recent pay gap report is shown in Appendix 3.

10.4 Annually the Council publishes its pay policy. This is agreed at Council in advance of the new financial year. One element of the pay policy details the difference between the highest paid officer (the Chief Executive) and both the lowest paid officers and the median of all officers. In the 2023/24 pay policy recently published, Band 1 Step 1 is £25,359 and the Chief Executive’s salary is £223,707. Therefore the Chief Executive is paid 8.82 times the lowest paid officers. The median of officer pay is £41,346. This equates to a pay multiple of 5.4, i.e. the Chief Executive is paid 5.4 times the median. It is worth noting that both of these metrics are significantly lower than in 2016 when they were 10.89 and 6.3 accordingly.

If you have any queries about this Report or wish to inspect any of the
Background Papers, please contact Report Author x0000
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APPENDICES:

Appendix 1, 2 and 3 attached.