



Westminster City Council (WCC)

2025 Employee Survey Feedback

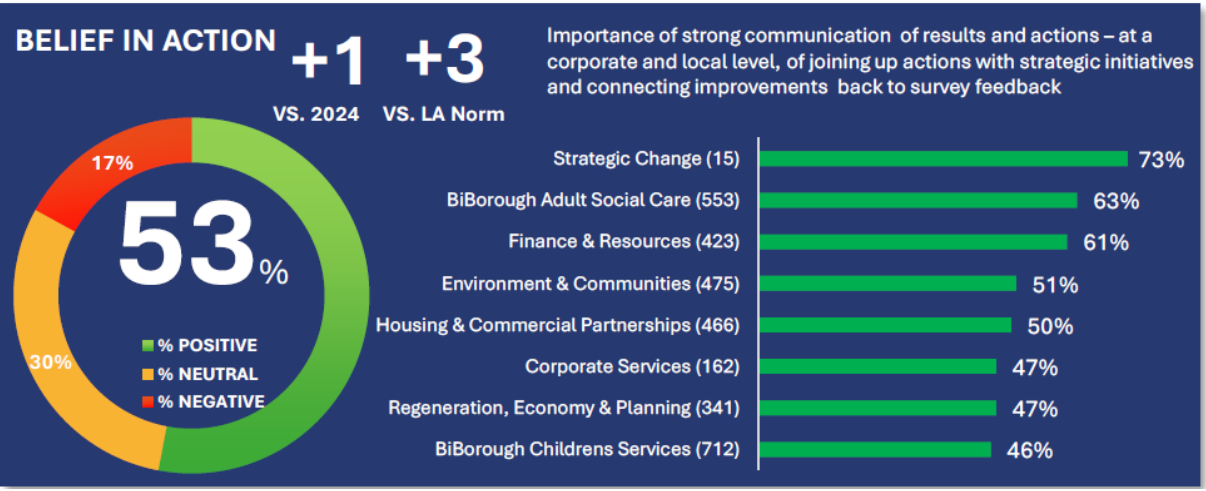
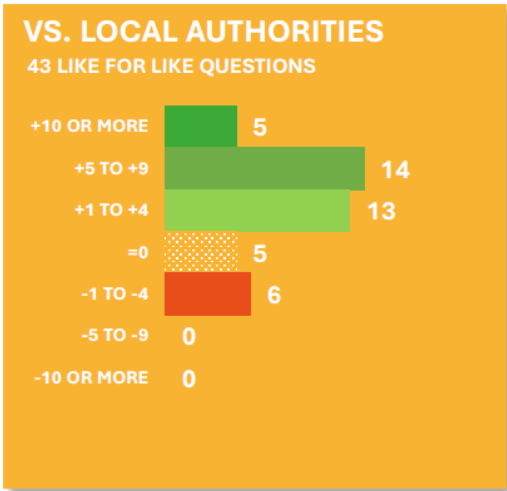
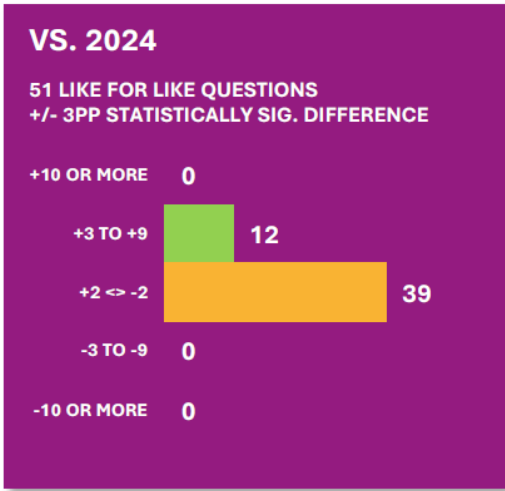
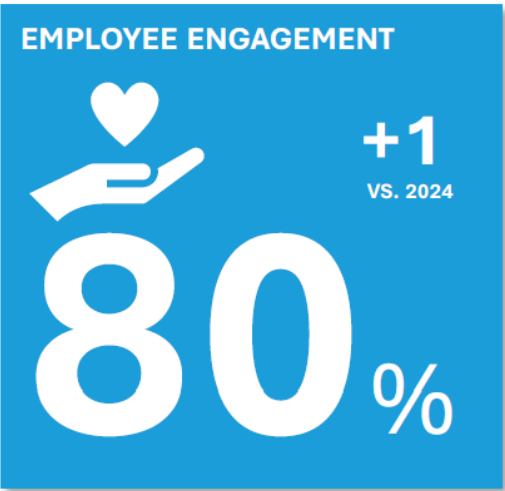
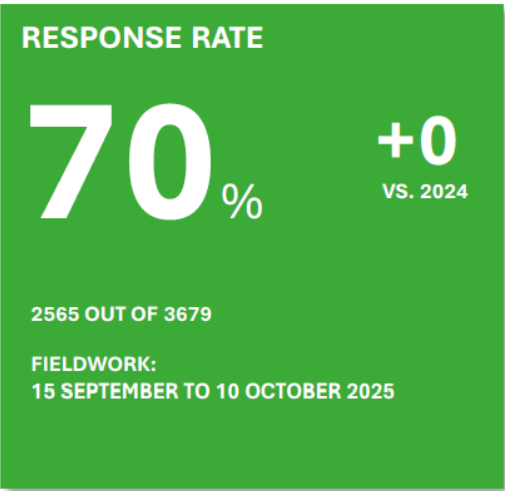


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Headline scores

Note: Overall WCC 2025 results based on WCC legal entity. Shared services directorate results provided in the breaks include responses from both WCC and RBKC legal entities; however, RBKC responses are not included in the overall results for WCC 2025.



Westminster Way

- Most questions are consistent with 2024 but there has been a strong improvement in perceptions that staff have the equipment and resources they need to do their job effectively: +9 points to 72%.
- Feeling valued by the Council is again a key driver. Results are in line with 2024: 64% of staff believe they are valued by the Council – 6pp above the external norm.

My job & role

- There is a high level of job clarity, strong understanding of the purpose, values and behaviours and staff agree their work gives them a feeling of personal accomplishment.
- Whilst 89% have a good understanding of WCC values and behaviours, only 60% agree they are well embedded across the organisation
- 46% agree it is easy to get things done in their service, 24% disagree.

Teamwork & collaboration

- Teamwork and collaboration remain strong, with 78% saying there is great collaboration within their team and 61% agreeing they can easily collaborate with other teams
- 54% agree that there is clear and open communication across the council, a rise of 7 points since 2024.

People leader

- Perceptions of People Leaders are strong and similar to 2024.
- 79% agree that their People Leader supports them to develop their skills, which is 14 points higher than the Local Authority norm.

Senior leaders

- Perceptions of senior leaders are in line with 2024
- 72% agree that senior leaders visible and 68% feel confident that senior leaders understand the challenges facing our service
- Two thirds trust and respect senior leaders and 57% are confident that the Council listens to different perspectives

When change happens

- 78% of staff feel they have the skills, tools and confidence to adapt to changes at work
- 59% feel that the reasons behind change are communicated clearly, with a further 26% unsure, suggesting that more information would be helpful.

The service we provide

- Perceptions continue to improve year on year.
- 91% understand the needs of our communities, and 87% agree that the Council is committed to delivering the best outcomes for our communities: +3 from 2024 and +8 from the external norm

Value & Reward

- Value and Reward shows the biggest improvement from 2024
- Satisfaction with benefits is now at 69%, a 5 point improvement since 2024
- Satisfaction with pay has improved by 7 points to 55%.
- Both results are well above the Local Authorities norm

Respect & dignity

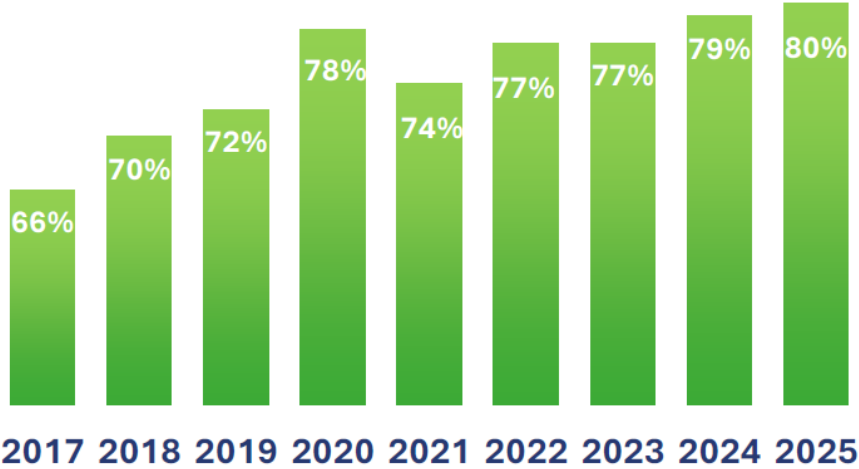
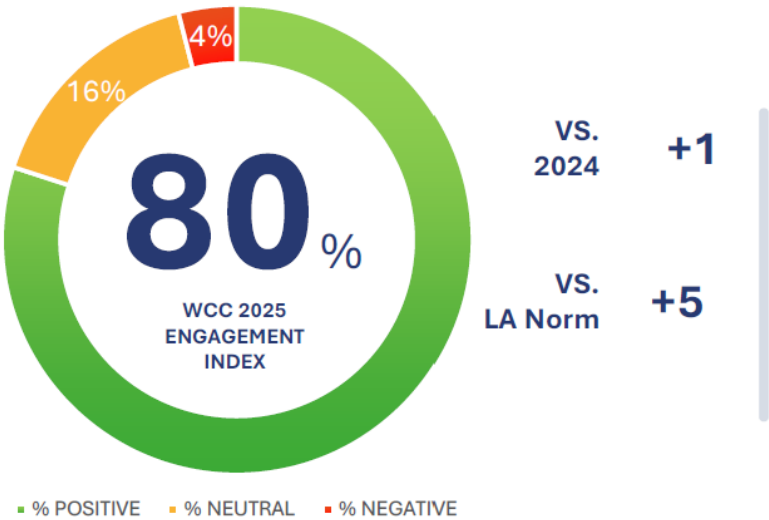
- Staff feel that different views, backgrounds and approaches are valued where they work (82% agree) and 76% agree that the Council is an inclusive place to work. Both results are in line with 2024.

Inappropriate behaviour

- 17% have personally experienced or seen inappropriate behaviour in the last 12 months
- This was reported in 51% of cases and when reported 49% were satisfied with how it was addressed

Engagement has reached its highest level to date, now at 80%

- Confidence in service levels shows the largest improvement since 2024
- All measures are above the Local Authority norm with pride and advocacy particularly strong relative to similar organisations
- A notable number of staff remain unsure about their sense of belonging or whether they would receive a good service as a member of the public. However, levels of disagreement are low.



		Vs 2024	Vs LA Norm
I am committed to helping the Council meet its goals and objectives	93% 6%	-1	0
I care about the future of the Council	91% 8%	0	0
Working here makes me want to do the best work I can	86% 11%	+1	+5
I am proud to work for the Council	84% 13%	+1	+9
I would recommend the Council as a great place to work	79% 16% 4%	+2	+8
If I was a member of the public contacting the Council, I would be confident of a good service	65% 28% 7%	+4	+5
I feel a strong sense of belonging to the Council	64% 27% 9%	+1	+5



Engagement priority analysis 2025

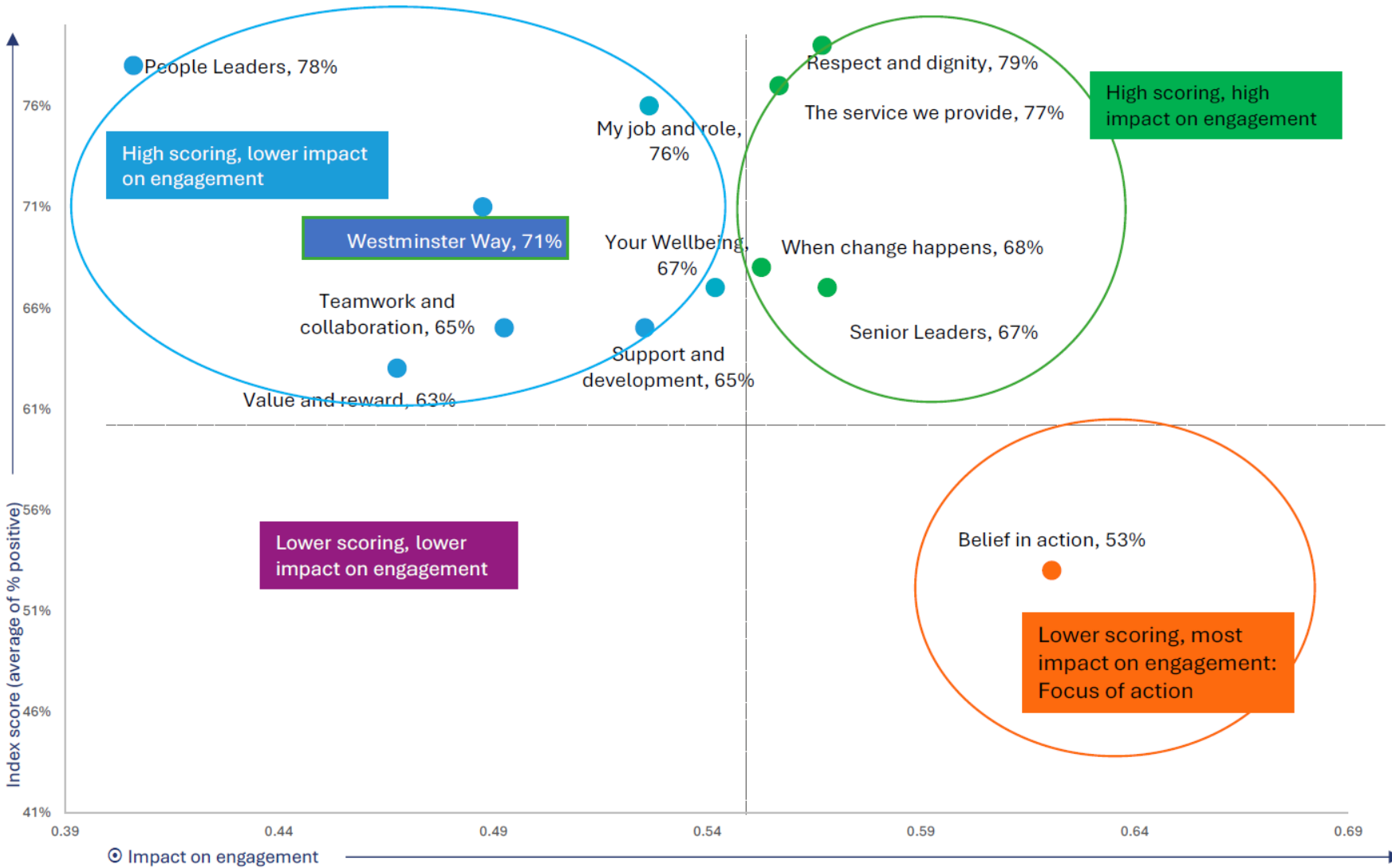
Relative importance of survey themes on engagement



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Employee experiences having the biggest influence in 2025:

- Feeling motivated by WCC's purpose
- Trusting and respecting senior leaders in the Council
- Commitment to delivering the best outcomes for our communities
- Senior leaders at the Council inspiring a strong commitment to our purpose
- Feeling valued by the Council



Three of the engagement priority questions remain the same as in 2024, with new questions on WCC’s purpose appearing this year:

- Feeling motivated by the purpose and agreeing that senior leaders inspire commitment are key to driving engagement
- Trust and respect of senior leaders, their commitment to delivering the best outcomes and feeling valued remain important
- There is a strong improvement in perceptions that the Council is committed to delivering the best outcomes for communities.

Question	Response Favourability	Local Authorities	WCC 2024 "Our Voice" Survey
I am motivated by WCC's purpose	76% 20% 4%	n/a	n/a
I trust and respect Senior leaders in the Council	66% 25% 9%	+2	-1
The Council is committed to delivering the best outcomes we can for our communities (residents, service users etc.)	87% 10% 3%	+8	+3
Senior leaders at the Council inspire a strong commitment to our purpose	67% 23% 11%	n/a	n/a
I believe I am valued by the Council	64% 23% 13%	+6	+2

The survey results provide a valuable opportunity to assess performance against Our Principles. Overall, scores remain strong and compare well with 2024 and external benchmarks. However, there is clear scope to strengthen *Everyone is Connected* by fostering deeper collaboration across teams and embedding a culture of joined-up working. This will be critical to delivering seamless, effective services and maximising organisational impact.

		2025 % fav	Vs 2024	Vs LA benchmark
Everyone is a Leader	In order to meet my objectives, I have the freedom to work in the way that is most productive	77%	+2	-2
	My line manager/people leader encourages me to come up with new and better ways of doing things	79%	-2	-1
	I'm trusted to make decisions about things that are my responsibility	82%	+1	0
Everyone is Valued	I believe I am valued by the Council	64%	+2	+6
	I can be myself at work	78%	0	+5
	The Council supports me with my wellbeing (mental and physical health)	67%	+2	n/a
	I am treated fairly and with respect by the people I work with	82%	+1	+13
	I think it is safe to speak up and challenge the way that things are done	59%	-1	+1
Everyone is Connected	Different teams work really well together	53%	+2	+10
	My line manager/people leader keeps me informed about issues that affect me directly	82%	+1	0
	My line manager/people leader inspires me to get involved in activities outside of my service	59%	-2	-1
Everyone impacts Communities	The Council is committed to delivering the best outcomes we can for our communities (residents, service users etc.)	87%	+3	+8
	I am able to make decisions that are best for our communities (residents, service users etc.)	64%	+3	n/a
	I understand the needs of our communities (residents, service users etc)	91%	n/a	n/a

Inappropriate behaviour



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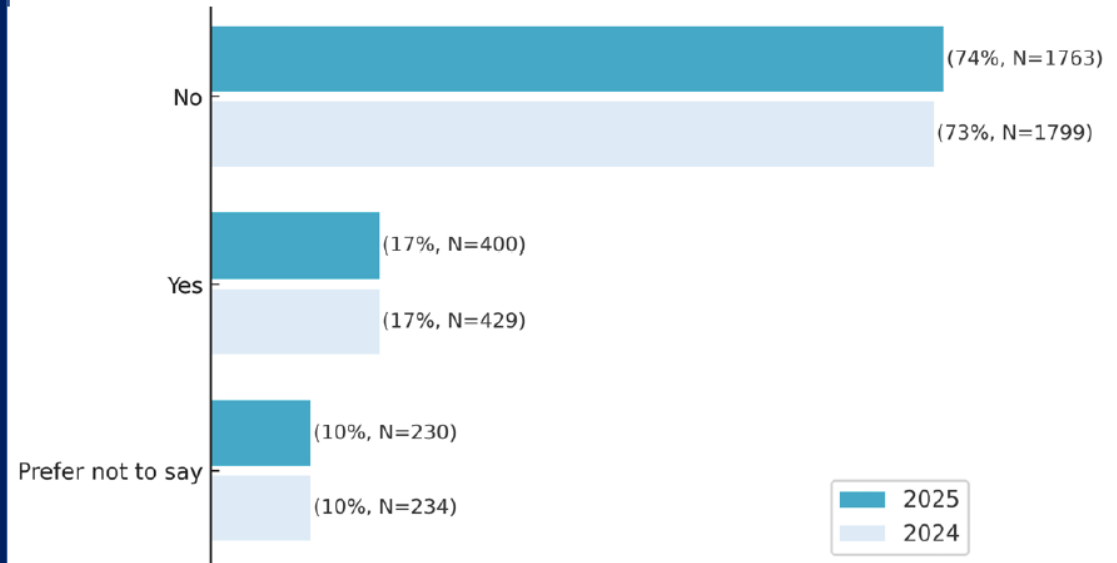
In the past 12 months, **268 employees (12%) reported experiencing inappropriate behaviour** at work (down from 13% in 2022, 2023 and 2024). An additional 103 employees had witnessed inappropriate behaviour meaning 17% had seen or experienced inappropriate behaviour – as in 2024.

Of those affected, 192 experienced **bullying or harassment** (down from 258 in the last survey), 142 **discrimination** (up from 128 in 2024), and 150 described the behaviour as “other”.

The inappropriate behaviour was most commonly from an **internal colleague** (51%), or a **leader in the same department/team** (38%).

Just over half (51%) of those experiencing inappropriate behaviour reported it, up from 47% in 2024. Of those who reported, 49% were satisfied with how it was addressed, an improvement from 45% in 2024.

Have you experienced or seen inappropriate behaviour in your workplace in the last 12 months?



Was this experienced or seen or both?





Continue to embed values, behaviours and purpose (OWW)

Further embed values and purpose through visible leadership role modelling, using story telling and real-life examples that resonate with staff. Link purpose to performance reviews and reinforce it through consistent internal communications



Drive joined-up working

Continue to prioritise effective communication and collaboration across departments to create a culture of joined-up working, ensuring seamless service delivery and better outcomes for communities



Continue to tackle inappropriate behaviours

Maintain a respectful workplace by providing annual training on inclusive and respectful behaviours, supported by visible zero tolerance messaging and clear guidance that encourages early intervention.