



# Lewisham Employee Survey 2022

## Final Report

August 2022



# Methodology - Overview



The employee survey took place between 6<sup>th</sup> June and 13<sup>th</sup> July 2022.

All Council employees were eligible to take part.



All employees with email addresses were sent a link to the survey by email, with regular reminders sent throughout fieldwork to encourage completion.

Paper copies were distributed among staff working predominantly offline.

A QR code link to the survey was also displayed on promotional posters throughout the council.



In total we heard from 1,471 employees: 1,410 by email, 8 through the QR code and 53 by post

This equates to a 54% response rate.

This sample size produces data with a maximum margin of error of  $\pm 1.74\%$  at a 95% level of confidence.

# Methodology – Survey themes

- Council Values
- Systems and Processes
- Ways of Working and Wellbeing
- Personal Performance and Development
- Line Managers
- Senior Leaders
- Communications
- Discrimination, bullying and harassment
- Climate Emergency
- Suggestions for Improvement at the Council



Denotes a significant difference at the 95% confidence level



# Headline findings



# Biggest improvements since 2018 - percentage points (1)

+25

Had an appraisal in the last 12 months (69%)

+16

Have the right tools and equipment to do their job effectively (65%)

+15

Line manager effectively manages performance (70%)

+15

My job makes good use of my relevant knowledge, skills and abilities (80%)

+14

There is a culture of individual accountability (57%)

+13

Learning and development needs were discussed in appraisal (where appraisals took place) (84%)

# Biggest improvements since 2018 - percentage points (2)

+12

I am kept informed about what is happening within my team (81%)

+11

I have access to the relevant learning and development opportunities I need to do my job (65%)

+10

I feel well informed about what is going on in the council as a whole (58%)

+9

I feel valued for the work I do (60%)

+8

I feel proud to work for the council (71%)

+8

Line manager challenges unacceptable behaviour (71%)

# Other improvements since 2018 - percentage points

+7

Line manager supports me when I need it (85%)

+6

Line manager is open to new ideas and fresh ways of doing things (77%)

+6

I'm consulted in a meaningful way before changes are made to my job (48%)

+5

Line manager leads by example (76%)

+4

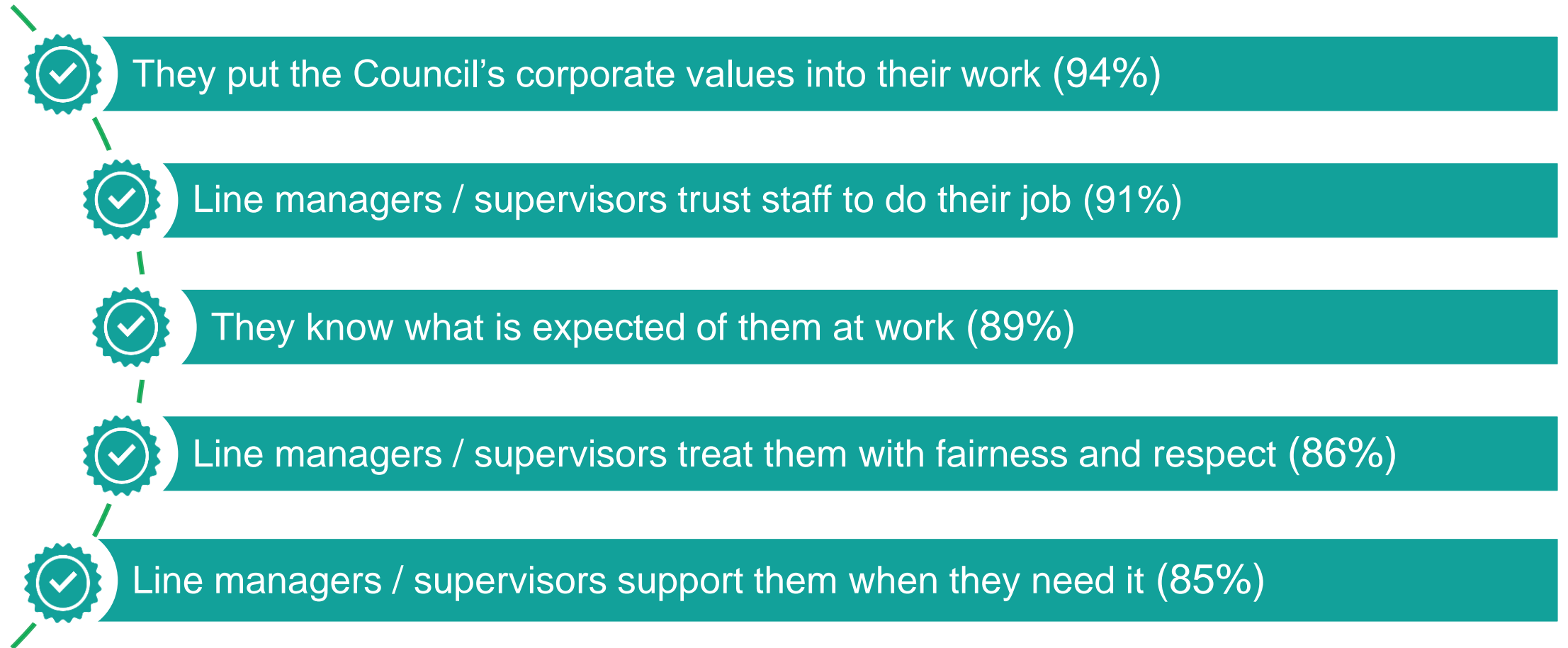
Line manager treats me with fairness and respect (86%)

+3

I feel motivated to do a good job (78%)

# Perceived strengths

Staff strongly feel that... (% agree)





# Areas for improvement staff do not feel that... (% disagree)

! They can do their job without regularly working over their contractual hours (47%)

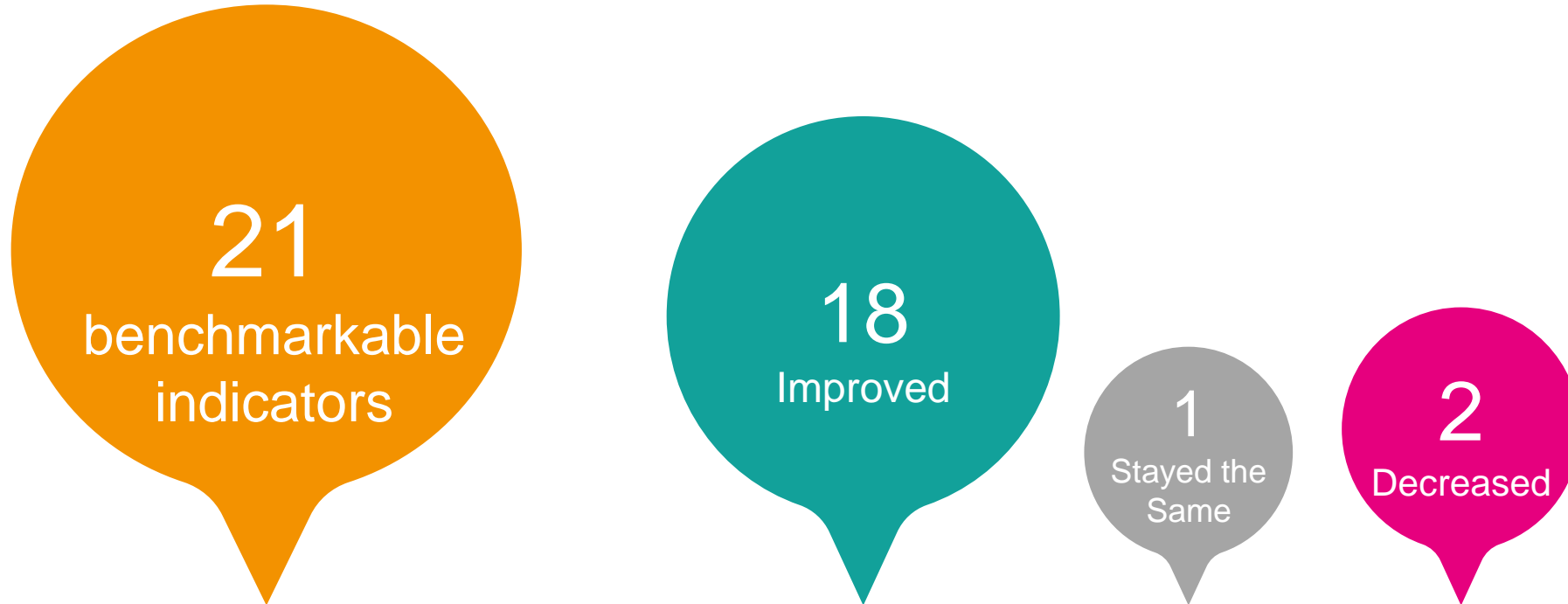
! The Council invests in employees (33%)

! They are consulted in a meaningful way before changes are made to their job (26%)

! They have the right tools and equipment to do their job effectively (22%)

! Their emotional and mental wellbeing is supported (22%)

# Comparable measures vs. 2018



# Improvements since 2018



Appraisal delivery and impact has improved. The proportion who have **had an appraisal meeting** has risen from 44% to 69%. Within these appraisals, the proportion who **discussed learning and development needs** rose from 71% to 84%. The increase in positive responses to appraisals may be linked to the increased positivity around personal development more generally - the proportion who state that they have **access to the relevant learning and development opportunities** they need to do their job has risen from 54% to 65%.



There have also been improvements when it comes to how equipped employees feel to do their job, and how valued they feel in them. For example, 65% state that they **have the tools and equipment to do their job effectively**, rising from 49% in 2018 (**however** it is important to note that 22% of staff do not feel this way). 80% state their job makes **good use of their relevant knowledge, skills and abilities**, an increase from 65%. An increasing number feel **valued for the work they do** (60% cf. 51%) and **proud to work for the council** (71% cf. 63%). These increases could be contributing to the increase in the proportion who **feel motivated to a good job** (78% cf. 75%).



Satisfaction with line manager behaviours also shows improvement, with the greatest increases seen in the proportion who state their **line manager challenges unacceptable behaviour** (71% cf. 63%), **supports them when they need it** (85% cf. 78%), and is **open to new ideas and fresh ways of doing things** (77% cf. 71%).

# Further changes vs. 2018



**Overall satisfaction with employees' present jobs** has stayed like the figure reported in 2018, with 67% satisfied in 2022 compared to 68% in the previous run of the study.



A decreasing proportion of employees state that they **can do their job without regularly working over their contractual hours** (42% in 2022 cf. 50% in 2018) – suggesting that stretch in the organisation has increased. Meanwhile, the proportion who say that they **have choices over the way they do their work** has also decreased by 8 ppts, from 72% to 64% since 2018, highlighting that a sense of autonomy among employees may have also decreased.

# Declines since 2018 - percentage points

I frequently have choices over the way I do my work (64%)

-8

I can do my job without regularly working over my contractual hours (42%)

-8

# Employee Engagement



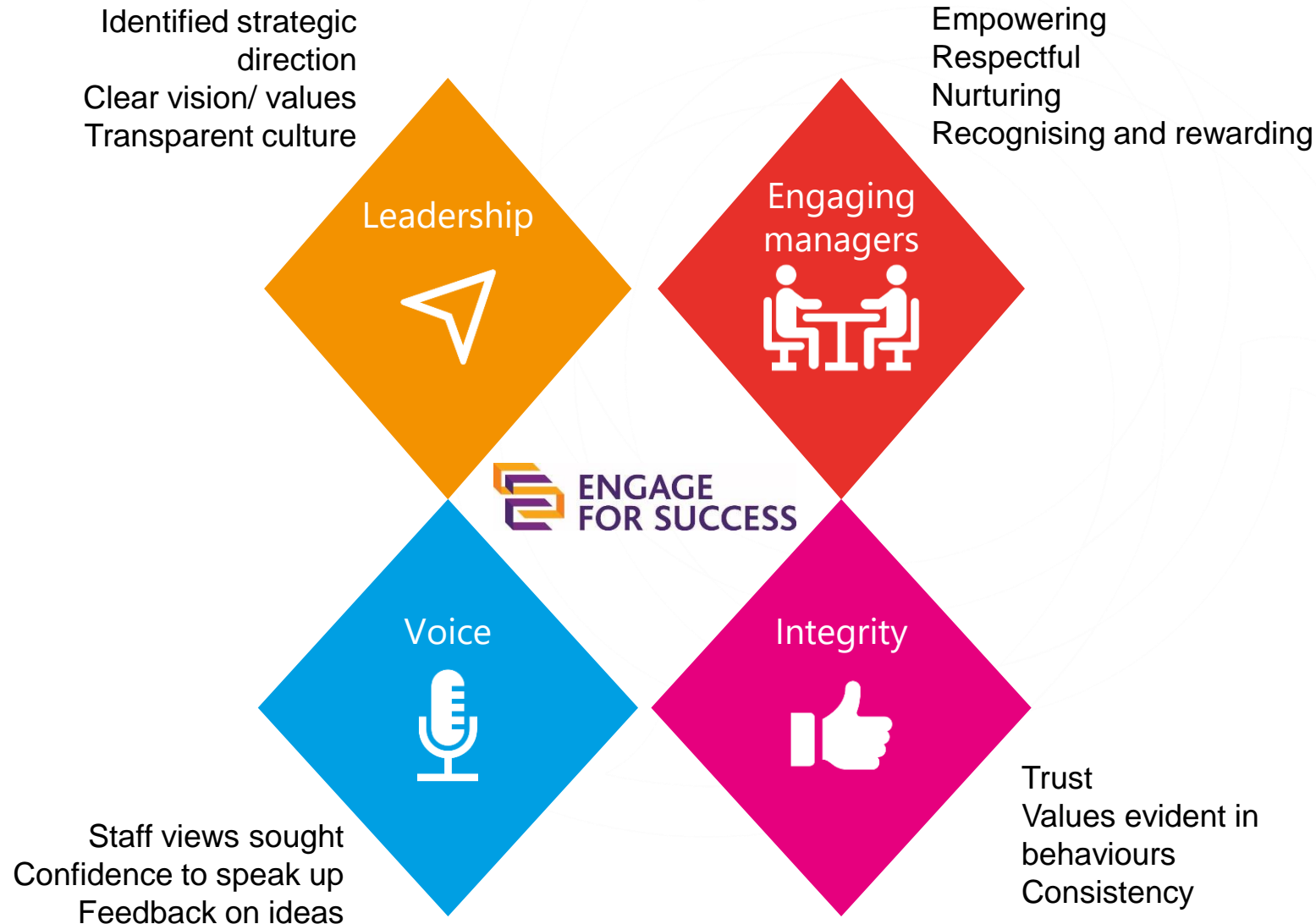
# Engage for Success – a way of looking at employee engagement

Engage for Success is a voluntary movement which seeks to promote employee engagement as a way to work that benefits individual employees, teams and whole organisations.


Employee engagement is about understanding one's role in an organisation and feeling excited about where it fits within the organisation's purpose and objectives.


Although there is no 'one size fits all' approach and no master model for successful employee engagement, four common themes have emerged from extensive research captured in Engaging For Success.


Taken together, they include many of the key elements that contribute towards successful employee engagement.




# Key survey measures within each engagement pillar – engaging around change is an area of potential improvement

**Leadership** 

**Engaging managers** 

**Voice** 

**Integrity** 

|   | % positive |
|---|------------|
| Senior leaders are open and honest in their communications with employees                                   | 50%        |
| Senior leaders tell us what we need to know about organisational priorities                                 | 62%        |
| I was previously aware of the Council's corporate values  | 73%        |
| <hr style="border-top: 1px dashed #ccc;"/>  |            |
| I receive regular constructive feedback about my performance  | 59%        |
| My line manager supports me when I need it  | 85%        |
| <hr style="border-top: 1px dashed #ccc;"/>  |            |
| My line manager is open to new ideas and fresh ways of doing things   | 77%        |
| I am able to challenge the way things are done within my team   | 68%        |
| I'm consulted in a meaningful way before changes are made to my job   | 48%        |
| <hr style="border-top: 1px dashed #ccc;"/>  |            |
| Senior leaders (e.g., directors, executive directors, CEO) put the council's corporate values into practice | 60%        |
| My Line Manager trusts me to do my job  | 91%        |



The mean positive scores per pillar further emphasise the positive perceptions of line managers. There is scope for the sense of direction and employee voice to be strengthened.

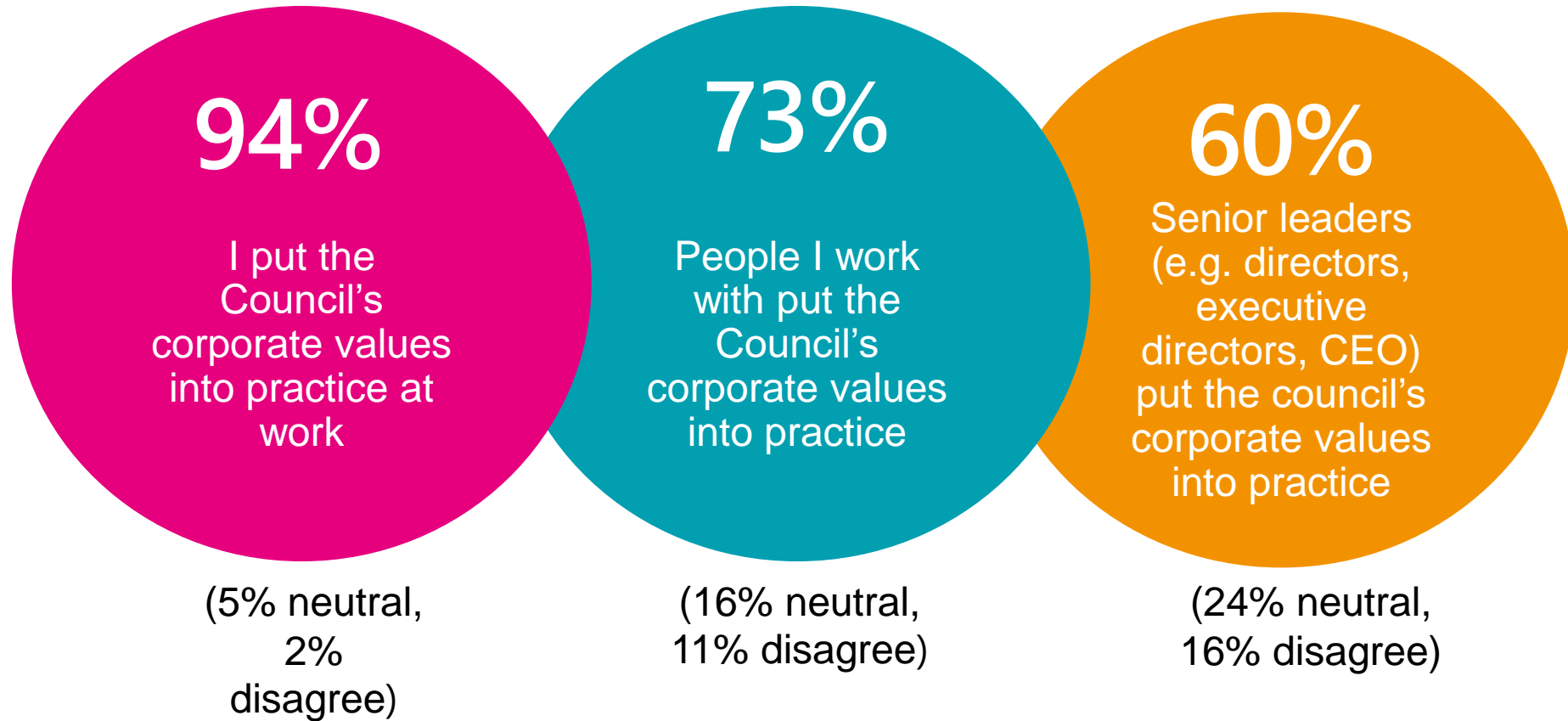


**Council Values**



# Council values

Once the council values were presented to employees, a majority recognise these being applied by themselves and colleagues. While a lower proportion see these values among senior leaders, this is because of more employees answering neutrally rather than actively disagreeing.



# Council values

Four in five employees feel the council's values are relevant to their role, but a lower proportion recognised these prior to the survey. This highlights a potential need to communicate and/or clarify corporate values for those who lack recognition or don't feel they are relevant to their role.

- We put service to the public first.
- We respect all people and all communities.
- We invest in employees.
- We are open, honest and fair in all we do.

**79%** feel the council's corporate values are relevant to their role

13% Neither  
8% Disagree

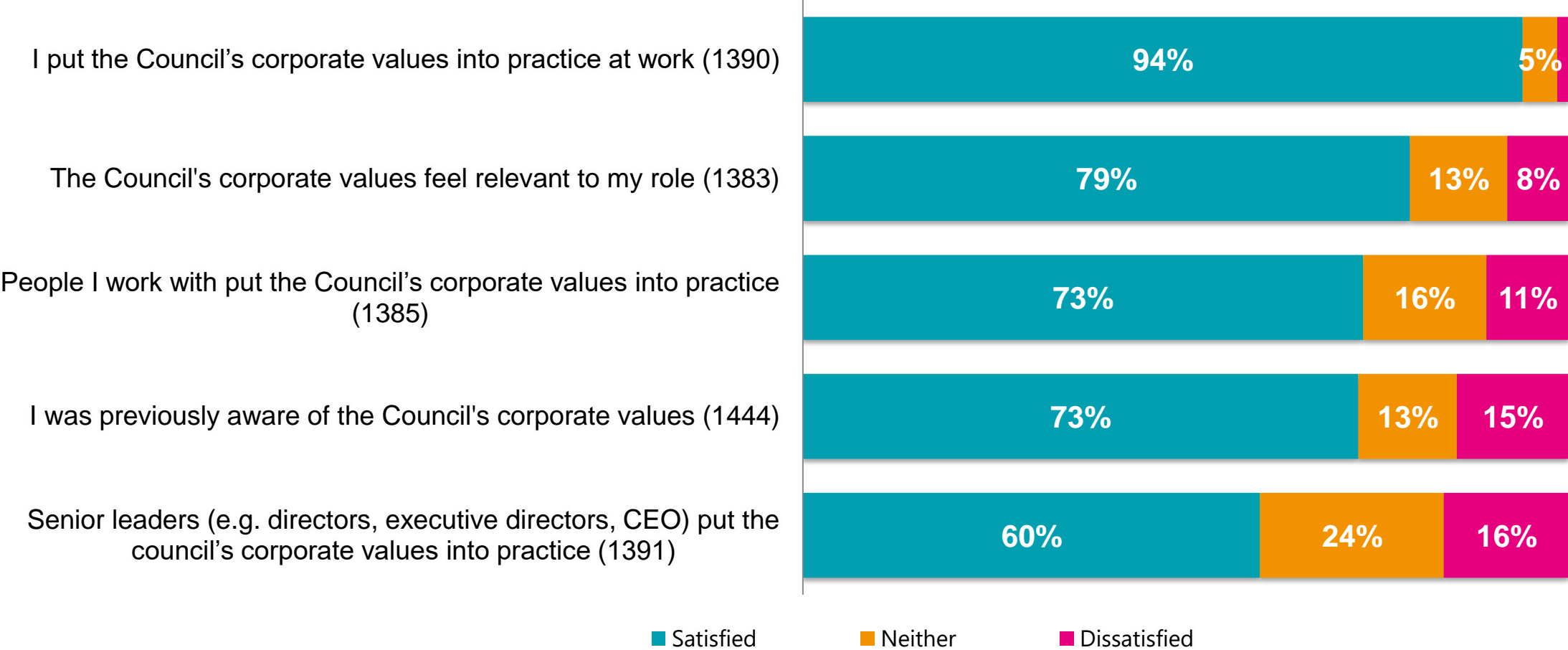
13% Neither  
15% Not aware

**73%** were previously aware of the council's corporate values

Q4a. To what extent do you agree or disagree with the following statements about our values? I was previously aware of the council's corporate values (Sample base: 1444)

Q4b. To what extent do you agree or disagree with the following statements about our values? The council's corporate values feel relevant to my role (Sample base: 1318)

# Council values - detailed responses



Q4. To what extent do you agree or disagree with the following statements about our values?

Sample bases: In parentheses



# Council values in practice (1)

The majority agree that Lewisham Council puts service to the public first and that the council respects all people and communities. Only a minority, of 42% however, feel that the Council invests in employees.



79%

We respect all people and communities



76%

We put service to the public first



59%

We are honest, fair and accountable in all we do



42%

We invest in employees

# Climate action

Despite signing the Carbon Neutral pledge, only 54% of employees agree that the council is working to address the climate emergency.

## Making Lewisham carbon neutral by 2030: our climate emergency declaration

In February 2019, we agreed a motion to declare a 'climate emergency'. We asked Mayor and Cabinet to agree a new action to make the borough carbon neutral by 2030.

In 2019 Lewisham was one of the first local authorities in London to declare a 'climate emergency'. Our [Climate Emergency Action Plan](#) was agreed by Mayor and Cabinet on 11 March 2020 and sets out our ambition for the borough of Lewisham to be carbon neutral by 2030. Since then, Lewisham Council has also signed up to the [UK100 "Net Zero Local Leadership Pledge"](#), alongside over 40 other local leaders, to reach zero carbon before national government.

We are clear that action on climate change is action to support the most vulnerable in our communities. The consequences of inaction risks costs that will be impossible to meet. It is right that the public sector stands up for those least able to protect themselves and Lewisham's Climate Emergency Action Plan seeks to place social justice at its centre.

The [data used to establish Lewisham's carbon emissions baseline](#) was released by the Department of Business Energy and Industrial Strategy on Thursday 27 June 2019. This data shows carbon dioxide emissions in Lewisham were down by 38% since 2005.



65%

consider the impact their role has on the local and global environment



54%

agree that the Council is working to address the climate emergency

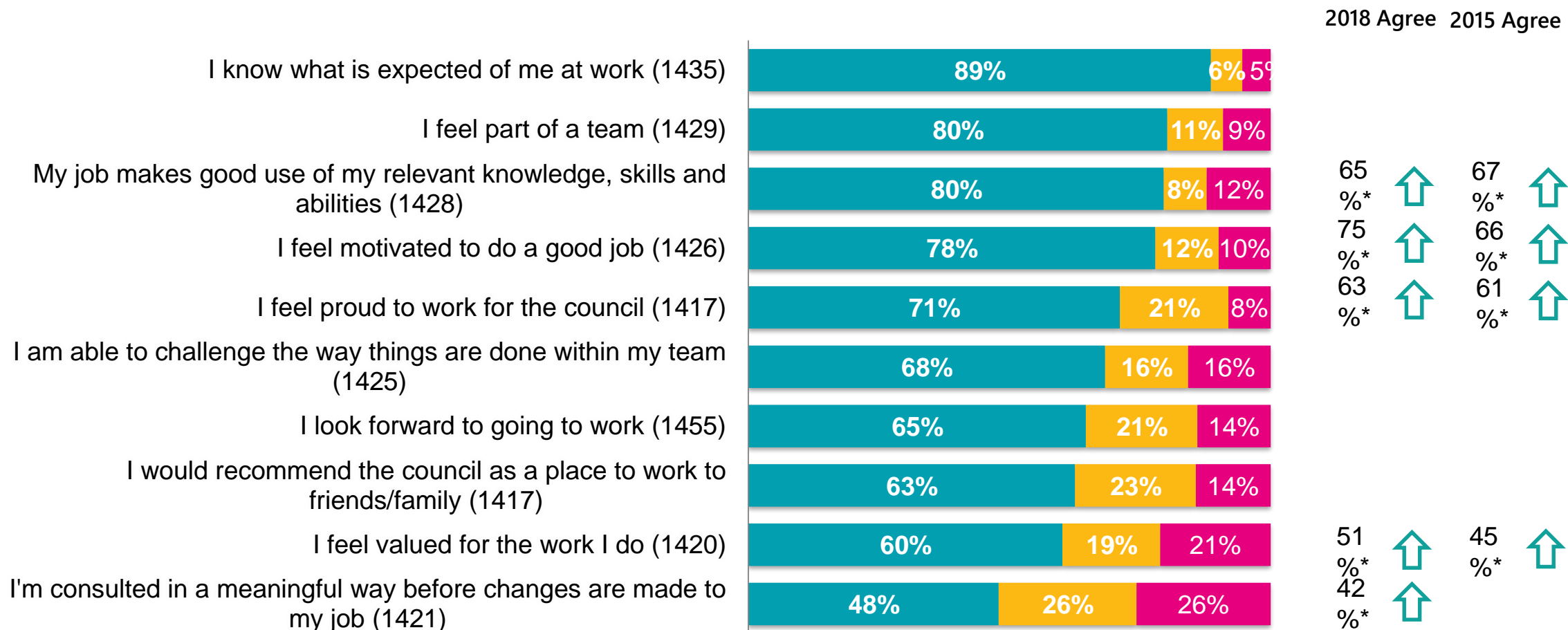


**Overall job  
perceptions**



# Perceptions of role within council

Motivation and pride to work for Lewisham Council have increased since 2018, while four in five feel part of a team. The proportion who feel valued for the work they do, an indicator which is typically closely linked to engagement levels has improved (now 60%).



■ Agree ■ Neither ■ Disagree

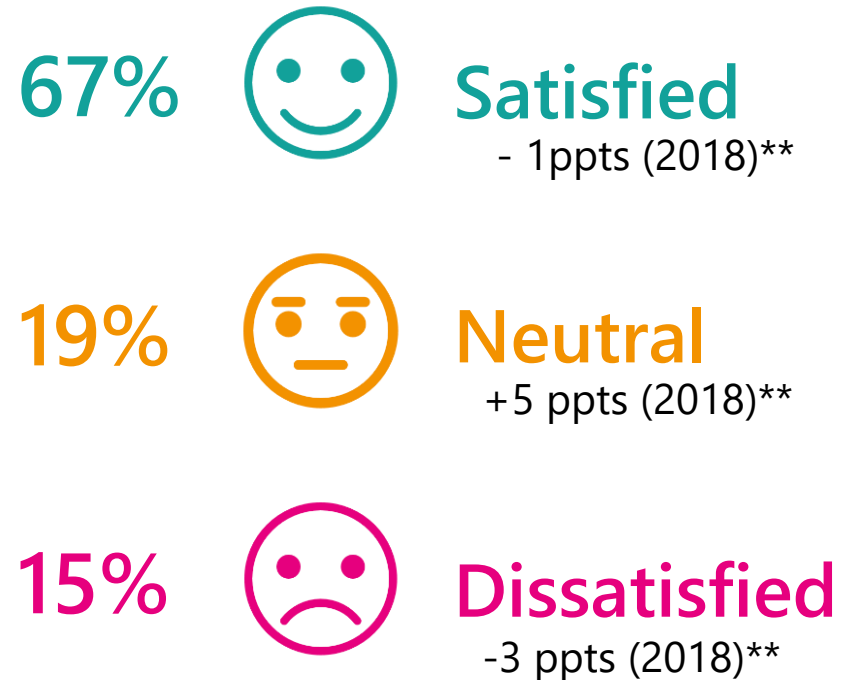
Q6. To what extent do you agree or disagree with the following statements about your role at the council?

Sample bases: In parentheses

\* Wording change compared to benchmarking data – see appendix for details

# Job satisfaction

Two thirds of staff are satisfied in their role (down by 1ppt since 2018). Compared to 2018 fewer staff are dissatisfied in role, but more are neutral.



Q3. Overall how satisfied or dissatisfied are you with your present role at Lewisham Council?

Sample base: 1457.

\*\* Wording change compared to benchmarking data – see appendix for details

# Likelihood to leave Lewisham Council

A fifth of employees (22%) state that they are likely to leave the Council in the next year (an increase of 13ppts since 2018\*), representing a risk to both resourcing and knowledge retention. Studies suggest this may be in line with the 'Great Resignation', which is seeing 1 in 5 workers planning to quit their jobs in 2022 (see notes)

**2022**

“How likely are you to leave Lewisham council in the next 12 months?”

**22%** likely/very likely to leave in next 12M

**20%** not sure if they will leave in next 12M

**58%** not likely to leave in next 12M

↑ **13ppts**

↑ **4ppts**

↓ **24ppts**

**2018**

To what extent do you agree or disagree with this statement: “I intend to be working for Lewisham Council in 12 months time”

**9%** disagree that they are intending to stay in next 12M

**16%** not sure if they are intending to stay in next 12M

**74%** agree that they are intending to stay in next 12M



**CAUTION:** Differences in question wording and answer codes mean direct comparison between 2018 and 2022 survey is not possible. 2018 survey responses should be used as a proxy of progress achieved only.

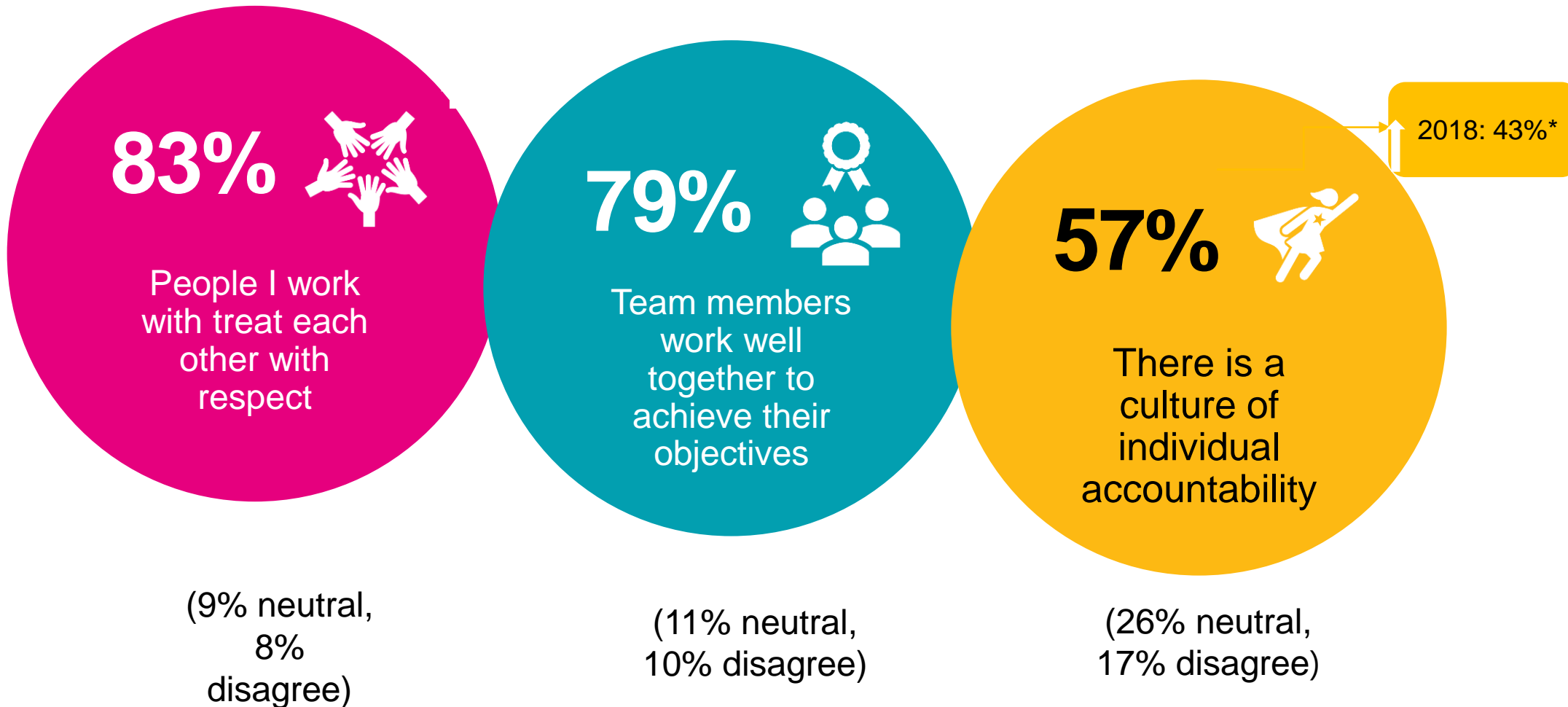
Q7 How likely are you to leave Lewisham council in the next 12 months? Base: 1465  
(2018) Q15 To what extent do you agree or disagree with the following statements: I intend to be working for Lewisham Council in 12 months' time (1081)

# Working at Lewisham Council



# Teamworking

While staff perceive that teams work well together and treat each other with respect, fewer identify a culture of 'individual accountability'. Nonetheless, there has been an increase in this extent to which this is perceived to be the case since 2018.



# Equipped for job

Only six in ten employees state they have the right tools and learning opportunities to do their job well, a notable increase from 2018. Further exploration of these tools gaps and how these impact on productivity may be necessary.



65%

Have the right tools to do their job effectively

2018 Agree    2015 Agree

49% ↑

48% ↑



65%

Have access to the relevant learning and development opportunities they need to do their job

54%\* ↑

48%\* ↑



62%

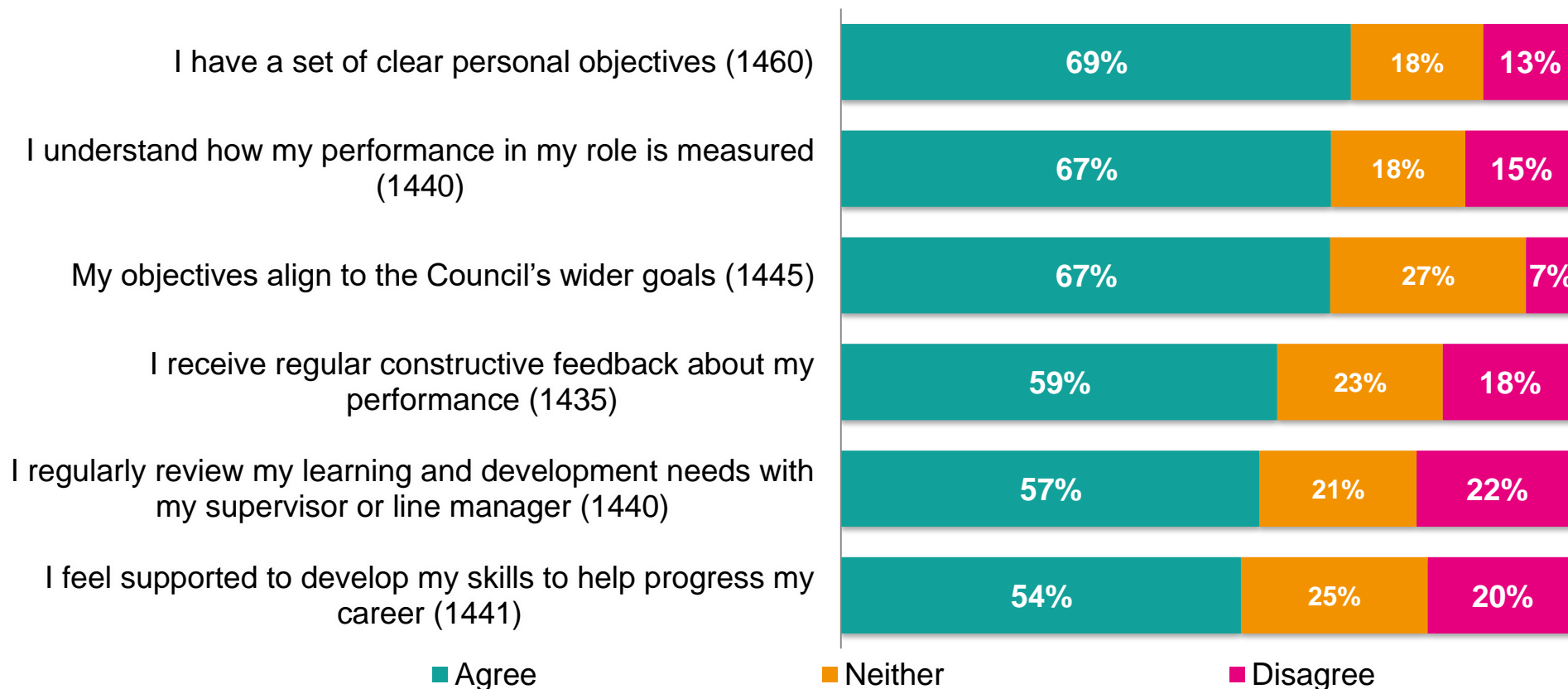
Have all their agreed reasonable adjustments

Q11. To what extent do you agree or disagree with the following statements about your role at the council?

Sample bases: 1441-1465

# Personal Performance and Development

In the context of the comparatively low sentiment around the Council investing in employees, notable proportions of employees answer neutrally or disagree regarding the skills development and career support they are receiving.



Q19. To what extent do you agree or disagree with the following statements about working at the council?

Sample bases: In parentheses

\* Wording change compared to benchmarking data – see appendix for details

# Appraisal Meetings

Despite an increase in appraisal incidence since 2018, only half agree they are helping to improve performance or addressing their support needs, suggesting that this process may not deliver tangible impacts for some employees.

69%

have had an appraisal during the last 12 months



2018\*\*: 44% (+25 pts)

2015\*\*: 49% (+20 pts)



84%

We discussed my learning and development needs



77%

It set clear objectives



73%

It provided constructive feedback I could act upon



59%

It supported my health and wellbeing needs



51%

It has helped to improve my performance

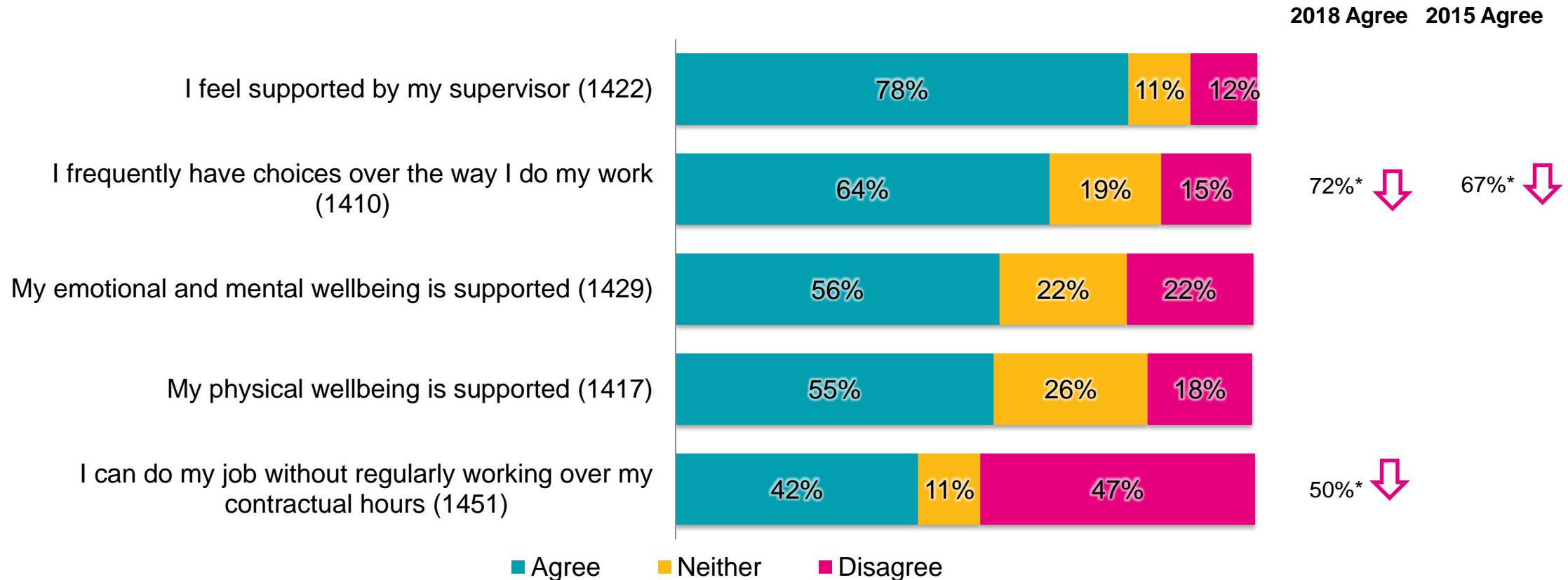
Q21 To what extent do you agree or disagree with the following statements about your last appraisal meeting...?

Sample bases: 982-1004



# Wellbeing and support

Less than half of staff feel they can do their job without working overtime; down from 50% in 2018. There has been a similar decline in the proportion who state they have choices over the way they do their work. One in five (22%) disagree that their emotional and mental wellbeing is supported at work. In the context of apparent workload pressures provision of such support would seem vital.



# Future working

Two thirds of staff (67%) currently understand the Future Working approach, but fewer (57%) know how this relates to them and their job. On this basis more needs to be done to embed the details of this programme.



67%

Understand what the Future Working approach is in general



57%

Know what Future Working means for them and their job



## **Impact of Covid-19**

# Work location since impact of Covid-19

In terms of working location, most staff were working 1 or 2 days in a council building in a hybrid working format. One quarter (25%) were working entirely from home.

25% joined council after 2020



25%  
Were working entirely from home



6%  
Were working entirely in a council building



59%  
Were working at home and in a council building

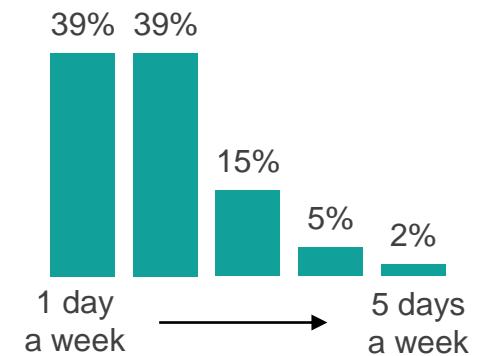


5%  
Were working in a public facing location (e.g., library)



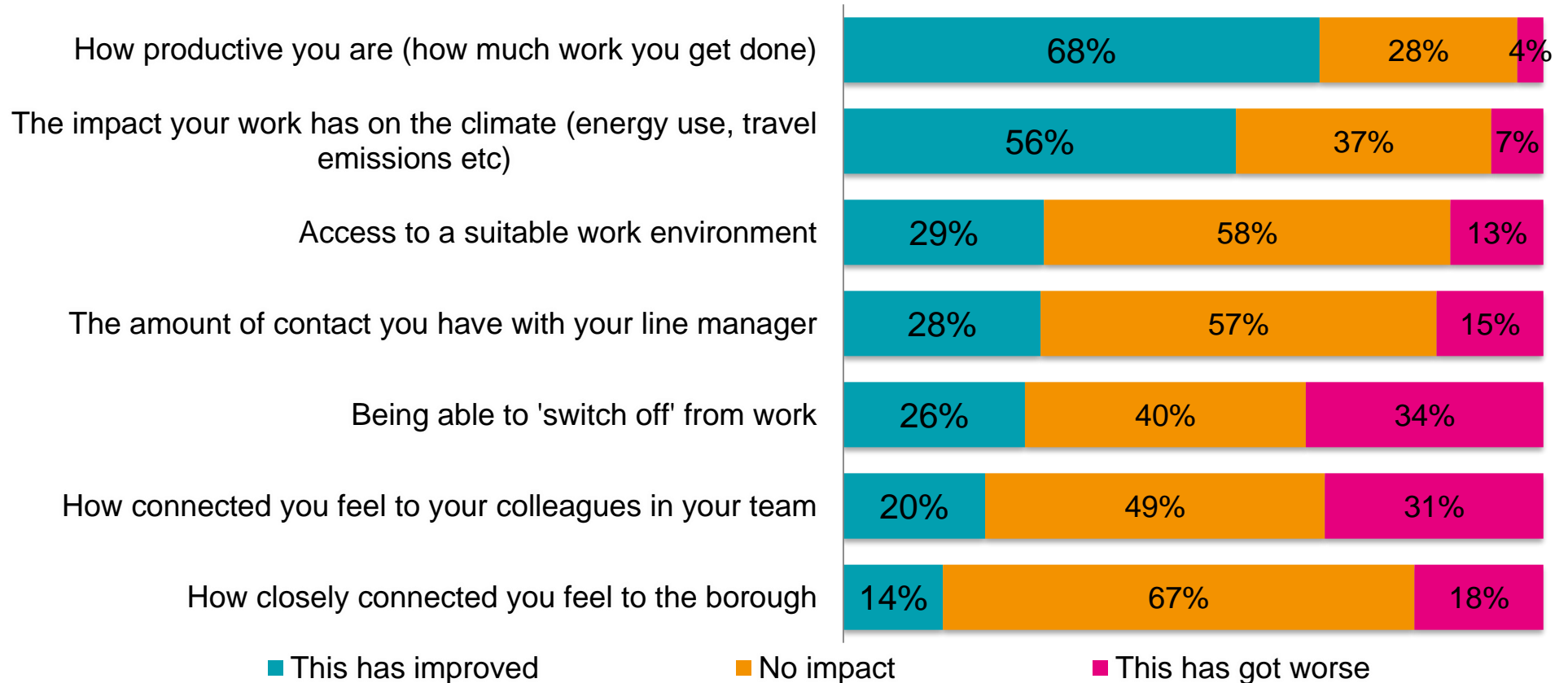
6%  
Are mobile workers and do not work in a fixed location (e.g., refuse collection)

On average, how many days a week are you currently working in the office?



# Benefits of home/hybrid work

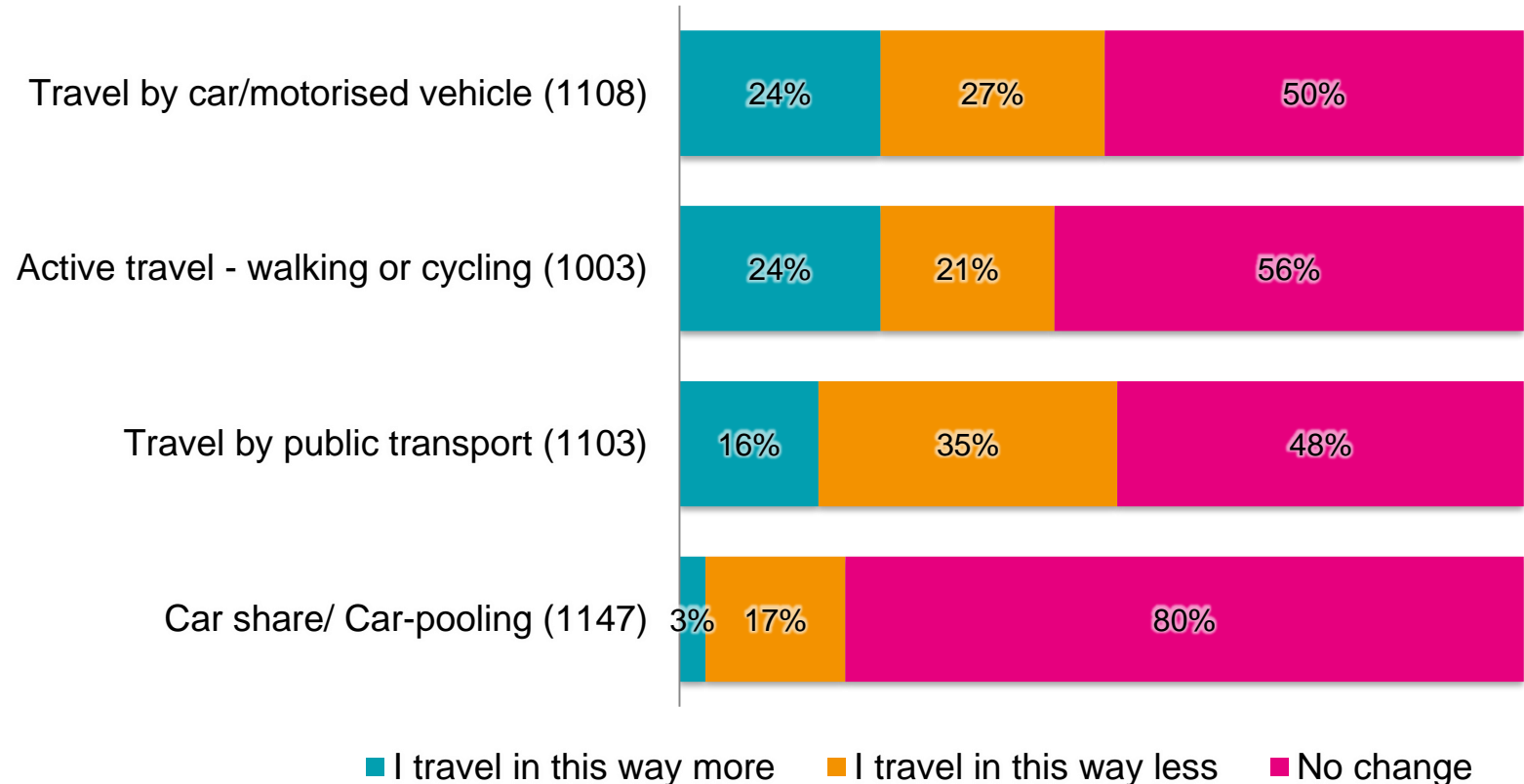
When considering home/hybrid working, benefits to the climate and productivity are most commonly identified. A blurring of the boundaries between work and home and reduced team connectivity seem to be the key risks of hybrid working.



# Travel to work

The COVID-19 pandemic has had some impact on how employees travel to work, however 50% report no change in their usage of a car/motorised vehicle. 35% have reduced the extent to which they travel by public transport, while only 16% have increased their usage of it.

19%   
Have access requirements which mean they must travel to work in the way they do

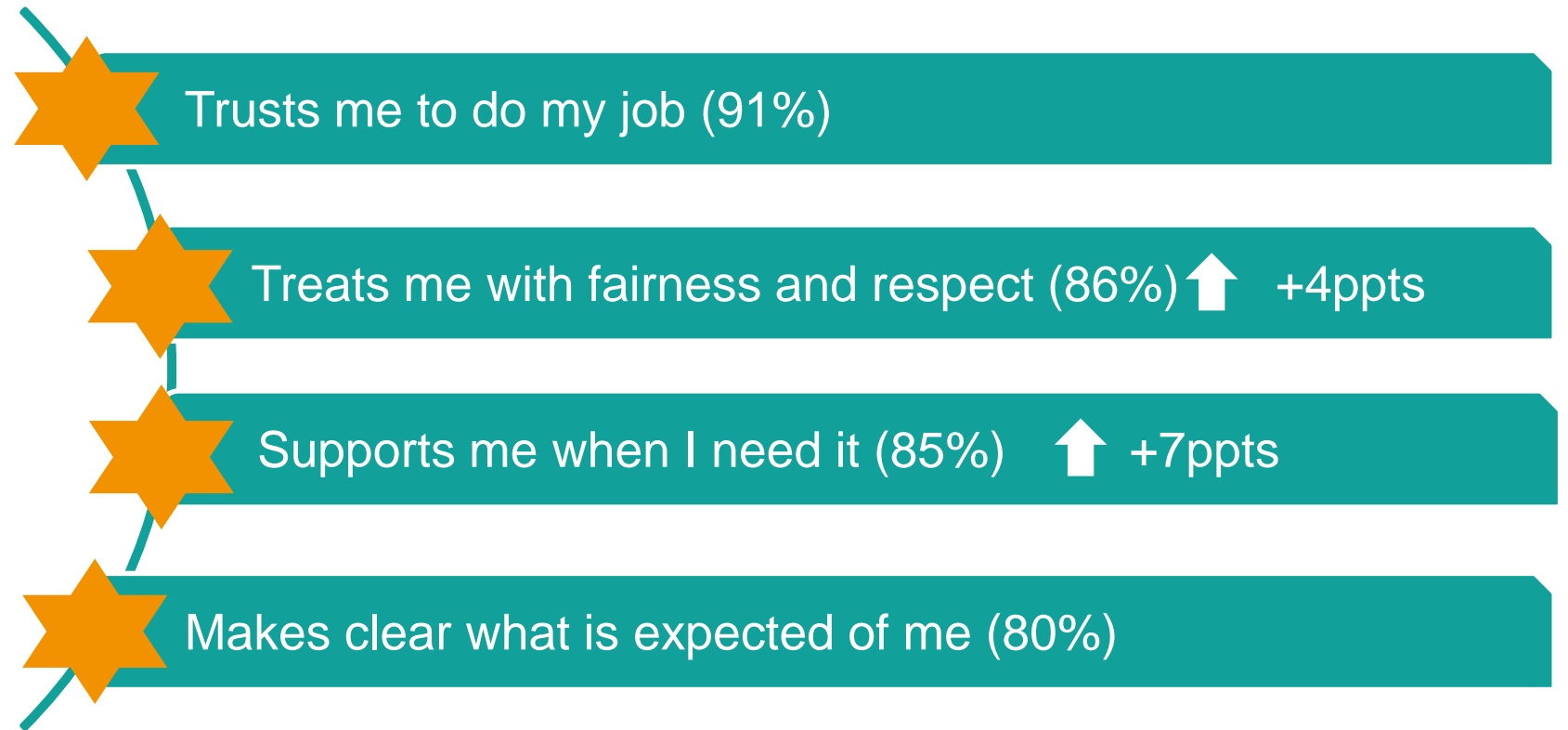


# Line managers



# Strengths of line managers

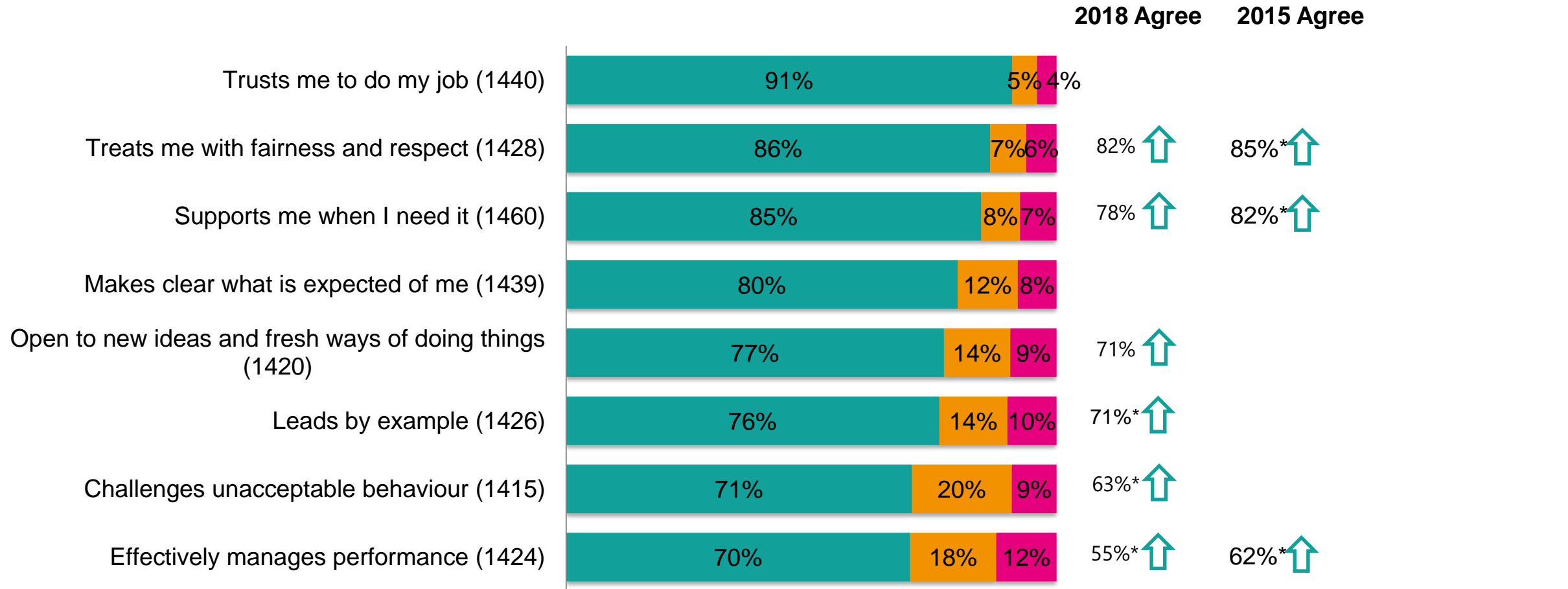
I believe my line manager...





# Line managers

Relationships between line managers and individuals are predominately felt to be based on trust and respect, with improvements evident compared to 2018. Managing poor performance and challenging unacceptable behaviour are potential areas for improvement.



■ Agree

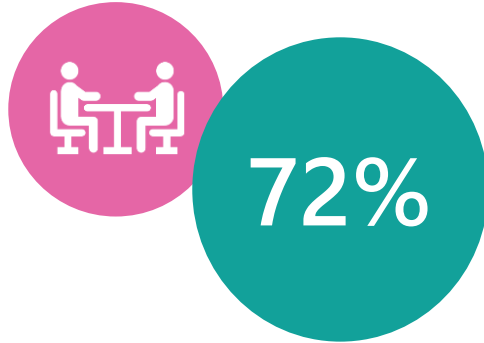
Q24. To what extent do you agree or disagree that your line manager does each of the following...?

Sample bases: In parentheses

\* Wording change compared to benchmarking data – see appendix for details

# Line manager contact

Nearly three quarters of staff have line manager meetings at least monthly.



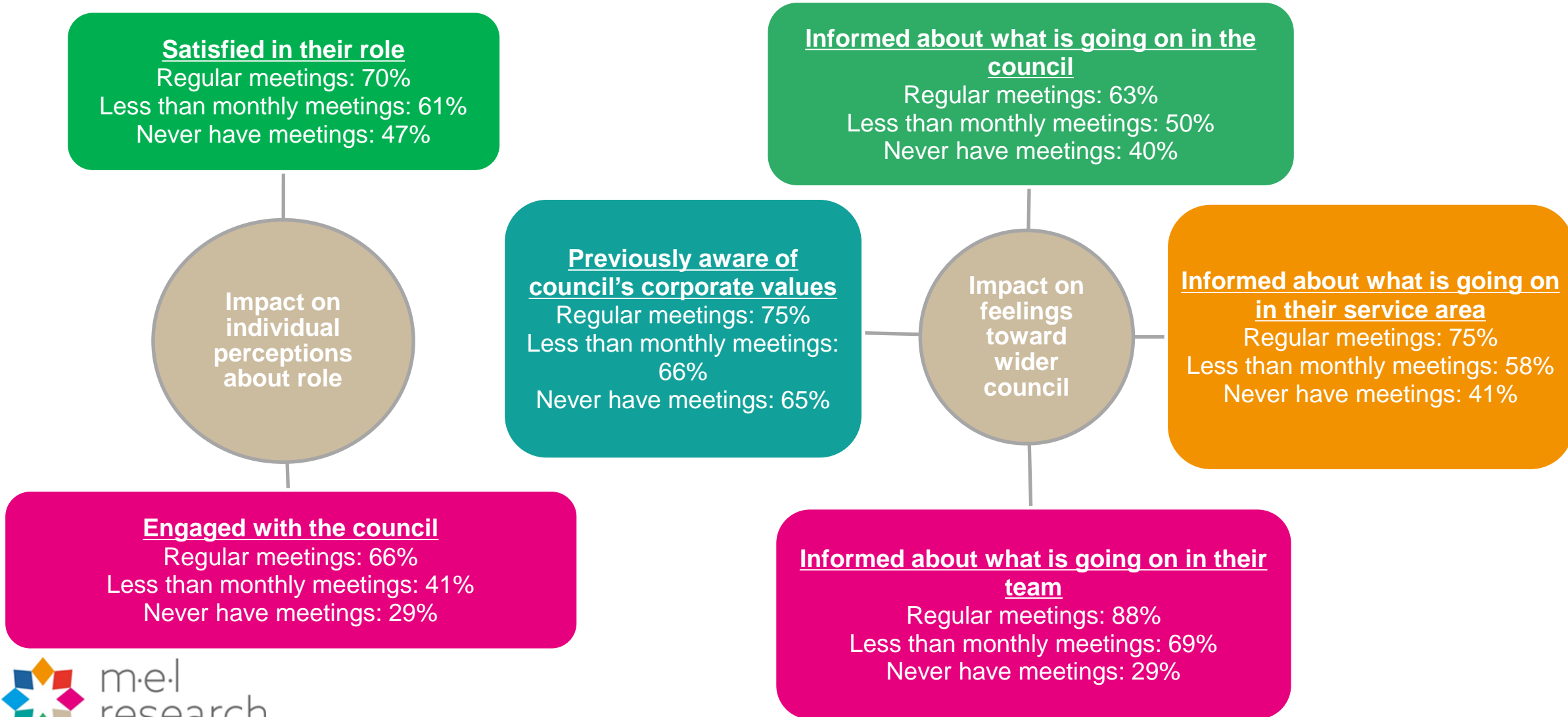
Have regular (at least monthly) 1:1 line manager meetings

- **11% have never had 1:1 line management meeting;**
  - More likely to be mobile workers
  - More likely to be dissatisfied and disengaged with their role

Q23. Do you have regular one to one meetings with your line manager/supervisor?  
Sample base: 1459

# Impact of regular line manager contact

Those who have regular (monthly or more) contact with their line managers are more likely to feel satisfied with their role, engaged, aware of the corporate values and aware of what is going on in the council.

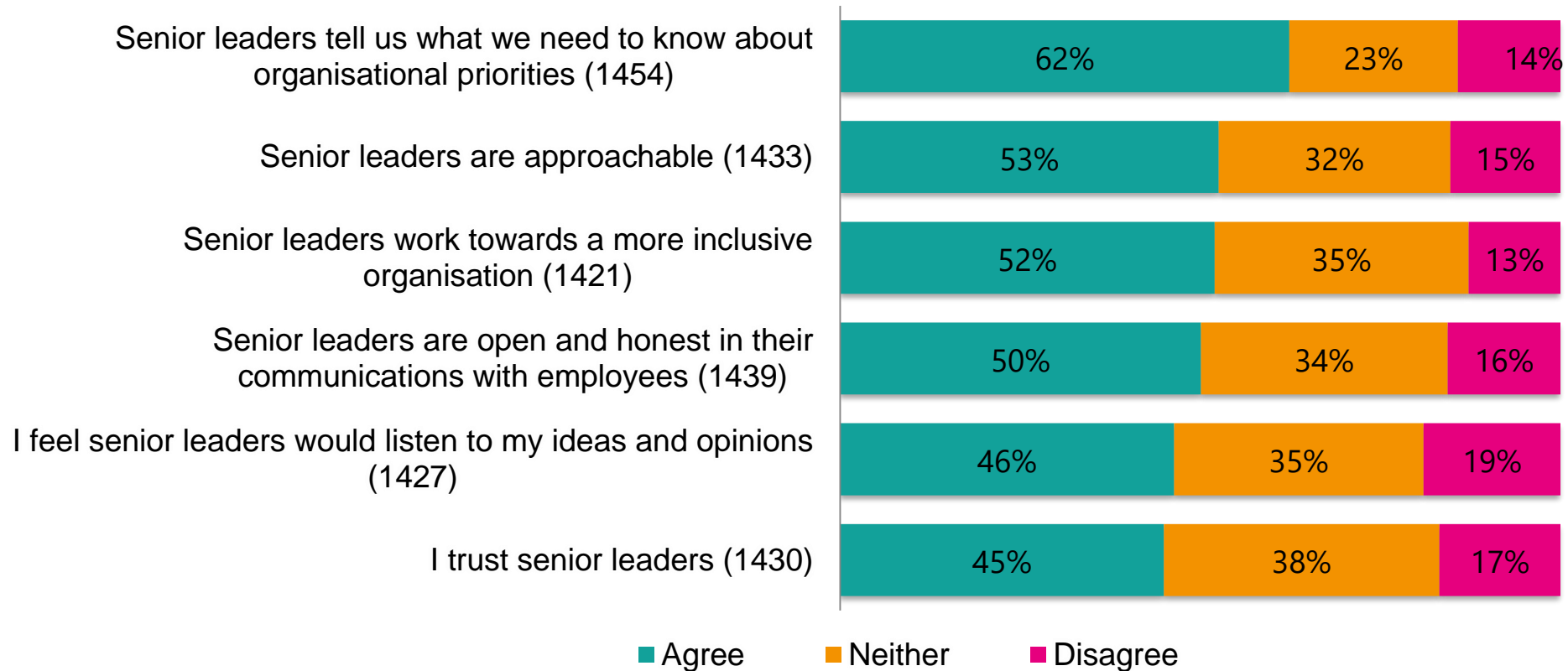




**Senior Leaders**

# Senior leaders

Less than half of employees trust senior leaders. Communication of organisational priorities scored more highly, however less thought that their ideas and opinions would be listened to.

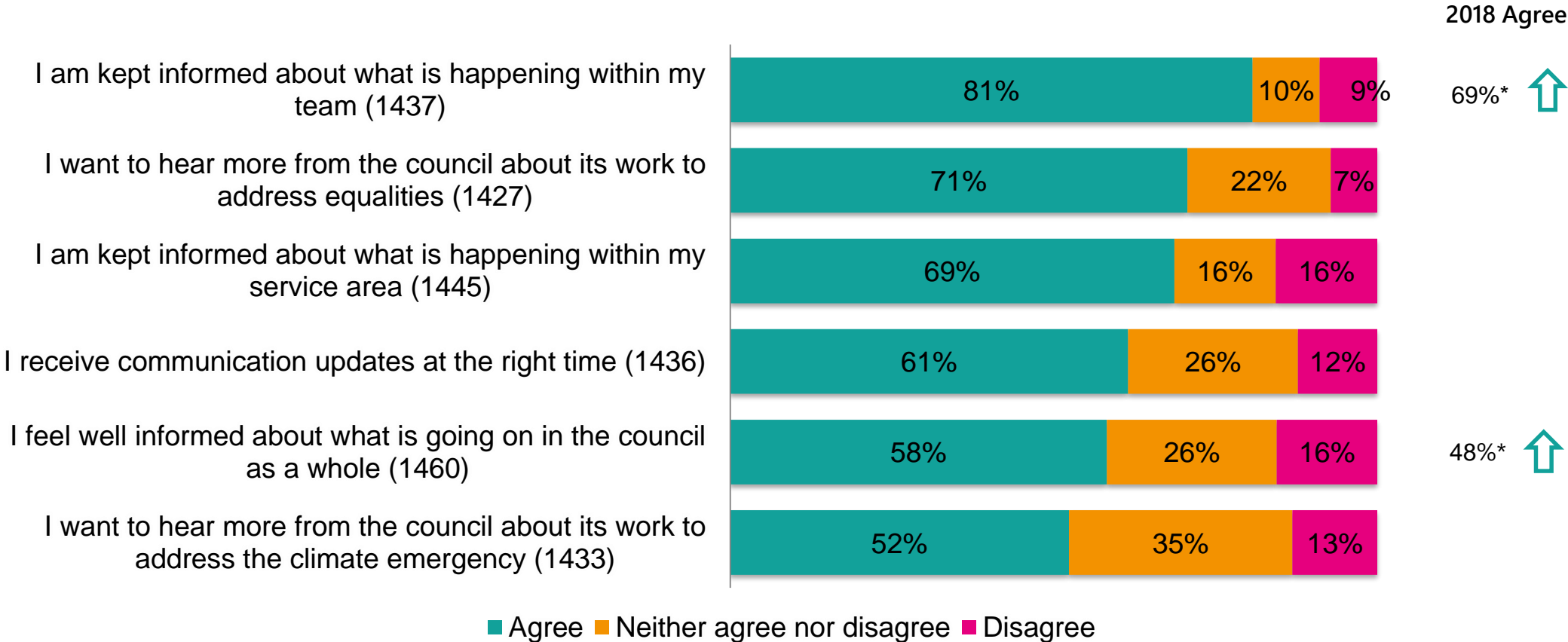


# Communication



# Communications received

In terms of communication priorities, 71% of staff want to hear more about how the council is addressing inequalities vs 52% who want to hear more about how the council is addressing the climate emergency.



Q26 To what extent do you agree or disagree with the following statements?

Sample base: In paratheses

\* Wording change compared to benchmarking data – see appendix for details

# Feeling informed

Staff feel more informed at both team and Council levels than was the case in 2018.

I am kept informed about what is happening in...

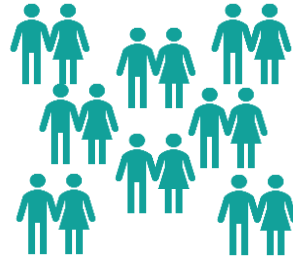


... my team

**81%**



+ 12 pts (2018\*)



... my service area

**69%**



...the Council as a whole

**58%**

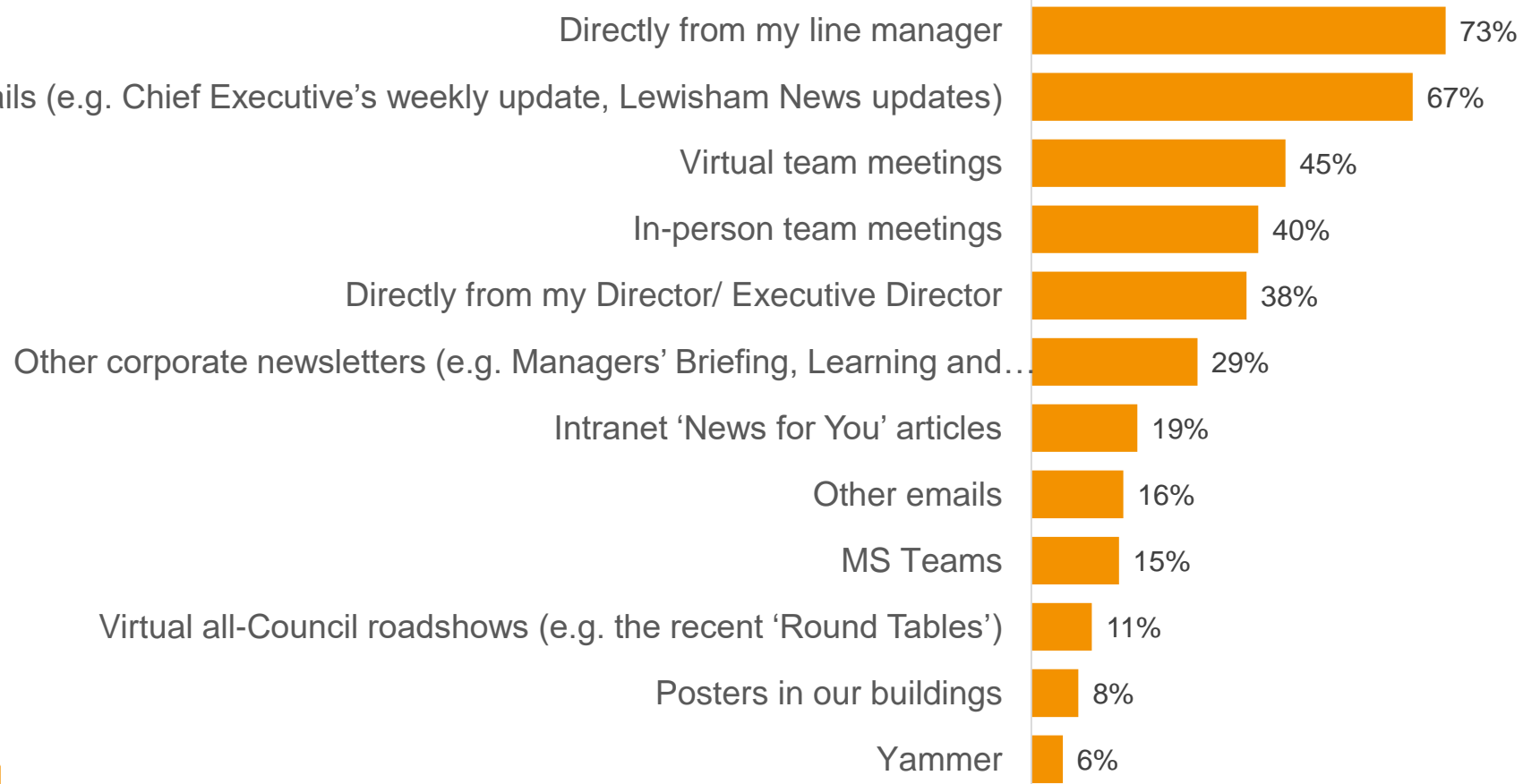


+ 10 pts (2018\*)



# Communication methods

The preferred communication method is through line managers and all staff emails. Team meetings, whether virtual or in-person, are favoured by less than half of employees.



Q27. Please tell us your preferred way to find out news and information about your role and the Council.

Sample base: 1454

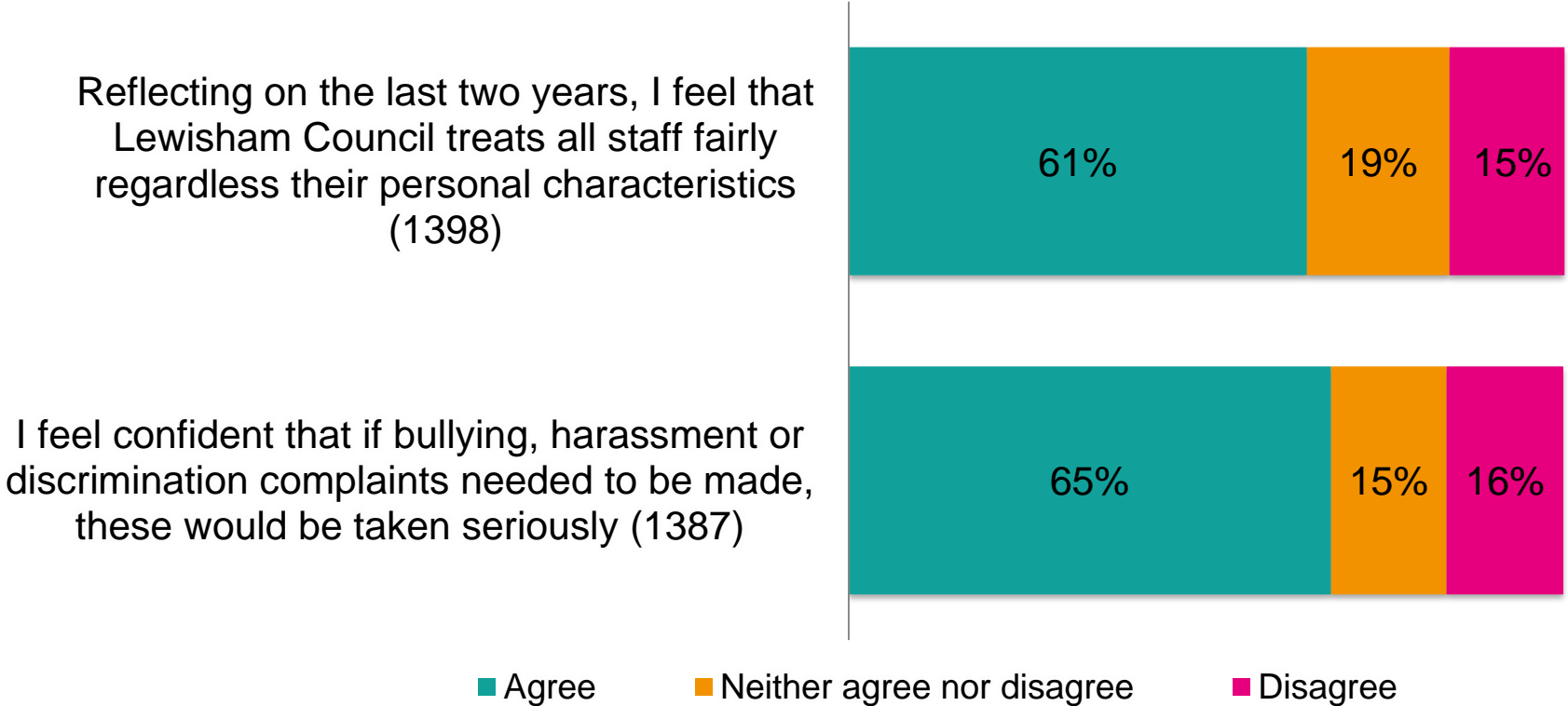
NB: This question was multiple choice, so results do not add to 100%.



# Discrimination

# Discrimination, bullying and harassment

Six in ten employees believe that Lewisham Council treats all staff fairly. A slightly higher proportion believe that any complaints made would be taken seriously. Some uncertainty is evident on both these measures.



# Experienced bullying/harassment from public/Council employees?

One in eleven have experienced bullying from the public, with a similar number experiencing bullying from other Lewisham employees. When asked the perceived reason for the bullying, race and gender were the most commonly mentioned factors.

**Yes - 9%**

Bullying from the public

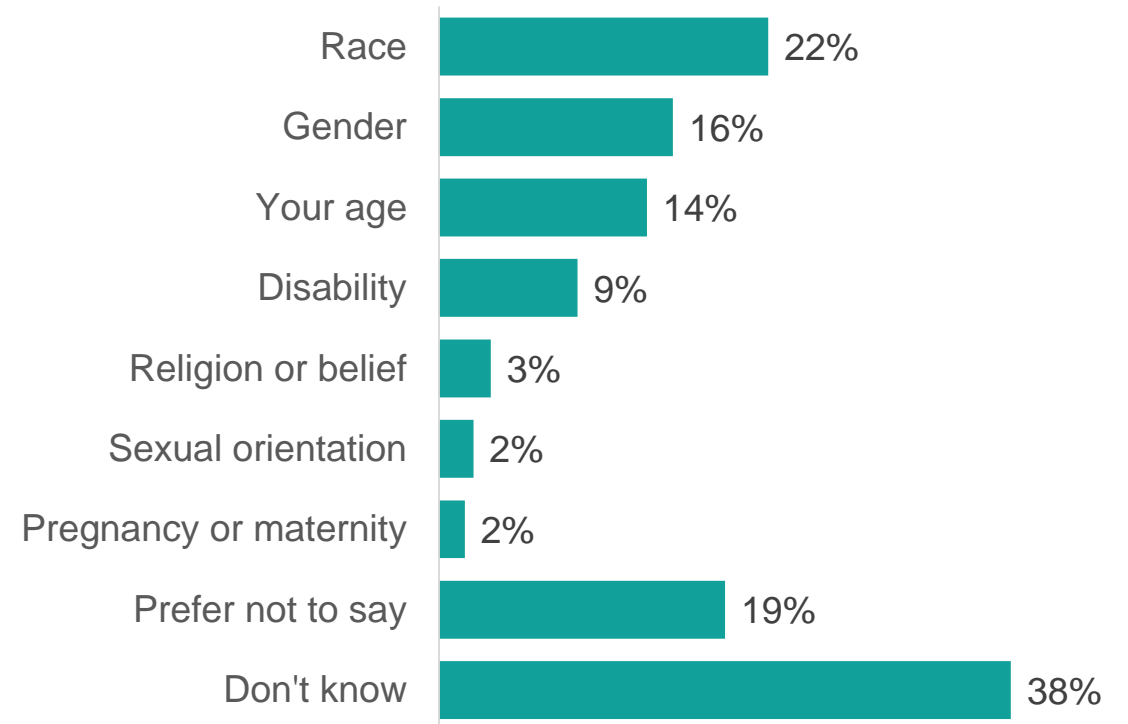
4% Prefer not to say

**Yes - 12%**

Bullying from Lewisham employees

8% Prefer not to say

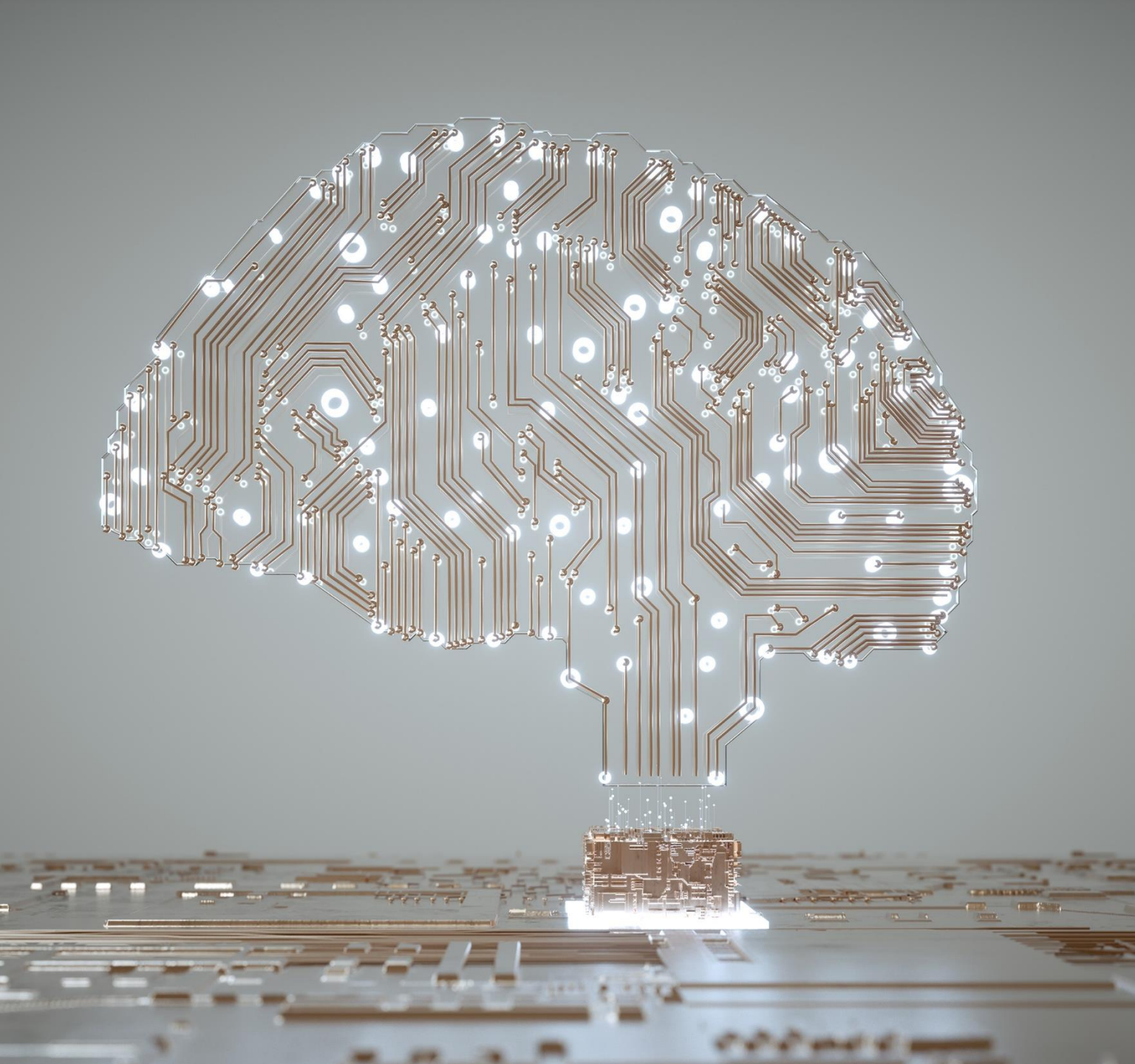
**Asked of those who had experienced bullying from the public, or from Lewisham employees – Do you feel the discrimination, bullying or harassment was because of any of the following?**



Q30. In the last 12 months do you feel you have personally experienced any form of bullying or harassment from a member of the public? (Sample base: 1455)

Q31. In the last 12 months do you feel you have personally experienced any form of discrimination, bullying or harassment from other Lewisham Council employees? (Sample base: 1424)

Q32. Do you feel the discrimination, bullying or harassment was because of any of the following? (Sample base: 1441)



# Key messages

# Key messages (1)

## Direction of travel

- ❖ Progress is evident since the last full employee survey was undertaken within Lewisham Council in 2018. For 18 out of 21 comparable indicators, significant improvements in positive perceptions are evident.
- ❖ Notable gains have been made on the delivery of appraisals and wider sentiment on learning and development opportunities. However, appraisal processes can still lack tangible outcomes and benefits for some staff.
- ❖ Compared to 2018 an increasing proportion of employees feel valued for the work they do (60% cf. 51%) and proud to work for the council (71% cf. 63%). As employees feeling valued is commonly associated with strong engagement, progress here is encouraging. However, there should be an ambition to move this proportion higher still.

## Culture and values

- ❖ While the council's values are recognised by a majority, they are not quite central to ways of working. Four in five (79%) agree that the council's corporate values are relevant to their role, with 73% previously aware of the council's corporate values.
- ❖ While nearly all employees (94%) agree that they put the council's corporate values into practice at work, recognition of others doing so is lower- 74% agree that the people they work with put the Council's values into practice, with this dropping to 60% when considering senior leaders.
- ❖ When considering the council's values in practice 79% agree that employees respect all people, and communities, with a similar number (76%) agreeing that they prioritise the service to the public. However, only 42% agreed that Lewisham Council invest in employees.
- ❖ This weak scoring on this indicator plays out in the more specific questions about learning development, as only 54% feel supported to develop their skills to help progress their career, and only 57% agree that they regularly review their learning and development needs with their supervisor/line manager.
- ❖ A fifth of employees (22%) state that they are likely to leave the council in the next year. This represents a risk to both resourcing and knowledge retention.

# Key messages (2)

## Ways of working

- ❖ Only two in five (42%) employees agree they can complete their job without needing to work excessive hours. Indeed, this measure produced the highest proportion of negative responses within the whole dataset.
- ❖ In the context of this workload pressure, it is notable that:
  - ❖ Only six in ten employees (65%) state they have the right tools to do their job effectively. More exploration of perceived gaps and how these impact on productivity may be necessary.
  - ❖ One in five (22%) disagree that their emotional and mental wellbeing is supported at work. Provision of such support would seem vital when staff feel stretched.
- ❖ Two thirds of staff (67%) currently understand the Future Working approach, but fewer (57%) know how this relates to them and their job. On this basis more needs to be done to embed the details of this programme.
- ❖ When considering home/hybrid working, benefits to the climate and productivity are most commonly identified. A blurring of the boundaries between work and home and reduced team connectivity seem to be the key risks of hybrid working.
- ❖ Line manager behaviours are generally seen as positive, a finding that should be celebrated. Relationships between line managers and individuals are predominately felt to be based on trust and respect, with improvements evident compared to 2018. Managing poor performance and challenging unacceptable behaviour are potential areas for improvement.

# Key messages (3)

## Communications

- ❖ There is scope for the sense of direction (messages from senior leaders) to be strengthened. Currently, only 50% agree senior leaders are open and honest in their communications with employees.
- ❖ The survey findings also suggest that employees sometimes feel like they lack a voice. While line manager level relationships are good, only 48% agree that they consulted in a meaningful way before changes are made to their job.
- ❖ Staff feel more informed at both team and council levels than was the case in 2018.
- ❖ In terms of communication priorities, 71% of staff want to hear more about how the council is addressing inequalities vs 52% who want to hear more about how the council is addressing the climate emergency.
- ❖ Communication via line managers and all staff emails most commonly preferred. Team meetings, whether virtual or in-person, are favoured by less than half of employees.



# Next steps

- ❖ Sharing of the results with all staff across the council.
- ❖ Further analysis by demographics and directorate/divisional level (where appropriate) to understand the difference experiences across the council. This will allow the us to develop universal and more targeted approaches to addressing issues that the survey has identified.
- ❖ Follow-up engagement for example in the form of pulse surveys and/or focus-groups to unpick specific issues (e.g. workload) identified in survey.
- ❖ Development of an action-plan(s) to address the issues identified in the survey and follow-up engagement.
- ❖ Agreement of 2 – 4 year cycle of follow-up pulse and full surveys to measure progress.



This project has been delivered to ISO 9001:2015, 20252:2019 and 27001:2013 standards:



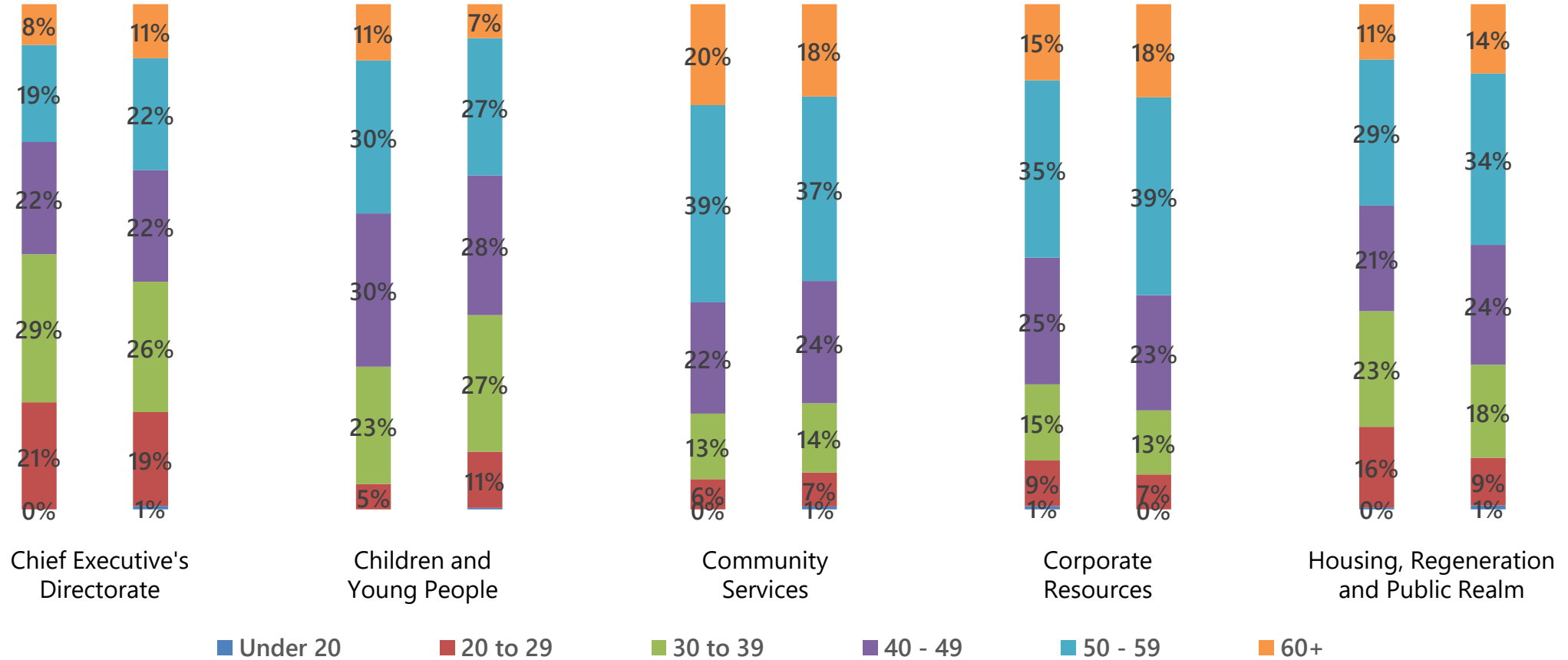


## Demographics Sample Information

# Sample by age / council profile

Left: 2022 survey sample

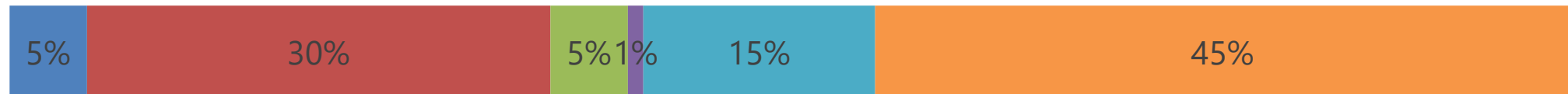
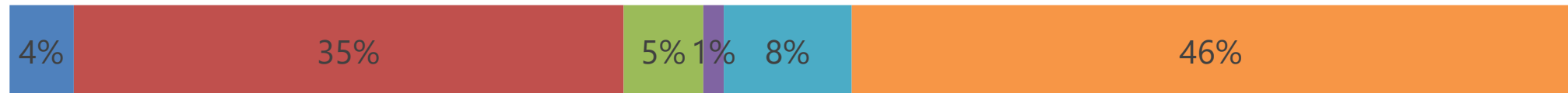
Right: Latest council profile



# Sample by ethnicity / council profile

Top: 2022 survey sample

Bottom: Latest council profile

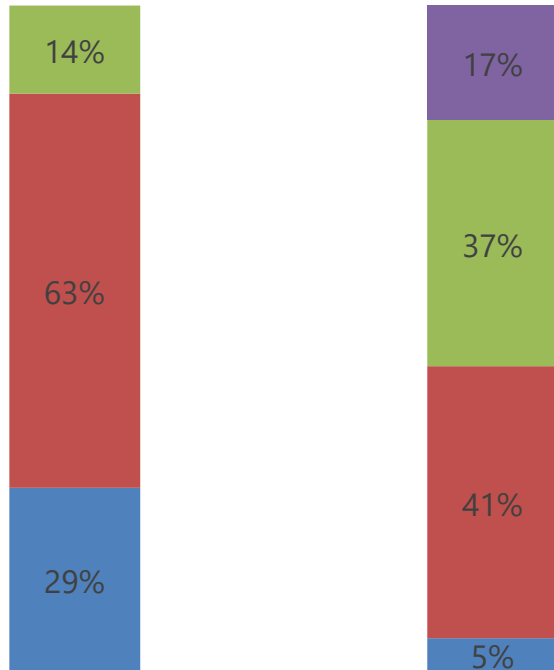


■ Asian ■ Black ■ Mixed ■ Other ■ Undisclosed / Prefer not to say ■ White

# Sample by disability / council profile

Left: 2022 survey sample

Right: Latest council profile



■ Yes      ■ No  
■ Prefer not to say      ■ Undisclosed

## 2022 survey sample – disability details

*“Do you have a long-term health, medical (or similar) condition that causes personal limitations or differences in any of the following?”*

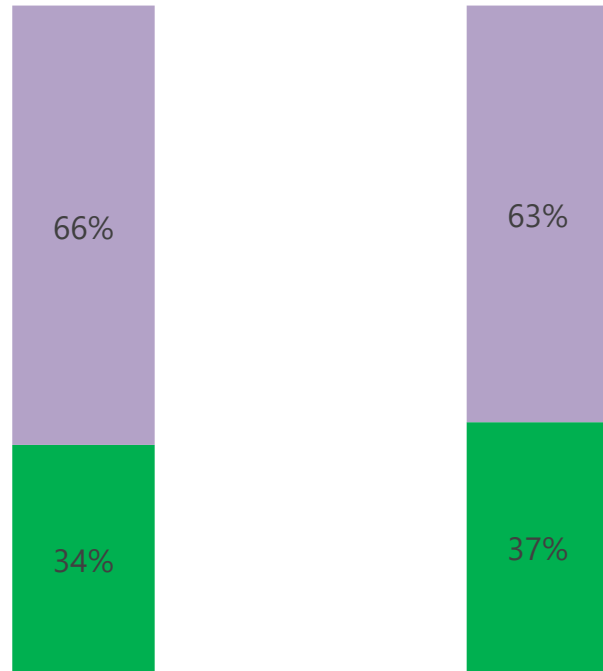
| Disability              | %   |
|-------------------------|-----|
| None                    | 63% |
| Prefer not to say       | 14% |
| Other                   | 7%  |
| Mobility                | 5%  |
| Mental health           | 5%  |
| Digestive and metabolic | 3%  |
| Hearing                 | 3%  |
| Vision                  | 3%  |
| Neuro-diversity         | 2%  |
| Dexterity               | 1%  |
| Reading and writing     | 1%  |



# Sample by ethnicity / council profile

Left: 2022 survey sample

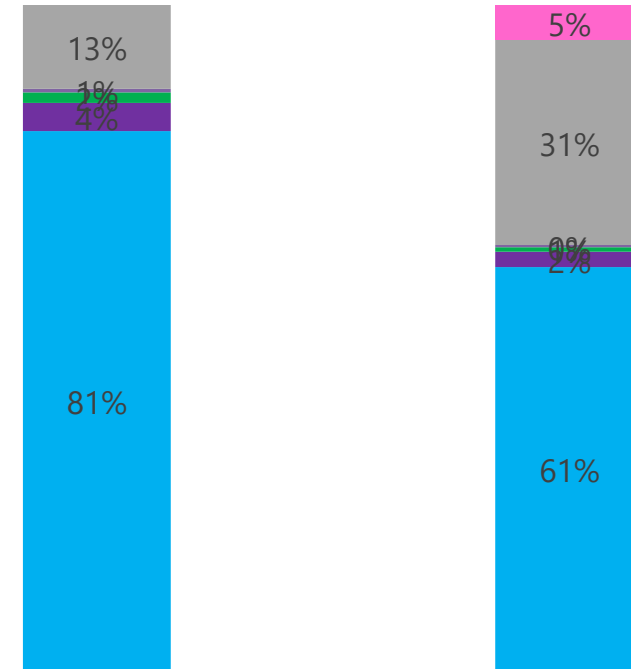
Right: Latest council profile



# Sample by sexual orientation / council profile

Left: 2022 survey sample

Right: Latest council profile



Female

Straight  
Bisexual  
Prefer not to say

Gay / Lesbian  
Prefer to self-describe  
Undisclosed