



Direct Dial/Ext: 03000 416478
e-mail: Anna.taylor@kent.gov.uk
Ask for: Anna Taylor
Date: 05.04.22

Dear Member

PERSONNEL COMMITTEE - WEDNESDAY, 30 MARCH 2022

Please find attached the Staff Survey 2021 presentation given to Members at Personnel Committee on Wednesday 30 March 2022.

Agenda Item No

5 Staff Survey (Pages 1 - 12)

Yours sincerely

A handwritten signature in black ink, appearing to read 'Ben Watts', is written over a faint, circular official stamp.

Benjamin Watts
General Counsel

This page is intentionally left blank

Annual Staff Survey 2021 & Action Planning

Survey period: 22 Nov - 13 Dec 2021

Staff Survey

- 2021 saw the return to our full staff engagement survey
 - last issued in 2019
- Represented the fifth survey completed by staff in 18 months
 - 4 work and wellbeing surveys to track staff wellbeing and resilience during the pandemic
- 3735 Staff responded to the 2021 survey
 - representing a third of our workforce and tested statistically viable sample of staff feedback
- 2021 saw the introduction of free text comments across key themes
 - Responding to the value seen from free text responses in the wellbeing surveys

Page 2

Headlines: Positives

Scores largely maintained at 2019 levels



Most summary themes score similarly to the 2019 staff survey (i.e. immediately prior to Covid), and higher than in 2018

Core strengths pre-Covid have all been maintained



- Inclusion & fair treatment
- My team
- My work
- Managers providing motivation, recognition and support
- My wellbeing
- Organisational culture

Improvements in some areas that have tended to be more challenging



- Employee engagement
- Some elements of Leadership
- The feeling that 'KCC cares about the wellbeing of its staff'

Increased levels of positivity around future working arrangements



Three-quarters of staff (76%) are positive about their current working arrangements, a substantial increase compared to July 2021 when 64% were feeling positive

Improvements in staff wellbeing maintained



Staff wellbeing has sustained the improvements we saw in July 2021, following dips earlier in the pandemic

Headlines: Challenges

Community workers highlighted as facing particular challenges



Community workers as a group return lower scores for a range of aspects of their experience as a KCC employee, including feeling involved in decision making, feeling valued for the work they do, being able to challenge, engagement with KCC (as opposed to their service) and that 'KCC cares' as well as workload and achieving a good work/life balance. Community workers are also more likely to feel negatively about pay and benefits

Deterioration in some more challenging areas



- Pay & benefits
- Organisational objectives & purpose

Career progression and personal development have suffered



Career progression and personal development are highlighted as being areas where perceptions have suffered since COVID.

Issues with workload persist



Fewer staff feel that they are 'able to prioritise and complete the work expected of me within the time available' than in 2019. Staff are less likely to feel 'confident that I can do my job effectively'.

Summary Themes

Page 5

Overview

KCC Staff Survey 2021

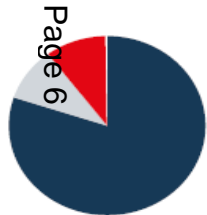
KCC Total

This report shows the results of the 3,693 respondents to the 2021 KCC Staff Survey who reported being on a permanent or fixed term/temporary contract. A further 42 staff reported being on a casual/sessional contract, giving a total of 3,735 responses from members of staff. The casual/sessional staff views are reported separately.

Overall summary

% Positive % Neutral % Negative

My work



Work/life balance & resources



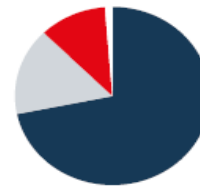
Learning & development



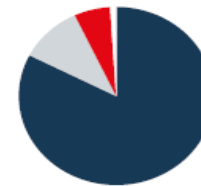
My team



My manager



Inclusion & fair treatment



My wellbeing



Organisational culture



Organisational objectives & purpose



Leadership & managing change



Pay & benefits



Employee engagement



My plans for the future



My current working arrangements



No gap in what we say vs what we do

- To create an effective employee experience there can be no gap in what we say and what we do.
- We have to travel with our people through their employment with us.



Page 7

Action Planning

- Organisation-wide comms to **celebrate impact of staff** in Kent's communities
- Raise manager awareness of options and permissions around (financial) **reward mechanisms**
- Development of Leadership communications as part of 2022 engagement plan
- Engage with managers on the importance of, and support for, conversations around **career progression** and **professional development**.
- **Agile skills development** offer to support colleagues in lower grades.
- **Inclusive management practice** delivered through Managing in Kent and Inclusive Leadership training.
- Inclusion focus scheduled as part of 2022 engagement plan to **build awareness and understanding**.

Page 8

Action Planning

- Support for action planning in each Directorate,
 - working with the People Strategy Managers at each DMT to explore and develop key tasks and activities
 - Additional supported by culture review work in each

Page 9

- Targeted support and action planning at divisional level
- Specific data reviews by Corporate Equality Group
- Development offer enhanced to take account of feedback and support learning

Delivering action through the people strategy

Our vision for the people strategy

Page 10

Kent County Council supports people to deliver to the best of their ability, celebrating the skills and talents of our diverse workforce. We expect the very best from each other and we do the right thing to ensure effective delivery across all our Council's services.

Also, that Kent County Council will be an inclusive employer where difference is valued. Our people have a sense of belonging and trust in the organisation, enabling all of us to bring our true selves and bring everything we offer to the work we do.

Delivering action through the people strategy

Thematically our focus remains on:

- Maximising organisational capacity, capability and development
- Creating an environment for people to thrive
- Supporting our people as individuals
- Attracting, retaining and maximizing our talent

Page 11

This page is intentionally left blank