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To: Personnel Committee

Date: 24 January 2019

Subject: 2018 KCC staff survey report

Classification:

SUMMARY: This report outlines the results of the new whole-KCC staff survey and outlines next steps to make best use of the data now available to us.

1. INTRODUCTION

1.1 The new whole-KCC staff survey was open to all KCC permanent and temporary/fixed contract staff (8174 colleagues) for a three-week period. It was available online via the link from any device, including personal smartphones.

1.2 In total across KCC, 4130 staff participated giving a 51% response rate. This was higher than anticipated for the first year of a new approach and higher than the industry standard for staff surveys. Every directorate achieved 45% participation or higher, giving us a robust, whole-organisation picture.

1.3 The survey included 82 statements, organised into 13 themes, with respondents asked to indicate the extent to which they agree/disagree with each. The scale also included a 'neither/ no opinion' option. The 13 themes are:

- My Work
- Resources and workload
- Learning and development
- My team
- My manager
- Inclusion and fair treatment
- My wellbeing
- Organisational culture
- Organisational objectives and purpose
- Leadership and managing change
- Pay and benefits
- Employee engagement
- My plans for the future

2. Results

The detailed results of the staff survey have been published on KNet:

<http://knet/ourcouncil/Documents/KCC-Total-2018-staff-survey-results-KNET.pdf>

The results against each of the 13 themes by Directorate are shown at Appendix 1.

3. Reporting and action planning

- 3.1 The new approach has allowed a fast turnaround of reports and results have been presented to CMT and DMTs. Divisional and service-level results continue to be shared and cascaded through management teams as appropriate.
- 3.2 The next phase of analysis is looking at the breakdown by characteristic to identify any trends with particular groups and support targeted action-planning both at whole-KCC and directorate level. We will continue to protect the identity of any individuals in any further analysis and reporting.
- 3.3 A manager support pack, which can be found here: <http://knet/ourcouncil/Documents/Manager%20support%20pack%202018.docx> has been produced to support action planning and subsequent conversations within teams and additional briefings by request are being supported. The document outlines both the areas where managers should be considering taking action in conversations with their teams and some of the many tools available to them to support their action planning.
- 3.4 We are working through our Leadership Capabilities to strengthen further our approach to Leadership and this has already received positive feedback. We will use these survey results to focus on the priority areas that staff.
- 3.5 It is the intention to return to DMTs in February 2019 to gather updates on action plans and ongoing communications through both corporate and directorate channels will be used over the coming months to keep all staff informed on how their feedback is being used.
- 3.6 The survey results are currently being mapped against other key organisational indicators including our People Strategy outcomes, Leadership Capabilities and Engagement Strategy to support CMT's whole-organisation action planning.
- 3.7 Some colleagues raised concerns about the anonymity of the survey, in particular in light of the 'About You' section of questions. Individuals were reassured during the survey open period and there will be further

communications to show how that data is being used, in order to provide further reassurance.

4. Conclusion

- 4.1 The new approach to the staff survey has given us very rich data, which we will make the most of to respond in the best possible way.
- 4.2 Following completion of all the report production, we will review the new approach, taking on board feedback received from staff to ensure the process is as smooth and as accessible as possible.

5. Recommendation

Personnel Committee is invited to note and comment on the initial results of the staff survey.

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