

By: Eric Hotson – Cabinet Member for Corporate & Democratic Services
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To: Personnel Committee

Date: 4 June 2019

Subject: Staff Survey – Progress on action planning

Classification: Unrestricted

SUMMARY: This report will be accompanied by a presentation. It is designed to provide a short update on the actions and activities being delivered in relation to learning from the staff survey. The information provides Members with an overview of the work that is underway across KCC and outlines the focus of Directorate plans.

1. Introduction

- 1.1 Further to the previous Personnel Committee where the results of the staff survey were shared, it was agreed that it would be helpful for Members to receive an update on the actions being taken forward.

2. Organisational engagement

- 2.1 Each Directorate Management Team had the opportunity to review the findings of the survey in-depth with support from the Engagement and Consultation Team and the People and Communications Business Partner.
- 2.2 Collating results and sharing reports was just the start. For the last few months Management teams have been working to integrate actions from the staff survey into their operational plans, and the Corporate Management Team (CMT) have asked that the information we share across KCC reminds people to keep good conversations going with line managers, and brings together the information that is helpful. Our Staff Communication priorities have reflected this, and with the implementation of new tools for collaboration, such as the new KNet, we are pulling together campaigns across a range of themes to support good management practice, learning and development and wellbeing.

3. Taking action

- 3.1 Corporate Directors shared their individual Directorate priorities at the Corporate Management Team Meeting. As well as putting in place action plans for improvements where required, it is important to celebrate the successes and achievements of teams and individuals and members of CMT will be taking special interest in the “Because of You” stories that are published in newsletters and on KNet.

- 3.2 Every Directorate will be continuing to promote the Leadership Capabilities and management through good conversations and have asked that specific work is done to support first line Managers.
- 3.3 **Adult Social Care and Health** reviewed all the service information at their Extended Management Team. All Assistant Directors and Heads of Service are building actions that focus on their own service into their operational plans for 2019/20.
- 3.3.1 Once these operational plans have been formally approved, the Corporate Director will work with the Directorate Organisation Development Group to develop an action plan. This will feed into the ASCH workforce plan.
- 3.4 **Children Young People and Education** have been through significant service redesign and are continuing with a programme of transformation. CYPE are planning a leadership away day once the new management cohort is in place, to include action planning in response to the survey results. The Corporate Director wants to ensure there is good communication developed around next steps for the key themes coming from the survey and the away-day discussion.
- 3.4.1 There are a couple of areas where the service want to understand more about the specific issues affecting staff, so managers will be working with their teams to set up local discussions.
- 3.5 **Growth Environment and Transport** survey results are being used to inform the OD Priorities for GET, feeding into the KCC OD plan.
- 3.5.1 Actions in response to staff feedback are being built into each service's Business Plan and further deep dive discussions are planned in some areas to better understand specific issues and appropriate actions.
- 3.5.2 GET'S joint Organisation Development Equalities and Diversity Group are reviewing results to support action-planning across the Directorate in response.
- 3.5.3 Work is already underway to support skills development and roll out of a new initiative to promote career progression across the Directorate. Further discussion and action-planning will be part of the next GET away day to include a focus on support for first-time managers and reviewing the Learning and Development offer, particularly how managers can enable and place value on time for development.
- 3.6 **Strategic and Corporate Services** have held Divisional discussions to explore areas of focus highlighted by the survey with outcomes being fed into the DMT discussion. Management action is being taken around Learning and Development to support take-up of the available opportunities, including more informal routes, and to encourage and permit staff to take responsibility for their own development.

3.6.1 Celebrating and learning from good practice has been identified as an action, alongside enabling a forum for sharing good ideas and continuous improvement. A Directorate wide action plan is being delivered and progress against this will be regularly reviewed at DMT.

4. Recommendations

4.1 Personnel Committee are asked to note the content of this report for information.

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Background information:

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