

# Corporate Select Committee

12th July 2021



**Our voice**  
**Our council**  
staff survey



**Norfolk**  
County Council

# Survey approach and methodology

1. The survey was designed and launched in 2019, in collaboration with Dr Martin Reddington from Kinetiq, a research consultancy who have been a trusted partner of the LGA since 2012
2. This provides a benchmarking pool of over 40,000 local government employees so we can put our own NCC performance in a relevant context
3. The use of an external provider enables us to ensure anonymity for colleagues responding to the survey, as well as a very fast turnaround of results (typically three weeks for initial analysis)
4. We work with Kinetiq to ensure the survey question set is stable enough to track progress over time, whilst incorporating new topics that are important to NCC such as smarter working
5. The survey is based on Social Exchange Theory, which allows us to see the quality of the employment relationship in the form of a balanced (or imbalanced) 'deal', where mutuality and reciprocity are at the heart of the matter
6. The survey provides the most comprehensive and statistically robust information we have about our workforce and their experience of working at NCC
7. This year for the first time we have had statistically robust response rates from every one of our services (50+ vs 43 last year)

# Summary of actions from last year

- During 2020, a deeper understanding of the survey and how to interpret the findings than in 2019
- Complementary engagement workshops specifically about smarter working
- Increased number of service-level dialogues about survey findings
- Identifying higher priority goals and creating time to focus on them
- Strong focus on completion of high quality Performance Development Conversations (appraisals) – 80% last year vs 50% in 2019
- Using technology to increase quality of communication e.g. Teams, blogs, vlogs
- Increased use of 'Key Drivers' to inform action plans (i.e. spending time on the things that make the most difference to employees' contribution)
- Carried on with survey in 2020 even though lockdown occurred mid-way (18<sup>th</sup> March)
- Overt and specific efforts by NCC leadership team to offer increased support and flexibility during the pandemic (e.g. for purchasing working at home equipment)