



## Council Overview Board

2 March 2016

### Staff Survey Report

#### **Purpose of the report:**

To provide an update to Members on the Employee Survey Results.

#### **Background**

In 2015, Best Companies were appointed by SCC to administer a three year programme of annual employee surveys. Best Companies are recognised as being associated with 'The Sunday Times Best Companies' report and providing expertise in the areas of employee engagement and advocacy. In addition, they are able to provide benchmarking data on other organisations' employee initiatives and successes and have provided us with extensive data based on our survey responses, including demographic analysis and overall engagement scores.

The last full Surrey survey was completed in September 2011 and whilst small locally managed surveys have been completed since this time, there has been no comprehensive survey telling us accurately how our people are feeling about working for Surrey. We recognised Best Companies expertise in this area and commissioned a three year programme of annual surveys with a total cost of £71,304 (2016 – 2018). This cost includes all administration for approximately 11,000 employees, use of an online workplace insight tool and full support from the Best Companies Team in interpretation of the survey data including benchmarking data from other organisations. The first survey was emailed (where an active email address exists) or posted to all employees (including bank workers) employed at the time by Surrey.

#### **Response rate by service**

Directorate	Headcount	Responses	Response Percentage
Orbis*	1516	878	58%
ASC	1880	626	33%
C&C	886	236	27%
CEX	1536	611	40%
CSF	4226	1096	26%
E&I	594	219	37%

<b>Surrey County Council</b>	<b>10638</b>	<b>3666</b>	<b>34.46%</b>
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\* Orbis includes staff from both Surrey and East Sussex County Council.

When comparing our response rate to other organisations, it is worth noting that large not-for-profit organisations have an average response rate of 40.44% and large private sector organisations, 49.49%. An organisation is categorised as large if it employs 3,500+ employees.

### **The Survey**

The survey results have been grouped into eight areas which are detailed as follows:

**Leadership** – measures how people feel about the head of their organisation, the senior management team and organisational values.

**My Company** – focuses on how much people value their organisation, how proud they are to work there, and whether they make a difference.

**My Manager** – measures whether people feel supported, trusted and cared for by their immediate manager.

**Personal Growth** – examines whether people feel challenged by their job, whether their skills are being utilised and their perceived opportunities for advancement.

**My Team** – includes encouraging team spirit, having fun, and feelings of belonging within the group of your direct colleagues.

**Well Being** – measures stress, pressure, the balance between work and home life and the impact of these factors on personal health and performance.

**Fair Deal** – includes how well employees feel they are treated and how their pay and benefits compare to similar organisations.

**Giving Something Back** – explores how much people think their organisation puts back into society and whether they believe this effort is driven by appropriate motives.

Each of the eight factors has been scored an ‘average’ score based on all responses to the questions. The questions are all scored in the same way: on a 1 to 7 scale. The most favourable response is scored 7 (strongly agree for positive questions and strong disagree for negatively phrased questions). The least favourable response is scored 1 (strongly disagree for positive questions and strongly agree for negative questions).

This means that higher scores are always a good thing. 1 represents strongly disengaged, 7 strongly engaged and 4 is a neutral response.

### **Overall Scores**

There is a consistent pattern of scores across factors and across areas. Stronger scores were recorded for areas of My Team, My Manager and My Company and specifically for questions relating to teams and team working, how individuals view the impact of the organisation and their role in it, and their immediate manager. Lower scores were received

for Wellbeing, Leadership and Fair Deal and specifically for questions relating to pay and reward, the overall leadership effectiveness and the ongoing pressures and complexities of work.

**Appendix 1 and Appendix 2** shows the distribution of scores against all factors from both a SCC and Directorate perspective.

The three highest scoring questions and average scores are as follows:

- (1) I believe I can make a valuable contribution to the success of this organization (5.63)
- (2) People in my team go out of their way to help me (5.51)
- (3) I feel that my manager talks openly and honestly with me (5.27)

The three lowest scoring questions and average scores are as follows:

- (1) Senior Managers of this organisation do a lot of telling but not much listening (3.71)
- (2) I feel I receive fair pay for the responsibilities I have in my job (3.61)
- (3) Most days I feel exhausted when I come home from work (3.17)

### **Results by Service**

**Appendix 3** shows the breakdown of scores across all services. The colours indicate where there are particularly high or low scores. From this data, services where there are two or more areas scoring negatively include ASC Comms & Operations, Children's Services, Fire and Rescue, Cultural Services and Property (Orbis). All of these areas score below 4 for Leadership and at least one other factor.

The highest single overall score was for the Communications Service who scored 6.11 for 'My Team'. All services scored positively for this factor demonstrating the enjoyment and support colleagues receive from their work teams.

Response rates range from 25.93% (CSF) to 57.88% (Orbis). This is an area we will need to target next year to ensure we have as high a representation as possible to make sure the results accurately reflect the majority of our people.

Full detailed results by service are available to staff and Members via the Council's intranet (Snet) by searching for staff survey.

### **Benchmarking Information**

We have been provided with benchmarking information in **Appendix 5**. This compares our scores against organisations who score (i) an engagement score one category higher than our own (1 Star Big Companies), (ii) organisations with an engagement score at the same level as us (Ones to Watch Big Companies) and finally, (iii) other Councils – at the moment this includes Manchester & Wigan Councils). Full benchmarking data for this year will be released on 28 February 2016 and at this point we will be able to compare ourselves to other organisations taking part in the survey.

When comparing our overall scores to other councils, we generally score positively in four areas – My Manager, Personal Growth, My Team and Wellbeing. The factors where we are below the benchmark are Leadership and Fair Deal. Possible reasons for this include the points raised earlier in this report.

## **Key areas of focus**

The survey has provided us with key areas of focus for the next seven months. These include the importance of providing staff with the opportunity to make suggestions for improvement and that these are heard and fed back on, not only by their immediate manager but from more senior managers as well. We are promoting the pay and reward consultation and encouraging involvement and participation in sessions across all levels. We also need to do some work on wellbeing and ensuring that individuals are not 'burned out' from excessive hours and stress of roles and that we equip colleagues with the resilience and tools to carry out their roles effectively.

As an overall link to employee engagement, we have been provided with the 15 survey questions with the highest correlation score to overall engagement. These provide us with a real opportunity to influence and improve employee engagement. The areas of focus include development opportunities, managerial support and a values-based culture. These questions are included in **Appendix 4**.

As indicated above, the overall response rate of 34.46% is well below the sector average of 40.44% and we will look at ways to increase participation next year, engaging staff closely in this.

These areas will be fed into service and corporate action plans due to be agreed in March, and the corporate HR&OD plans. We also want to celebrate the positive feedback gained from the survey including the loyalty individuals have towards their teams and their services and the feedback that employees feel they have a valuable contribution to make towards the future success of Surrey.

## **Next steps and timescales**

Survey results have been shared with staff through s-net and all Directors and management teams have been provided with packs detailing their own results, including comparisons with other teams and services. This has been supported through David McNulty's weekly email and discussions with the Extended Leadership Team. Teams have been encouraged to use the data to have conversations about the results in January and February and to produce high level Directorate action plans by 7 March. We will be delivering the next employee survey in October 20

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**Report contacts:** New Models of Delivery Lead

Rachel Crossley- [rachel.crossley@surreycc.gov.uk](mailto:rachel.crossley@surreycc.gov.uk)

020 8541 9993

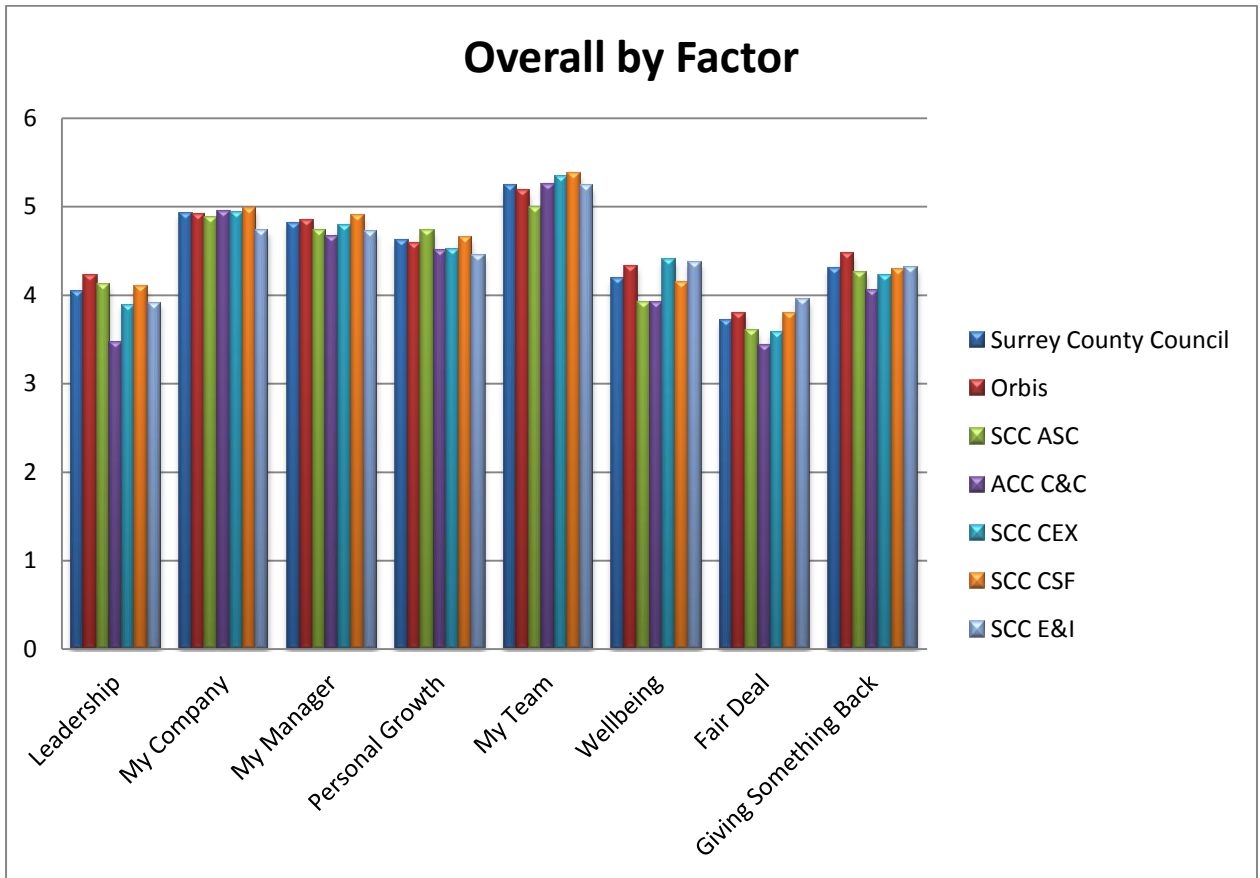
Strategic Change and Efficiency Manager

Amy Bailey- [amy.bailey@surreycc.gov.uk](mailto:amy.bailey@surreycc.gov.uk)

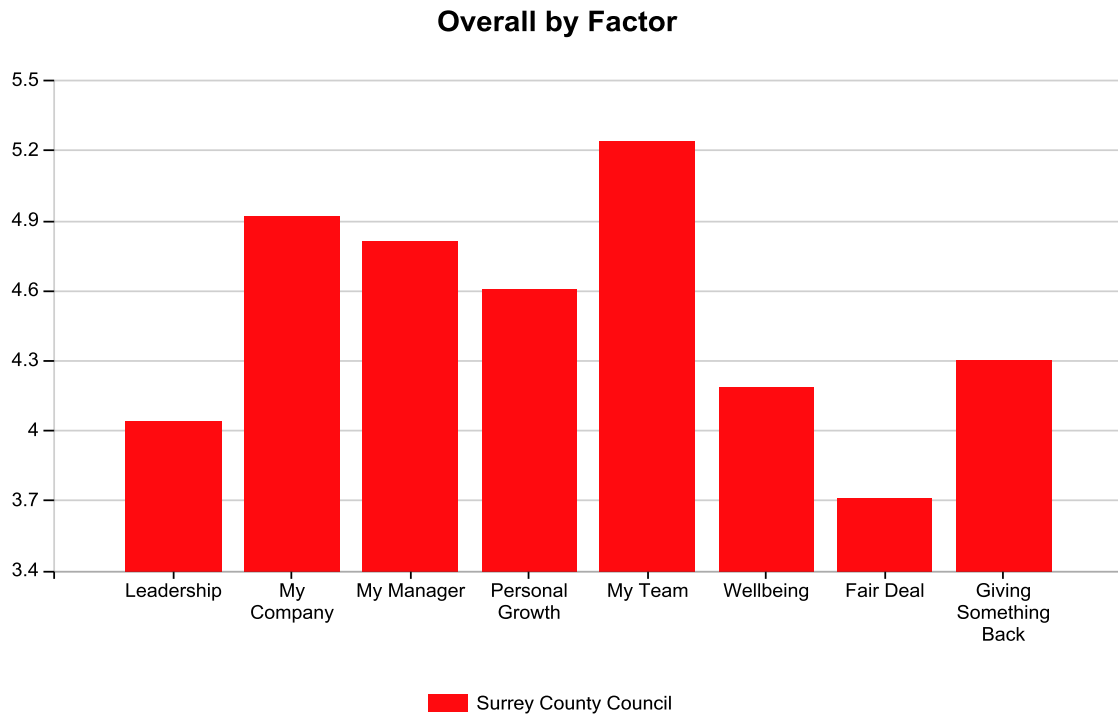
020 8541 7251

**Appendix 1**

(i) Scores across all Directorates



## Appendix 2 – Surrey County Council Scores



### Appendix 3 – Overview by service

	Leadership	My Company	My Manager	Personal Growth	Fair Deal	My Team	Wellbeing	Giving Something Back
Surrey County Council	4.04	4.92	4.81	4.61	3.71	5.24	4.19	4.30

ASC&PH	Comms & Ops	3.99	4.81	4.64	4.71	3.31	5.16	3.66	4.20
	Enterprise B&A	4.04	4.56	4.70	4.52	3.86	4.62	4.00	4.25
	Public Health	4.71	5.29	5.41	5.21	3.83	5.53	4.43	4.54
	Service Delivery	4.43	5.20	4.94	4.88	4.07	4.86	4.42	4.38
C&C	Community Partnership Safety	4.14	4.81	4.83	4.25	3.91	5.22	4.22	4.31
	Trading Standard	4.09	4.81	4.82	4.43	3.63	4.77	4.41	4.48
	CEO	4.87	5.18	5.39	5.23	4.66	5.88	4.33	4.97
CSF	Children's	3.81	4.85	4.77	4.61	3.52	5.28	3.88	4.20
	Resources	3.94	4.86	4.87	4.85	4.01	5.44	4.42	4.41
	Schools & Learning	4.23	5.04	4.94	4.63	3.95	5.39	4.28	4.32
	Services for Young People	4.20	5.04	4.98	4.73	3.74	5.47	4.09	4.30
DEPUTY CEX	Communications	4.35	4.93	5.47	4.66	3.68	6.11	4.49	5.00
	Policy & Performance	4.21	5.03	5.26	4.72	4.19	5.51	4.26	4.55
	St Dir for BUS	4.47	5.30	5.23	5.18	4.69	5.28	4.75	4.54
E&I	Economy T&P	4.16	4.86	4.79	4.83	4.50	5.23	4.39	4.43
	Environment	3.86	4.78	4.71	4.48	4.19	5.22	4.39	4.33
	Fire & Rescue	3.15	5.00	4.58	4.58	3.29	5.41	3.73	3.89
	Highways	3.89	4.66	4.70	4.31	3.57	5.25	4.34	4.26
LD&C	Cultural Services	3.68	4.87	4.60	4.39	3.48	5.24	4.43	4.05
	Legal & Democratic	4.49	5.09	5.22	4.90	3.57	5.45	4.25	4.61
ORBIS	Business Ops	4.14	4.86	4.77	4.58	3.01	5.22	4.06	4.29
	Customer Serv	4.24	5.04	5.34	4.62	3.50	5.66	4.36	4.49
	Finance	4.45	4.95	4.85	4.61	4.48	5.07	4.36	4.82
	HR & Org Dev	4.49	5.08	4.98	4.98	4.28	5.50	4.52	4.76
	Info Man & Tech	4.19	4.96	4.68	4.70	3.94	5.04	4.25	4.45
	Proc&Com	4.62	5.07	4.69	4.96	4.02	5.23	3.89	4.83
	Property	3.93	4.89	4.65	4.43	3.61	4.94	4.10	4.41

**Note:**

**CEO** comprises of the Chief Executive, Emergency Planning and Broadband Teams

**St Dir for BUS** comprises Digital Innovation & Business Improvement and New Models of Delivery Teams

#### Appendix 4 – Top 15 Questions correlated to employee engagement

Most highly correlated questions	
I think I have a positive future ahead of me in this organisation	.708
My manager cares about how satisfied I am in my job	.706
My manager helps me to fulfil my potential	.702
I feel proud to work for this organisation	.696
I would leave tomorrow if I had another job	.695
I love working for this organisation	.691
I have confidence in the leadership skills of the senior management team	.671
This organisation is run on strong values / principles	.667
I have confidence in the leadership skills of my manager	.665
My manager motivates me to give my best every day	.654
My manager is an excellent role model for me	.650
This job is good for my own personal growth	.644
I feel that I lack support from my manager	.644
Everyone is treated fairly here	.641
Senior managers truly live the values of this organisation	.635

Note: The number in the table above is the Pearson Correlation  $r$ . This represents the linear correlation between the question and overall engagement where 0 = no correlation and 1 = total positive correlation. The higher the number, the more likely that a positive response to this question would lead to a positive overall engagement score.