

**EAST SUSSEX COUNTY COUNCIL,  
SURREY COUNTY COUNCIL AND  
BRIGHTON & HOVE CITY COUNCIL**



**ORBIS JOINT COMMITTEE**

**DATE: 12 APRIL 2018**

**LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL), SHEILA LITTLE (DIRECTOR OF FINANCE, SURREY COUNTY COUNCIL) & DAVID KUENSSBERG (EXECUTIVE DIRECTOR FINANCE & RESOURCES, BRIGHTON & HOVE CITY COUNCIL)**

**SUBJECT: STAFF SURVEY**

**SUMMARY OF ISSUE:**

Orbis Staff took part in the Surrey Best Companies staff survey in October 2017. This report will share the results of the survey for Orbis staff and the approach being taken to address the issues identified.

**RECOMMENDATIONS:**

It is recommended that:

The Joint Committee note the staff survey results and the approach being taken to address the identified areas

**REASON FOR RECOMMENDATIONS:**

To ensure the Joint Committee is informed on progress being made in responding to staff survey results.

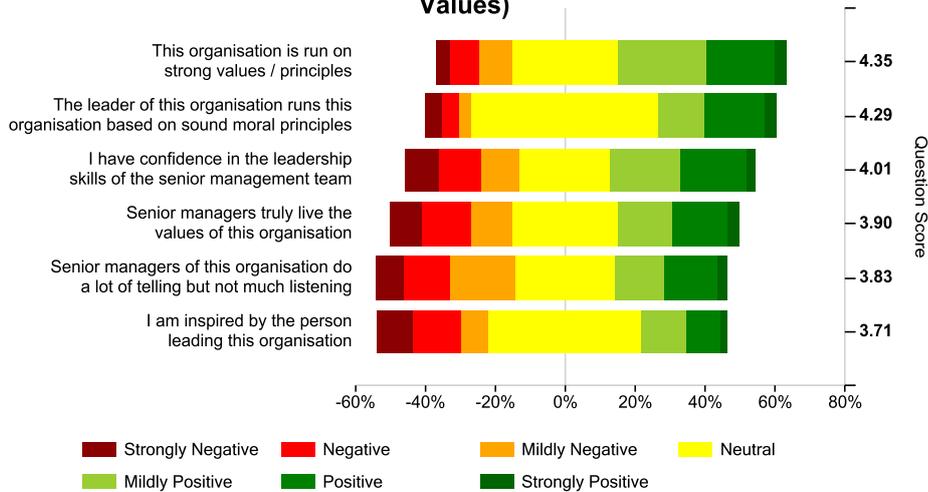
**DETAILS:**

1. Orbis has participated in the Best Companies Staff Survey for the last three years, with the addition of Brighton and Hove City Council Staff this year. The full Orbis results can be found at Annex 1.
2. The response rate for Orbis staff was 64%; this is a really strong response rate. In total, 1256 staff completed the survey. Response rates were higher for more senior grades, but this is indicative of most organisations.
3. One of the key indicators from Best Companies is the BCI score. This rating provides an overall score that enables a comparison to be drawn against other organisations. In 2018, Orbis had a BCI score of 600.1, which is slightly down on the previous year but still puts Orbis in the "One to Watch" category.

4. The main survey results are broken down under eight headings and a specific rating applied based on a number of questions under each heading. The headings are:
  - a. Leadership
  - b. My Company
  - c. My Manager
  - d. Personal Growth
  - e. My Team
  - f. Well Being
  - g. Fair Deal
  - h. Giving Something Back
  
5. The highest scoring areas for Orbis were; My Team, My Manager and My Company. The lowest scoring areas being; Fair Deal, Leadership and Giving Something Back.
  
6. Leadership scores for Orbis have been summarised in Table 1. This details the component questions used to calculate the overall leadership score using a heat map approach.

Table 1 – Leadership questions

**Leadership by Question Heatmap filtered by Employment Group (Multiple Values)**



*Heat maps - The different colours represent the strength of feeling in response to the question. For example, dark green means strongly positive, yellow represents a neutral response and dark red indicates strongly negative.*

*The numbers on the vertical axis to the right indicate each questions' actual score. The questions are listed in order of their score with the highest scoring question at the top*

7. The top three questions in Table 1 indicate a more positive than negative response, with the fourth question largely neutral. The final two question have a more negative bias.
  
8. There was some confusion created as the survey was sent out referencing David McNulty (Surrey CEO at the time) as the “person

leading this organisation". This had a major impact on the response to the question "*I am inspired by the person leading this organisation*". Many staff actually felt confused or very irritated by suggestion David McNulty was their leader, especially in Brighton & Hove.

9. For the avoidance of doubt, leadership referenced in the staff survey is executive (officer) leadership, not political leadership.
10. A number of actions are being developed to address the feedback around leadership. These include face to face sessions with staff around the launch of Business Plan, more visibility and access to the Orbis Leadership Team and the creation of action groups to address critical business challenges.
11. Although the overall staff survey results showed a general decrease in scores, there were a few areas where the scores improved, these were around My Manager, My Team and Wellbeing.
12. The results are very much in line with the wider Surrey County Council results, which also showed a downward trend in most areas, but when compared side by side, the Orbis results are slightly better.
13. The data enables analysis to be undertaken for each Council, so we have been able to evaluate differences in responses for each of the three partners, using the eight main headings. This has identified a number of key differences such as; BHCC having the highest rating for My Manager, SCC is best for Personal Growth and ESCC is better for Wellbeing.
14. The sovereign analysis has also been applied for each service area, which is hugely beneficial when developing plans to address the feedback in each service.
15. Another key element of the Best Companies survey is the ability to obtain specific feedback for managers using the MC3 approach. The MC3 rating looks at all managers that received more than three responses from their direct reports, with an individual pack being sent to each manager.
16. Orbis MC3 ratings are very much in line with the "One to Watch" category for the overall scores.
17. The approach being taken in responding to the survey results is twofold. Firstly, looking at themes from an overall Orbis perspective to identify those elements that are applicable to all services and secondly each service is reviewing their specific results to create and implement an action plan.

#### **WHAT HAPPENS NEXT:**

18. A workshop will be taking place with staff in April to look at solutions to address some of the areas identified in the survey.

19. Work will continue in each service to identify actions and solutions to service specific challenges
  20. This work is being coordinated through the Orbis Programme team to ensure that effort is not duplicated and the most effective approach is being taken to address the issues identified.
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**Contact Officers:**

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**Consulted:**

Kevin Foster – Chief Operating Officer

Sheila Little – Director of Finance

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**Annexes:**

Annex 1 – Full Orbis Staff Survey Results

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