

<b>MEETING</b>	<b>PUBLIC BOARD MEETING 20 February 2019</b>
<b>Agenda Item Paper Number</b>	<b>7 CM/02/19/07</b>
<b>Agenda Title</b>	<b>2018 People Survey update</b>
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**PURPOSE OF PAPER:**

Actions required by the Board:

- **Note** the analysis and themes drawn from the 2018 people survey
- **Endorse** the proposed response to the results of the survey and next steps

**IMPACT:**

Information for the Board to be aware of:

- **Impact on CQC:** the annual engagement survey results provide insight into how colleagues at CQC feel about their experience at work, and the key themes arising will be important reference points as we go through significant change over the next few years.
- **Equality and Human Rights considerations:** additional analysis on the results by protected characteristics will provide further insight into any differences in experiences for particular groups of colleagues. This analysis will inform our work on diversity and inclusion.

**1 Summary**

This paper provides a summary of themes from the 2018 people survey and an overview of our response. The key headlines from the survey suggest that colleagues are experiencing similar frustrations as in previous years but are not feeling the impact of improvement activity. The Executive Team (ET) has agreed the implementation of a more structured approach to ensure actions are having the desired impact and progress is communicated effectively.

**2 Recommendation**

It is our recommendation that we continue to focus on the priority areas identified in 2017, as we believe that we are focused on tackling the right areas namely:

- Digital and technology
- Internal communications

- Change

In addition, we are proposing an overarching priority on engaging colleagues in the future vision for CQC.

To ensure improvements in these areas, a more structured and sustainable approach is proposed, ensuring greater accountability and oversight by ET, with senior leaders working in teams to deliver on actions.

### **3 Discussion and Implications**

#### **3.1 Headlines**

Our annual people survey took place during October 2018. The results for the organisation overall are provided at appendix 1. At this overall level, the results tell a similar story to previous years.

- Colleagues continue to feel positively about the difference their work makes (89% positive), the effectiveness of teams (87%) and line management trust (88%);
- There were improvements in scores regarding personal morale (+3%), learning and development (+2%), wellbeing and workload (+2%);
- We continue to score highly on regular 1:1 conversations (87%, +2%) and receiving feedback (75%, +1%);
- There are similar frustrations as previous years, namely equipment and technology (41%, -9%), effectiveness of communication across the organisation (29%, -2%) and how change is implemented (21%, -1%);
- We also saw a decline in scores on understanding of, and being committed to, our strategic direction (-9% and -11% respectively).

The employee engagement score which we have measured since 2010 is 61%, down by 1 percentage point from 2017 and follows a downward trend since 2016. There is variation in engagement across all directorates, with small improvements in Strategy & Intelligence and Adult Social Care, no change for Customer and Corporate Services (as was) but decreases in Hospitals and Primary Medical Services & Integrated Care.

This year we introduced a new engagement index, using the ORC International 3S (“Say, Stay, Strive”) model which is used across other public and private organisations, including the Civil Service. Using this model, our engagement level is much higher at 71%, and benchmarks favourably against other organisations, as the 3S model draws on our strengths as an organisation – commitment to our purpose and pride.

**3.2 Responding to the Results**

3.3 Several different approaches have been used when responding to survey results at a corporate level over the past few years. However, the success has been limited with colleagues reporting low levels of confidence in the impact of the survey. In 2018, only 41% believe action will be taken on the results of the survey and just 42% are aware that activity as a result of the last survey led to change. Figures for both statements have decreased every year for the last five surveys. These results demonstrate that we need to approach things differently this year and a more structured approach to “taking action” is being proposed this year.

**3.4 Proposed Action Planning**

The proposal is to focus on four key ‘strands’ as outlined in section two above. Each strand will be led by two ET members – including one chief inspector per strand – providing direction and support to cross-directorate teams of senior leaders who will be responsible for delivering on actions. ET will collectively own the overarching priority on the future vision for CQC.

Quarterly updates will be provided to ET on the progress of actions in response to the survey including upward feedback from managers to demonstrate if impact has been felt. Where possible, these updates would be aligned with any pulse check results/data.

Discussions with ET leads have been taking place and a high-level action plan can be found at appendix 2.

**3.5 Linking Corporate and Local Activity**

As in previous years, we want to encourage team leaders to take action in response to their individual survey results. However, we also know that the extent to which local action planning happens – and is successful – varies across teams.

The Organisational Development (OD) team is planning a series of ‘engagement sessions’ with the Leadership Group to bring leaders together on a regional basis to share insights and ideas from their survey results and action; showcase best practice and share stories from leaders and teams who do this well and have seen positive improvement; guide team leaders to focus on one or two key actions they can take within their teams that support the wider corporate priorities.

**3.6 Other Activity**

In addition to action planning, the OD team are also:

- Carrying out additional analysis of results by demographic groups and working with diversity networks to identify key issues and themes arising
- Supporting directorate engagement groups/ people forums in local action planning
- Discussing key headlines and results with staff forum and Trade Unions

### 3.7 **Future Approach**

Research shows that many organisations are moving away from an annual attitudinal survey towards shorter, more frequent surveys or even a 'continuous feedback' approach. A pulse check approach was trialled in the summer of 2018, with three short surveys conducted in the areas of corporate focus to ascertain levels of opinion and explore the issues in greater depth. Feedback on this approach has indicated broad support and that it should be our future direction of travel. Initial scoping has commenced on this work.

## 4 **Conclusion and Next Steps**

With a similar story to last year, we can take reassurance that we are continuing to build on our strengths and we are focused on tackling the right areas. However, we must also reflect that on these issues, colleagues have not seen visible signs of improvement for some time.

The OD team are working with ET leads on each of the corporate strands to agree specific activity to commit to over the coming year. Details will be shared with colleagues soon and this will commence a programme of internal communications that provides regular and structured updates to colleagues.

We will also continue to use the results to inform the broader OD programme of work in facilitating cultural change.

Looking ahead, we are planning to move to a more frequent and flexible way of asking for and receiving feedback from colleagues to enable a greater flexibility and better understanding of key issues affecting colleagues.

For the information of the Board, it should be noted that as part of our ongoing commitment to transparency, the CQC Overall results will be published on our website after this meeting.

### **Kiran Prashar – Head of Organisational Development**

#### **List of appendices:**

1. CQC Overall results, 2. 2018 People survey corporate action plan summary