MEETING	PUBLIC BOARD MEETING 17 June 2020
Agenda Item Paper Number	7 Cm/06/20/07
Agenda Title	People Pulse Survey, May 2020
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PURPOSE OF PAPER:

Actions required by Board:

- **Discuss** the results of the People Pulse Survey completed in May.

IMPACT:

Information for Board to be aware of:

- Impact on CQC - the survey results provide important insight into colleagues' experience of working at CQC to inform our people priorities and in the current context of Covid19 provide feedback on how colleagues are feeling and managing. Organisational level results have been shared with all colleagues and team level results are now being discussed locally.

1. Summary

The first pulse survey of 2020 was set in the unique circumstances of the Covid-19 pandemic. The primary focus of the survey was to establish how colleagues were feeling, if they felt well supported, informed, and communicated with, and to get feedback on the organisational priorities identified in our last main people survey in November 2019.

The pulse survey was live 14 – 29 May. 79% of colleagues responded, the highest pulse survey participation to date. This paper sets out the headline results for discussion, and the next steps for continuing to make CQC a great place to work.

2. Discussion and implications

Headline Results

*   The results are overwhelmingly positive, with all the standard question scores achieving in excess of 70% positive responses.
*   The six questions that can be directly compared with annual survey in November 2019 all saw significant increases, including one by 41percentage points, and two others by 24 percentage points or more.
*   The largest positive increase is the perception of executive leadership which has more than doubled since the previous survey. Three quarters (75%, up 41pp) agree that executive leaders provide clear direction and leadership.
*   Colleagues have also responded far more positively to the questions relating to communication and how change is managed (in the context of the Covid-19 response) – two areas that traditionally have scored consistently low in previous surveys.
*   87% feel that communication has been effective, and 78% feel they have been kept informed in a timely manner, an increase of 34pp.
*   The key indicator of engagement – if colleagues would recommend the organisation as a good place to work – has increased by 18% to 74% against a downward trend seen in the past three annual surveys.
*   81% feel proud to work for CQC, an increase of four percentage points since November 2019.

Wellbeing and Support

- Colleagues have been honest about their wellbeing, with the question "how have you been feeling over the last week?" generating the most spread response in the survey. Ability to do work and sense of purpose/motivation were the greatest contributing factors to individual's wellbeing.
- Despite this, 78% report that they feel able to manage their health and wellbeing and 73% feel able to maintain a healthy work-life balance.
- The data suggests colleagues continue to feel supported by their line managers at this time (86%) and are also feeling better supported by the organisation with a 24pp increase to "I believe CQC supports the health and wellbeing of staff" (78%).
- Almost all (95%) respondents feel able to work in a safe environment and most (82%) have the equipment and technology to work effectively at the present time. Most (91%) report that they have sufficient opportunities to connect with colleagues.

With everyone at CQC working at home and in unique circumstances, this feedback is important in showing that people feel supported, equipped and connected. It remains important for leaders and managers to follow up on responses to individual wellbeing through 1-to-1 conversations to understand how people continue to feel. These conversations are supported by an ongoing package of tools and guidance for managers.

Leadership, Communication and Change

Overall, the results suggest we have overcome a lack of connection between colleagues and senior leaders and shifted the dial on how we communicate and involve people in change. These have been our key areas of focus following the main People Survey in November 2019 and through the organisational response to Covid-19 we have demonstrated a difference in approach:

- Using technology to deliver weekly all-colleagues calls, in addition to regular virtual conversations with different levels of leaders and managers across the organisation.

- Greater visibility and accessibility of all executive leaders and the wider Senior Leadership Team.
- Greater visibility of co-creation in change and decision making.

The free text comments, where colleagues were asked what positive changes they would like to see continue, prioritise the greater visibility of senior leaders through all staff calls, the pace of decision making, and a greater focus on wellbeing and flexibility. It will be critically important to retain these as we move into recovery and into a new 'business as usual', and to sustain the positive impacts on colleagues' experience of change, communications and leadership.

3. Conclusion and Next Steps

Directorate and function level results are being discussed in teams from this week. Further analysis of the results and free text comments, including demographic analysis, will be carried out by the People Directorate and shared with key stakeholders including our Equality Networks.

The outputs of these results including the free text comments will also feed into the work on the Cultural Inquiry and evaluation work on our response to Covid-19 to ensure that the learning and positive changes are captured and embedded into our future ways of working.