Staff Survey 2015 Report

Item 18l

Governing Body meeting

5 May 2016

Author(s)	Esther Short, HR Manager
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Is your report for Approval / Consideration / Noting
Noting

Are there any Resource Implications (including Financial, Staffing etc)?
No

Audit Requirement

CCG Objectives

Which of the CCG's objectives does this paper support?

Principal Objective 5: Organisational development to ensure the CCG can achieve its aims and objectives and meet national requirements.

Principal risk 5.3 Inadequate adherence to principles of good governance and legal framework leading to breach of regulations and consequent reputational or financial damage.

Equality impact assessment

Have you carried out an Equality Impact Assessment and is it attached? No

If not, why not? Not applicable

PPE Activity

How does your paper support involving patients, carers and the public?
Not applicable

Recommendations

The Governing Body is asked to note the contents of the report and agree the implementation of the recommended actions.

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1.0   Introduction

The National Staff Survey 2015 was sent via email to all directly employed staff of the organisation at 31 August 2015.

The survey is designed to provide insight into opinion on many aspects of staff experience and engagement. The survey contains data on a wide range of employment issues including wellbeing which supports the National Programme 'Helping Our Staff Stay Well' announced by Simon Stevens in 2015.   The importance of staff experience and engagement is recognised by the staff pledges which are part of the NHS Constitution and which require NHS organisations to:

- Provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities.
- Provide all staff with personal development, access to appropriate training for their jobs and line management support to succeed.
- Provide support and opportunities for staff to maintain their health, well-being and safety.
- Engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families.

The survey results is used by the Department of Health, NHS England, Care Quality Commission and other national bodies as part of organisational compliance and to inform future policy developments.

2.0   Key Findings

The organisation received an overall **75%** response rate for the Staff Survey which is a decline on the **84%** response rate in 2014 and **91%** in 2013. A summary of the key findings from the survey are presented below:

Personal Development				
Area	**2013 Result**	**2014 Result**	**2015 Result**	**Status**
Staff that have had an appraisal, annual review, development review or Knowledge and Skills Framework (KSF) development review in the last 12 months.	90%	92%	89%	**Decline**
For the employees that have had an appraisal, staff that stated it improved how they did their job.	69%	63%	70%	**Improvement**
For the employees that have had an appraisal, staff that stated they feel it helped agree clear objectives for their work.	86%	83%	87%	**Improvement**
For the employees that have had training, learning or development, staff that stated they agree or strongly agree it has helped in doing their job more effectively.	**NA**	**NA**	91%	-

Your Job				
Area	**2013 Result**	**2014 Result**	**2015 Result**	**Status**
Staff that agreed or strongly agreed that they are able to do their job to a standard they are personally pleased with.	73%	82%	79%	**Decline**
Staff that disagreed or strongly disagreed that there is enough staff in the organisation to enable them to do their job properly.	33%	27%	29%	**Decline**
Staff that are satisfied or very satisfied with the support they get from their immediate manager.	80%	82%	75%	**Decline**
Staff that sometimes, often or always look forward going to work.	91%	90%	93%	**Improvement**

Your Managers				
Area	**2013 Result**	**2014 Result**	**2015 Result**	**Status**
Staff that agreed or strongly agreed that their immediate manager encourages those who work for her / him to work as a team.	78%	83%	78%	**Decline**
Staff that agreed or strongly agreed that communication between senior management and staff is effective	50%	55%	45%	**Decline**
Staff that agreed or strongly agreed that senior managers try to involve staff in important decisions.	54%	51%	40%	**Decline**

	53%	43%	45%	**Improvement**
Staff that agreed or strongly agreed that senior managers act on staff feedback.	53%	43%	45%	**Improvement**
Staff that agreed or strongly agreed that their line manager takes a positive interest in their health and well-being	71%	74%	79%	**Improvement**

Your Organisation				
Area	**2013 Result**	**2014 Result**	**2015 Result**	**Status**
Staff that agree or strongly agreed that they would recommend the organisation as a place to work.	76%	81%	80%	**Decline**
Staff that agree or strongly agreed that the organisation acts on concerns raised by patients / service users.	81%	81%	85%	**Improvement**

Your Health, Well-being and Safety at Work				
Area	**2013 Result**	**2014 Result**	**2015 Result**	**Status**
Staff that stated they have felt pressure from their line manager to come into work.	8%	12%	18%	**Decline**
Staff that have come to work in the last three months when they have not felt well enough to perform their duties.	48%	50%	44%	**Improvement**
Staff that agreed or strongly agreed that the organisation encourages the reporting of errors, near misses and incidents.	78%	86%	91%	**Improvement**
Staff that have personally experience harassment, bullying or abuse at work from managers or colleagues in the last 12 months.	11%	10%	6%	**Improvement**

3.0   Recommended Staff Survey Action Plan

In accordance with the staff survey results, a range of potential actions can be identified. These are described by each theme area below. Actions for improvement from the Joint Staff Consultative Forum and Staff Engagement Group are also included. These actions will be considered as part of the organisational development plan.

YOUR PERSONAL DEVELOPMENT AND YOUR JOB		
Action	**Deadline**	**Measureable Benefit**
Continually monitor the provision of appraisals and share the information as part of monthly HR update reports with Directors and senior managers.	March 2017	An increase of **4%** in the number of quality appraisal conversations across the CCG. This will result in **94%** of employees confirming they have received an appraisal in the

Actively promote the benefits of quality appraisal conversations to line managers and employees via a range of forums, including: • Team Meetings • FIKA • Weekly Round-up	March 2017	2016 / 2017 staff survey, giving the CCG an 'above average' response rate compared to all CCG's surveyed in 2015.
Share and promote the learning and development directory for 2016 / 2017 with employees, including details of: • How to access any financial support that may be available. • Informal learning opportunities including shadowing, mentoring, learning lunches, in house courses, special projects etc.	June 2016	An increase of **4%** of employees that have undertaken some form of training, learning or development that it has helped in doing their job more effectively. This will place the CCG **10%** above the average response rate for all CCGs surveyed in 2015.
Review the quality, provision and relevance of learning and development for employees and share the results with senior managers.	March 2017	
Include organisational values and objectives within the PDR Documentation.	July 2016	An increase of **5%** of employees confirming that their appraisal helped improve how they did their job. This will result in **75%** of employees confirming this in the 2016 / 2017 staff survey results, bringing the CCG in line with the average response rate for all CCGs surveyed in 2015.
Provide training sessions to employees regarding the conduct of appraisals, including: • How to provide clear objectives • How individual and team objectives link to overall organisational goals • How to identify personal development need	March 2017	
Develop and deliver a series of workshops throughout the year for line managers, to include the following: • Foundations of Management and Leadership • Performance Development • An Introduction to Coaching for Results • Training and Presentation Skills including managing difficult conversations • Essential HR for Line Managers	March 2017	An increase of **4%** of employees confirming that they are satisfied or very satisfied with the support they get from their immediate manager. This will bring the CCG in line with the **79%** average response rate for all CCGs surveyed in 2015.

YOUR MANAGERS AND YOUR ORGANISATION		
Action	**Deadline**	**Measureable Benefit**
Work in conjunction with senior managers to understand the importance of disseminating information in relation to organisational decisions at team meetings / 1:1s and through conversation with staff. Introduce and publicise an anonymous feedback mechanism allowing employees to comment, ask questions and / or make suggestions about issues that are important to them with these issues being routinely at staff briefing sessions. Promote and publicise the mechanisms for employee involvement when making decisions.	March 2017	An increase of **11%** of employees confirming that they agree or strongly that senior managers try to involve employees in important decisions, bringing the response rate back up to the 2014 / 2015 result.
Provide training sessions to employees regarding the conduct of appraisals, including: • How to provide clear objectives • How individual and team objectives link to overall organisational goals • How to identify personal development need	March 2017	An increase of **3%** of employees confirming that immediate manager encourages those who work for her / him to work as a team. This will bring the CCG in line with the average **81%** response rate for all CCGs surveyed in 2015.
YOUR HEALTH, WELL-BEING AND SAFETY AT WORK		
Action	**Deadline**	**Measureable Benefit**
Hold employee events and produce promotional material in relation to health and wellbeing services available and how to access them.	March 2017	A reduction by **2%** of employees that have stated they have felt pressure from their line manager to come into work. This will bring the CCG in line with the average **16%** response rate for all CCGs surveyed in 2015.
Develop and deliver Sickness Absence Management training to line managers throughout 2016 / 2017 to include the following: • How to put the sickness absence policy and procedure into practice. • Effective management of short and long term sickness absence • The role of the line manager • How to promote positive employee	March 2017	

health and wellbeing.		
Review and update the organisations Sickness Absence Management Policy.	May 2016	

4.0   Action Plan

The Governing Body is asked to note the contents of the report and support the proposal that the draft action plan be considered as part of the wider organisational development plan.

Paper prepared by: Esther Short, HR Manager

On behalf of: Maddy Ruff, Accountable Officer

27 April 2016