

MEETING	PUBLIC BOARD MEETING 26 February 2020
Agenda Item Paper Number	7B CM/02/20/07B
Agenda Title	People Survey 2019 Results
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PURPOSE OF PAPER:

Actions required by the Board:

- **Discuss** the key headlines and themes from the 2019 People Survey results and the proposals for next steps

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 continuous improvement agenda. Organisational level results have been shared with all colleagues and team level results are now being discussed in teams.

1. Summary

The 2019 People Survey was live during November and 77% of eligible colleagues took part. This paper provides the key headlines and themes from the results for discussion, as well as proposals for how we continue to make CQC a great place to work through delivering on the People Plan.

2. Discussion and implications

Headline Results:

Overall results tell a similar story to 2018, with some significant increases but also a downward trend in several areas. Our 'Say, Stay Strive' engagement index is 66%, which although remains a healthy score, is a decrease of 5 percentage points (pp) from last year. For comparison, the Civil Service average engagement index which is calculated using a similar model (but different questions) was 62% and DHSC, 63% in 2018. Civil Service data from the 2019 survey is not yet available.

Key headlines:

- Significant improvement in **availability of equipment and technology** which is up 16pp to 57%. Following the 2018 survey results, we took action to build the technological foundations across CQC and delivered an upgraded network, replaced all mobile phones and rolled out Office 365.
- Other increases include **feeling safe to challenge** (up 6pp to 47%) and achieving a **good work-life balance** (up 3pp to 55%)
- Colleagues continue to feel hugely positive about **the work we do and our values**. 89% consider the work of CQC has a **positive impact on peoples lives** and 88% believe **the values are relevant to their work**.
- **Relationships with line managers** also continue to be positive, with 87% **feeling trusted to do their job** and 81% believe **managers are genuinely interested in their wellbeing**.

- While 67% of respondents **understand why CQC is changing** for the future, colleagues are much less positive about how they **experience change and our communications**. Only 21% believe **change is implemented effectively** and 31% feel they have the **opportunity to contribute views** to changes.
- **Perceptions of the Executive Team and senior leadership** have seen significant decreases, similar to those in the pulse survey in August.
- 77% are **proud to work for CQC** and 56% would **recommend CQC as a good place to work**.

Taking stock

The Executive Team (ET) and Senior Leadership Team (SLT) have spent time reflecting on these results, recognising the need to understand what lies beneath them before identifying priorities and developing action plans. Only 34% of colleagues believe action will be taken from the results, and it is important that we can demonstrate we are listening and responding to feedback. ET has agreed that our response to the survey will be tied into our wider work on change and improvement and we will use the People Plan to address people priorities.

It is perhaps unsurprising that in the context of significant internal change, we are seeing overall engagement decrease and we know that this can be common for organisations in similar circumstances. Through our pulse surveys we will continue to monitor this and ensure that maintaining engagement throughout our transformation remains a key priority.

Continuous improvement

We will continue to build on our corporate priorities, identified in 2018, to improve our technology, our communication and how we lead and embed change.

How colleagues experience change and how we communicate about it is far less positive than we would like, despite action in these areas over the last 12 months. We will be using directorate and corporate discussions with colleagues to understand their feedback and what we need to do differently, as well as continuing our activity to create a narrative for our transformation work.

By using pulse surveys throughout 2020 and 2021, we will be able to monitor the impact actions are having and gain more timely and focused feedback from colleagues – creating a more continuous conversation on improvement.

Making CQC a great place to work

The vision for the CQC People Plan is to “make CQC a great place to work: being ambitious to build a fully inclusive organisation where we attract and retain capable people to deliver our organisational purpose, and where all our people feel engaged and demonstrate our values every day”

The People Plan sets out our key priorities for achieving this and address some of the challenges from the People Survey results. Ultimately, through the delivery of the People Plan, we will improve the overall experience of working at CQC. For example:

- Developing our leaders to be capable and confident in leading our organisation and people through change.
- Establishing a clear reward and recognition strategy for all colleagues
- Improving the employee experience for colleagues including refreshing our people policies and processes
- Launching CQC’s first Diversity and Inclusion strategy as well as continuing our approach on wellbeing
- Building line management capability consistently across CQC
- Understanding our current culture and behaviours through the cultural inquiry

3. Conclusion and Next Steps

Results have been shared with all colleagues, and all team level results have now also been shared. Directorates and teams will be discussing their results and local action plans throughout February and March with the support of HR and OD teams.

We will also carry out further analysis of the survey results, including:

- Demographic and equality group analysis to support Equality Networks and our Diversity and Inclusion strategy

- Qualitative data analysis – reviewing comment themes and associations

We will then work with ET and SLT to agree where action needs to be taken and tied into the People Plan as appropriate, develop our next steps in communications and plan the timeframes for future pulse surveys to ensure a continuous conversation about the people survey results.