

BOARD MEETING: 16 October 2019

Agenda Item: 7

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TOPIC: People Survey Update

August Pulse Survey:

- A total of 74% of colleagues responded to the first pulse survey of 2019 which was live between 22 July and 9 August. This pulse survey was focused on leading change and communications.
- Directorates have received their results and have spent time discussing key themes within teams. Annex A provides headline results for CQC overall.
- The results show some positive improvement in the areas we have been focused on this year – leading change and communications. It remains important to continue to our focus on this and the corporate action plan to deliver sustained improvements over time .
- The pulse survey results suggested the need to increase visibility of ET as a still relatively new leadership team, and action has already been put in place to improve this.

Annual People Survey 2019:

- A longer, annual survey in November provides our next opportunity to track progress against a fuller set of cultural, leadership and management questions.

Timeline for the next annual survey:

- Survey preparation and comms: October
- Survey live: 5 to 26 November
- Headline results: Early January
- Directorate and team results: January/February

Next steps:

- Board are asked to note the results of the pulse survey and timeline for annual survey
- People Directorate continue to prepare for annual survey and working with stakeholders including People Survey steering group on the future approach.

OUTCOME: Board to note update



People Pulse Survey 2019

Summary of results and next steps
for Board 16 October 2019

Key Headlines



- High number of colleagues understand why CQC is changing, are positive about the impact of changes and are having conversations in their teams – suggesting that top-down communications are landing well.
- However, fewer colleagues feel able to contribute their views and this may point towards a gap in the upward feedback channels on change, or how we close the feedback loop when views are sought.
- There is a decrease in colleagues agreeing that ET provides clear direction and leadership, but a large proportion who are neutral. This suggests a gap in engagement with ET as a collective group/voice but an opportunity to shift perceptions.
- We have seen a decrease in proportion of colleagues that would recommend CQC as a good place to work. While these results are a pulse check, it will be important to track results for the annual survey to see if this trend continues and to understand what might be driving this.
- Annex A provides a detailed summary of the results for CQC overall.

Strategic Change and Communications



- 77% understand why CQC is changing for the future
- Positive belief that the changes we are making will make it easier to do a good job range from 57% on QI and 73% on IT and accessing the right information
- 72% are having regular conversations with manager and teams about changes happening across CQC
- Fewer feel better informed about the changes happening at 49%, with same proportion being neutral (26%) or disagreeing (26%)
- In contrast, 41% disagree that they are able to contribute views to decisions that affect them (with only 34% responding positively). This suggests we need to create more opportunities for dialogue about decisions made.

- 52% agree they are encouraged to try new ideas, even if they might fail. This will be an important measure to continue to track as our QI programme becomes more visible and active.
- 46% agree they are recognised for their contribution, which is a small improvement on 42% in 2018.
- 59% agree they work in an inclusive working environment. This is a new question that we suggest tracking over time to see improvements. We will carry out further analysis from the pulse and upcoming annual survey to identify any key issues or differences among groups that can be addressed in our Inclusion Strategy.
- 35% agree that ET provide clear direction and leadership compared to 45% in 2018. This dip may be because ET is a relatively new leadership team; despite this downward trend, there is a high proportion of neutral responses (40%) and so an opportunity to shift perceptions.
- 87% of respondents are aware of how to raise an issue, but only 53% are confident that it will be listened to. There are also differences among directorates and so understanding local issues/barrier to raising concerns will be important

Actions and next steps



- **Change and communications:** Building on our change narrative as we develop our future vision, and strengthening the feedback loop by setting up an internal engagement reference group.
- **ET Visibility:** Creating more opportunities for ET to visit and speak to teams across regions and presenting a shared narrative on change by rotating the chair of monthly change calls.
- **Collective leadership:** Working with the wider leadership cadre at SLT and Leadership Group to develop collective leadership and consistent engagement with teams on our transformation programme and future strategy.
- **Local action:** All teams with individual reports will be digesting results and reflecting on local issues/successes particularly in relation to upward feedback and raising issues, local recognition and making CQC a great place to work.