

## Report to the NHS Somerset Clinical Commissioning Group on 30 January 2020

<b>Title: Staff Survey Action Plan</b>	<b>Enclosure N</b>
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Version Number / Status:	[1.x]
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Clinical Lead:	-
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### Summary and Purpose of Paper

The purpose of the paper is to describe the outcomes of the Staff Survey and explain how Somerset CCG intends to respond through the development of an Action Plan.

### Recommendations and next steps

The Governing Body is asked to approve the Staff Survey Action Plan for implementation within Somerset CCG.

### Impact Assessments – key issues identified

<b>Equality</b>	Everyone within the CCG's employment has been given the opportunity to be involved in the development of the Action Plan.			
<b>Quality</b>	The impact of the implementation of the Staff Survey is hoped to continue to develop #abetterplacetowork and the High Performance Organisation Project.			
<b>Privacy</b>	NA			
<b>Engagement</b>	<p>Full engagement across the CCG has taken place with all staff groups. Events have taken place to allow the workforce to be fully engaged in the development of the action plan.</p> <p>The Staff Forum has jointly written the Action Plan alongside Human Resources and the Senior Responsible Officers for the High Performance Organisation project.</p>			
<b>Financial / Resource</b>	NA			
<b>Governance or Legal</b>	NA			
<b>Risk Description</b>	NA			
<b>Risk Rating</b>	Consequence	Likelihood	RAG Rating	GBAF Ref



# Our Staff Survey 2020 Action Plan

## Somerset Clinical Commissioning Group – Governing Body

**Marianne King, Associate Director of Human Resources and  
Organisational Development**

**Tanya Whittle,**

**Tracey Tilsley,**



# Background

- Staff Survey issued July 2019
- 124 responses/245 staff = 51%
- Summary shared with Directors and Workforce
- Review against our High Performance Organisation (HPO) action plan

# Our highest scoring areas

- Line management
  - Valuing work
  - Supportive in a crisis
  - Taking a positive interest in my health and wellbeing
- Accountability for work
- Positive role model for others
- Trusted to do my job

# Our lowest scoring areas

- Accommodation
- Decision-making
- Appraisals
- STP understanding
- Public engagement
- Role-specific training
- Career development
- Feeling overwhelmed at work

# Reflections on the survey outcomes

- Disappointed with response rate – recognise timing, length of survey
- Some responses not unexpected e.g. accommodation – survey live when number of staff displaced
- Pleased with responses – started to indicate shift in culture e.g. accountability, trust and freedom to act
- Gives clear areas to focus attention
- Great re: line managers being supportive and approachable
- HPO covers some of the work but there are also other areas to think about as a result of the survey



# Principles for Next Steps

- Appreciative Inquiry – build on the positives
- Shared ownership of actions across the organisation linking with teams, staff forum, Directors and Governing Body
- Building on what we have already
- Openness, transparency and feedback
- Developmental and ongoing actions



## Actions already in place or planned which will help to address survey outcomes

- Embedding values and behaviours
- New appraisal system
- HPO OD development programme
- Communication and Engagement Strategy
- Accommodation – review
- Review of decision-making, process framework
- Initiatives to address ‘overwhelmed at work’ – leave and go home checklist, mental health first aiders, work-life balance, work wellbeing

# New areas to be added to HPO Work Plan

Area	Action	Lead Manager	Deadline
Development of line manager specific training	HR to develop HR policy specific training for Line Managers. Training plan to be developed	Sophie Wainwright / Lydia Carmichael-Brown	June 2020
Development of a training and development platform tailored for individuals to cover leadership development, mandatory and job-specific	<ul style="list-style-type: none"> <li>• Training needs analysis</li> <li>• Explore ESR for opportunities</li> <li>• Develop catalogue of training</li> <li>• Review Training Allocation of Funds Policy</li> </ul>	Marianne King	June 2020
Work with partners to consider how to maximise training opportunities across the system	Develop a system catalogue of training opportunities	Marianne King	March 2020



Area	Action	Lead Manager	Deadline
Provide clarity on STP roles, responsibilities and work plan and ensure effective communication into and out of STP meetings, engaging with CCG staff groups as appropriate	Include regular updates on STP developments at Staff Briefings	Tanya Whittle	Ongoing – quarterly updates at briefings
Cultural development – develop an ongoing approach to ensure effective staff engagement and contribution Developing a leadership culture of trust and empowerment	Continue with HPO cultural development work 1. Ensure built into Leadership Development 2. Role Model values and behaviours	HPO Team	Ongoing



Area	Action	Lead Manager	Deadline
Review processes to sign off train tickets, meeting rooms, training to ensure minimising bureaucracy, whilst maintaining efficiency and cost effectiveness	<ul style="list-style-type: none"> <li>• Add to HPO work around delegation of budgets:</li> <li>• To include training for budget holders</li> </ul>	Sarah Knight/ Scott Sealey	March 2020
Arrange events to get to know teams	Staff Forum representatives to link with respective Directorates E.g. open days, notice boards, Q&A development sessions. Encourage staff to walk and talk	Staff Forum	Ongoing
Feeling overwhelmed	Pulling together a package of support for the workforce around resilience, looking after oneself and managing long and short term sickness absence	Sophie Wainwright	March 2020

# Further actions – contd.

Area	Action	Lead Manager	Deadline
Improve response rate for staff survey	<ul style="list-style-type: none"> <li>• Appreciative Inquiry – look at the reasons why individuals completed the survey – share information</li> <li>• Explore options to encourage other to complete</li> <li>• Consider alternative approaches to gaining staff feedback through listening events</li> <li>• Consider timelines for completing surveys</li> </ul>	HPO team Staff Forum	January 2020
Director visibility - encouragement of more informal catch up with teams at their desks	<p>Directors have moved to open office space to encourage more open conversations.</p> <ul style="list-style-type: none"> <li>• Directors to walk around the building</li> <li>• Directors to hot desk in other areas</li> </ul>	All	Immediate

