

Staff Survey 2018 Action Plan

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Overview of Theme Results

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Survey
Coordination
Centre

England

[Equality, diversity & inclusion](#)

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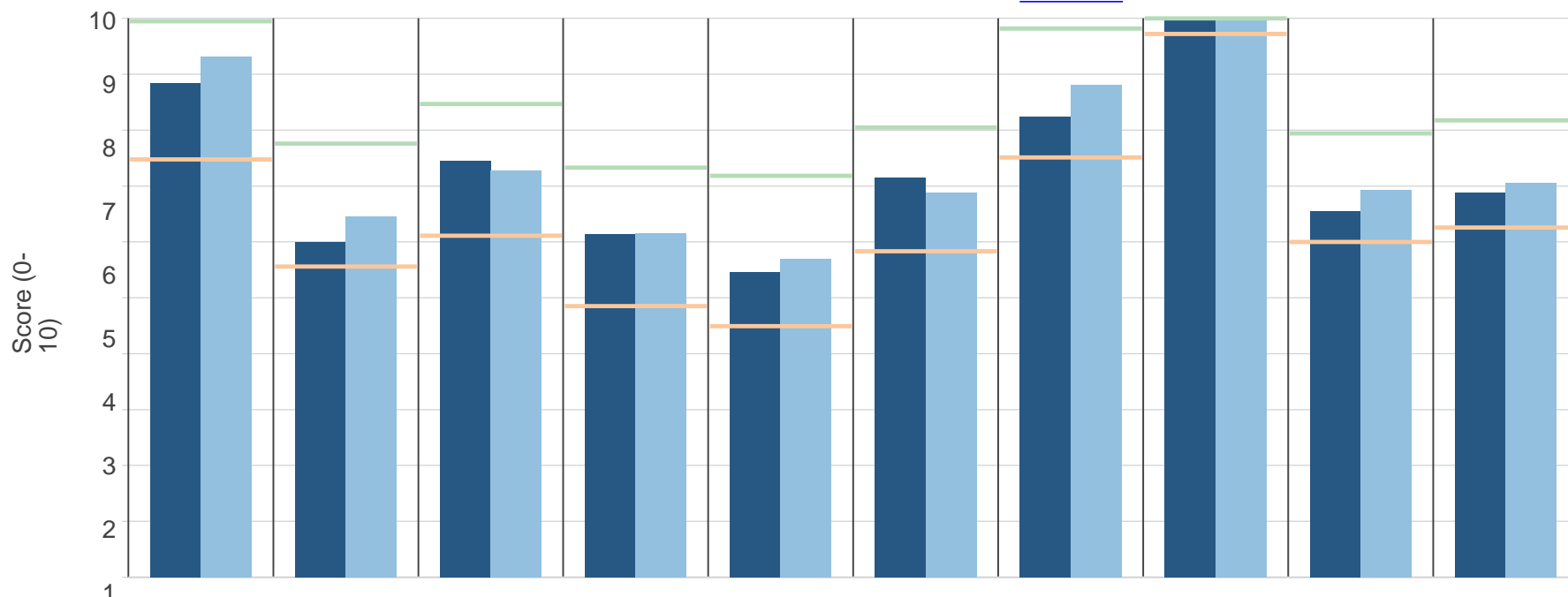
[Quality of care](#)

[Safe environment - Bullying & harassment](#)

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Best	9.9	7.8	8.5	7.3	7.2	8.1	9.8	10.0	7.9	8.2
Your org	8.8	6.0	7.4	6.1	5.5	7.2	8.2	10.0	6.6	6.9
Average	9.3	6.5	7.3	6.1	5.7	6.9	8.8	10.0	6.9	7.1
Worst	7.5	5.6	6.1	4.9	4.5	5.8	7.5	9.7	6.0	6.3
Responses	118	121	121	115	108	70	118	116	117	124

Action Plan

Theme:	Action:
Bullying and Harassment	<ul style="list-style-type: none"> • Continuation of Mandatory 'Stamping Out Bullying' sessions with extension to all Interim staff (all mandatory) • Bite sized learning lunches • Conduct Training to be implemented link to Code of Conduct • Raise awareness of Freedom to Speak Up Guardian and other routes to raise concerns • Train and introduce Raising Concerns champions / buddies • Consider holding a Creating Positive Cultures Roadshow • Social Partnership Call to Action Pledge reviewed and re signed • Living the Values workshops - to outline values, vision and expectations of the CCG
Equality, Diversity and Inclusion (EDI)	<ul style="list-style-type: none"> • Review of current flexible working/agile working arrangements to ensure consistent approach across CCG • Establish new EDI provider and produce action plan produced to focus on any areas of concerns • EDI working group formed • Re-assessment for Disability Confident Badge • Establish Talent Group • Succession Plan • Change recruitment process so all vacancies advertised internally first • Campaign to raise aware of Apprenticeships

Action Plan

Theme:	Action:
Health and Wellbeing	<ul style="list-style-type: none"> • Annual Health and Wellbeing Day • Events held throughout year linked to Public Health Campaigns • Review options for Agile Working and setup task and finish group • Review of Agile Working and flexible working policies • Time to Change Pledge published and action plan reviewed regularly • Introduction of trained Mental Health Champions • Introduction of trained Wellbeing Champions • Consider applying for 'Happy to Work Flexibly' badge • Continuation of Employee Assistant Programme • Review Occupational Health provision • Look into potential for fitness classes onsite available to staff • Raise awareness of Health and Safety – potential bite size session
Immediate Managers	<ul style="list-style-type: none"> • Management Development Programme developed and implemented • Review of external Leadership Development Programmes Available • Provide Coaching sessions for managers • In-house masterclasses /learning lunches continued linked to workforce policies • Team Briefings led by Departmental Manager • Clinical Supervision in place for teams • Skills audit • Peer groups setup for provide support network and improve matrix working

Action Plan

Theme:	Action:
Morale	<ul style="list-style-type: none"> • Review current exit interview process and introduce 'save interviews' • Continuation of Staff Involvement Group • Team meetings held consistency across the CCG • Through HOD meetings ensure consistent approach being following in treatment of staff • Review leadership development programmes available • Staff Awards and recognition schemes • Re-design onboarding process and refreshed induction programme • Introduce welcome packs and session with HR for all new joiners
Quality of Appraisals	<ul style="list-style-type: none"> • Review current Appraisal system including documentation • Mandatory training for managers on how to conduct appraisals • Improved training for staff on appraisals • Conduct skills audit • Hold lunch and learn for mid-year reviews and probation process • Training plan produced linked to PDPs and OD plan • Review of training budgets • Learning and Development Roadshow • Review Mandatory Training undertaken and assess if right for CCG
Quality of Care	<ul style="list-style-type: none"> • Review approach to working with providers to ensure consistency • IT to review access to System One for Quality Team • Clinical Supervision to be arranged for teams as required

Action Plan

Theme:	Action:
Safety Culture (incl. Violence / incident reporting)	<ul style="list-style-type: none"> • Review how yellow inform being used and opportunities to share across three CCGs • Ensure consistent approaches across CCG • Review processes for reporting act of violence (both internally and externally) and acts taken
Staff Engagement	<ul style="list-style-type: none"> • Protected team time – annual facilitated away day • Ensure regular 1:1s being held • Staff Conference to continue on annual basis • Half yearly ‘temperature check’ • Consider allocation of a separate staff engagement budget • Provide training for SIG members to support them in their SIG role • Introduce quarterly ‘meet the Directors’ lunch • Review ways of promoting CCG values, objectives and behaviours • Continuation of weekly Staff news Huddle, Staff Meetings and HR drop in sessions • Consider specific staff engagement budget to support SIG initiatives

Staff Feedback – SIG, Drop-in session and Directorates

Bullying & Harassment

Comments

- What does the 'pledge' really mean
- Teams need to have a better understanding of the term bullying
- Staff reported incidences of 'being watched' which creates paranoia and more likely to make mistakes
- Not enough rooms for informal discussions can mean 'whispering' in communal areas
- Cultural attitude towards 'bitching'

Suggested actions

- Soft skills training - communications skills, managing conflict
- Clear definition of what is bullying
- Wrap around training package in relation to Bullying and Harassment
- All staff, especially senior staff must complete the mandatory bullying and harassment training – lead by example
- Consider team training to address bullying

Staff Feedback – SIG, Drop-in session and Directorates

Equality, Diversity & Inclusion

Comments

- Distinct lack of training opportunities and funds needed to support training/career progression
- More closer working across BLMK
- Opportunities for flexible working need to be equitable
- Agile working – clarity around whether agreed

Suggested actions

- No suggested actions put forward from staff

Health and Wellbeing

Comments

- Differing approaches to flexi/agile working
- Consistent treatment of staff needed
- Increase/maintain Health and Wellbeing activities
- Clinical Supervision required for staff

Suggested actions

- Message from top down whether agile working supported
- Organisation to commit to staff wellbeing

Staff Feedback – SIG, Drop-in session and Directorates

Immediate Managers

Comments

- Uncertainty about what in-house training available
- Training for all new managers
- Can make/break staff morale
- Support development opportunities
- Team building to strengthen team bonds

Suggested actions

- HR to approve line managers
- Team Composition analysis
- Continue to be supportive, transparent and honest

Morale

Comments

- Challenge to remain upbeat and driven with changes
- Morale needed at organisational and team level
- Office culture can be strained, lack of trust
- Staff feel they don't always get a say or asked but decision already made

Suggested actions

- Team meetings/1:1s
- Consistent treatment of staff at all levels
- Flexi working solutions to improve morale

Staff Feedback – SIG, Drop-in session and Directorates

Quality of Appraisals

Comments

- Changes to appraiser and paperwork make the experience different every time
- Allocated training budgets linked to appraisals
- Robust framework – good goal setting
- Too rigid for new starters

Suggested actions

- Review who has undertaken appraisal training and make mandatory for managers
- Does mandatory training fulfil CCG requirements
- More direct link of appraisals to role

Quality of Care

Comments

- Quality impact assessments are too laborious
- Clinical supervision to improve staff resilience
- Access to System One for Children's Team
- Some teams are overstretched which impacts on wait times

Suggested actions

- Consistent Q/A template – share across BLMK
- Need consistency when holding providers to account

Staff Feedback – SIG, Drop-in session and Directorates

Safety Culture

Comments

- Is yellow inform worked efficiently in raising concerns

Suggested actions

- Review if other CCGs use yellow inform
- Agree one consistent process across IPS

Staff Engagement

Comments

- Staff engagement budget required
- Some processes can feel token
- Staff protected time needed
- Quarterly meetings with Heads of CCG with departmental teams
- SIG members to be present, committed and take ownership for their roles and supported by their managers

Suggested actions

- CCG to allocate staff engagement budget