



<b>Meeting of East Renfrewshire Health and Social Care Partnership</b>	Integration Joint Board
<b>Held on</b>	29 March 2017
<b>Agenda Item</b>	8
<b>Title</b>	Staff Engagement - Survey Findings and Improvement Activity
<p><b>Summary</b></p> <p>This report gives an overview of the findings of a survey of HSCP staff and the planned actions to address issues and concerns. It also informs the Integration Joint Board of the move to iMatter as our future staff engagement tool.</p>	
<b>Presented by</b>	Candy Millard, Head of Strategic Services Ian Smith, Performance and Quality Officer
<p><b>Action Required</b></p> <p>IJB is asked to note and comment on the HSCP staff survey results, planned activities and move to iMatter.</p>	
<p><b>Implications checklist – check box if applicable and include detail in report</b></p> <p><input type="checkbox"/> Financial                      <input type="checkbox"/> Policy                      <input type="checkbox"/> Legal                      <input type="checkbox"/> Equalities</p> <p><input type="checkbox"/> Efficient Government    <input type="checkbox"/> Staffing                      <input type="checkbox"/> Property                      <input type="checkbox"/> IT</p>	

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**EAST RENFREWSHIRE INTEGRATION JOINT BOARD****29 March 2017****Report by Chief Officer****STAFF ENGAGEMENT - SURVEY FINDINGS AND IMPROVEMENT ACTIVITY****PURPOSE OF REPORT**

1. This report gives an overview of the findings of a survey of HSCP staff and the planned actions to address issues and concerns. It also informs the Integration Joint Board of the move to iMatter as our future staff engagement tool.

**RECOMMENDATION**

2. The IJB is asked to note and comment on the HSCP staff survey results, planned activities and move to iMatter.

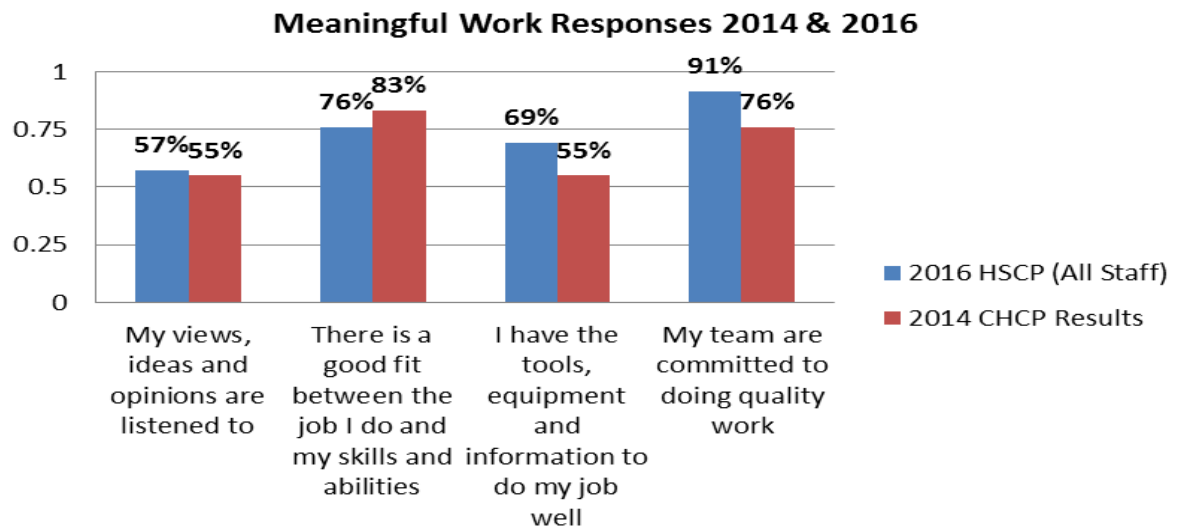
**BACKGROUND**

3. The Integration Joint Board has a role in overseeing staff governance. Staff Governance in the Integration Joint Board will ensure that staff are:-
  - Well informed
  - Appropriately trained and developed
  - Involved in decisions
  - Treated fairly and consistently with dignity and respect in an environment where diversity is valued
  - Provided with a continually improving and safe working environment promoting the health and wellbeing of staff, patients/clients and the wider community.
4. The national performance measure for HSCP that relates to our workforce is *'the percentage of staff who say they would recommend their workplace as a good place to work'*. In isolation this does not give a rounded picture of the areas that are important to our staff.
5. In 2016 East Renfrewshire Council carried out its fourth full Council-wide employee survey, which sought to measure employees' views on a range of issues affecting their work and working environment, against the baseline provided by the 2014 survey. The survey was opened up to all Health and Social Care Partnership staff,
6. The survey was administered through a combined web-based and postal survey to maximise accessibility to the survey. The survey was independently administered by Craigforth on behalf of the Council.
7. Employees were asked to indicate the extent to which they agree or disagree with a series of statements structured around five broad themes: (i) Meaningful Work, (ii) the Management Environment, (iii) a Positive Work Environment, (iv) People's Ability to Learn and Grow, and (v) Trust and Meaning from Leadership.

8. The overall response rate for HSCP employees was 43% this has increased by 14% from the response rate in 2014 which was just 29%. The responses throughout the report were generally positive more detail is set out for each area of the survey below. The majority of areas have seen an improvement with employees being generally more positive in the 2016 survey compared with the 2014 survey in all areas.
9. Survey response rates varied across the four services/sections within the HSCP. Survey response was strongest for Children's Services & Criminal Justice and Strategic Services employees (response rates of 69% and 62% respectively), but was lower for Health & Community Care employees (33%). This variation in survey response is not unusual for employee surveys, and is likely to reflect in part the impact of varying working environments (Health and Community Care having the highest numbers of staff without direct access to computers at work e.g. home care).

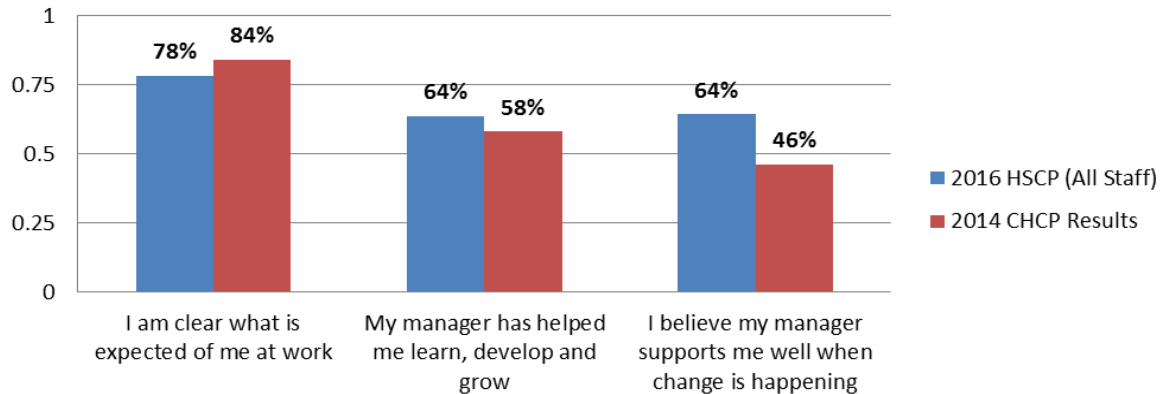
## REPORT

10. Employees were positive in their views on most statements under the theme of "Meaningful Work" and there was an improvement in most areas from 2014. Views were **most positive in relation to employees' team being committed to doing quality work**, with more than 9 in 10 agreeing with this (91%). Employees were also **positive about the fit between their job and their skills/abilities** (76% agreeing that there is a good fit here), and **having the right tools, equipment and information to do their job well** (69% agree). Employees were less likely to feel that **their views, ideas and opinions are listened to** – 57% agree with this, while around 1 in 6 employees feel that their views are not listened to.



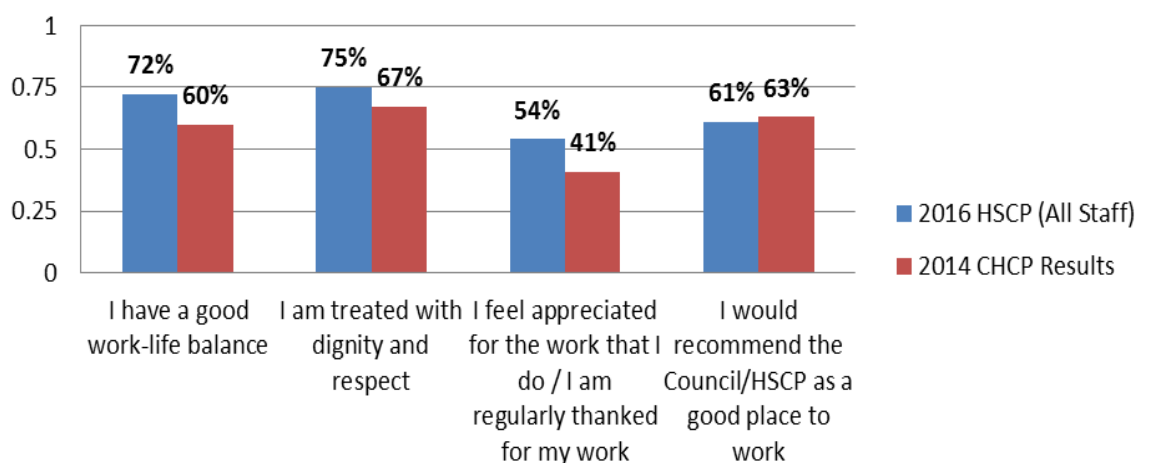
11. Employees' views on the management environment were generally positive. Views were **most positive in relation to employees being clear about what is expected of them at work**, although this was slightly lower than 2014 results. The **majority of employees were positive about support from their manager** – in terms of their manager helping them to learn, develop and grow (64% agree), and supporting them well when change is happening (64% agree). Both these saw an increase from 2014.

The Management Environment Responses 2014 & 2016



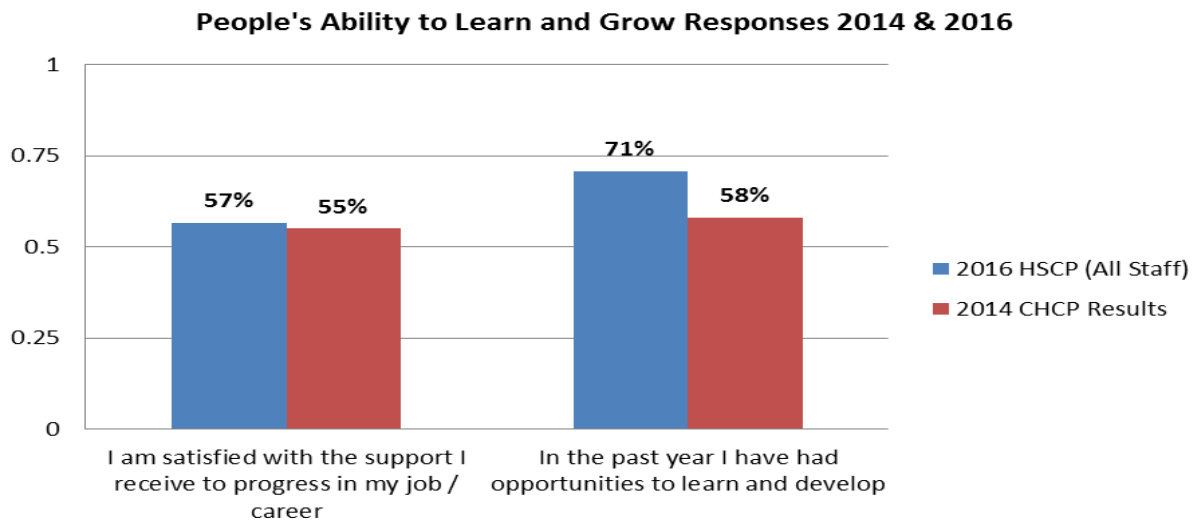
12. Employees' views on a "Positive Work Environment" were generally positive. Views were **most positive in relation to employees being treated with dignity and respect** (75% agree that this is the case) and **having a good work/life balance** (72% agree). Employees were **less positive about feeling appreciated for the work that they do**. A little more than half of employees feel appreciated for the work that they do (54%), but as many as 1 in 5 disagree with this (20%). All areas showed an improvement on 2014 with the exception of the recommending the HSCP as a good place to work which saw a very slight drop.

Positive Work Environment Responses 2014 & 2016



13. A substantial **majority of employees agreed that they have had opportunities to learn and develop in the past year** (71% agree). Employees were somewhat **less positive in their satisfaction with the support they receive to progress in their job and career**, while more than

half are satisfied (57%), 1 in 5 employees disagreed (20%). The comparison below showing the 2014 and 2016 results shows improvement and this is most notable in relation to the question on learning and development.



14. The final part of the survey asked employees to consider a series of statements under the theme of “Trust and Meaning from Leadership”. Most employees agreed that the HSCP’s vision and aims make them feel that their job is important (57%), but only a third of employees felt that action will be taken in response to survey results (33%), with more than a quarter feeling that action will not be taken.
15. The survey contained space for employees to make comments on each area. Comments from employees focused on a number of common themes: communication and management of change including clarity on roles and responsibilities; IT systems, equipment and connectivity; and ensuring sufficient training for new employees and/or where an employee’s role change; workload and work life balance.
16. Both the Council and HSCP have committed to a number of actions as a result of this survey.

#### Staff communication and support to manage change

17. Commitment to regular briefings/newsletters from senior management teams on planned change activity and progress and dialogue with staff on development of change programmes.
18. Learning & Development sessions will be held with how different teams and services giving examples of how they are changing and developing practice in line with our HSCP vision and touchstones. This builds on a successful sharing event run by children and families on their service redesign and improvement activities.

### Positive work environment and right tools & equipment

19. The move to new Eastwood Health and Care Centre and refurbishment of existing premises i.e. Barrhead Main Street and Barrhead Health and Care Centre has improved the work environment for staff, since the survey was undertaken. We will establish building user groups to support staff to feed in issues about the new environments and work together to develop solution.
20. As part of our Fit for the Future programme we are working with staff to review all our community care services from end to end. Our project team is working closely with each team to fully understand their demand and activity; map current processes; review the equipment and systems they use; and with them develop and test ideas for improvement. The programme will also look at the skills teams and services require delivering future services and considering if any changes to the current structures are required this will inform our workforce planning.

### Future staff survey approach

21. Moving forward the HSCP will be adopting the tool used by the NHS iMatter. This is a staff experience continuous improvement tool designed with staff in NHS Scotland to help individuals, teams and Boards understand and improve staff experience. It will be rolled out within the HSCP during 2017.
22. As part of the rollout we have benefited from the learning from Inverclyde HSCP who used the tool across health and social care. This has been shared with our senior management team. Wider briefing sessions for managers and staff will follow before employees are asked to complete the iMatter questionnaire. The questionnaire covers three main areas individual, team and organisation. Team managers will feed the results back to their own teams then lead them in developing their own improvement action plans.

## A model for continuous improvement



## **CONSULTATION**

23. The staff survey forms part of the way that the HSCP and Council engages and consults with staff. Moving forward the HSCP will adopt the iMatter tool, which gives greater opportunity for staff and teams to influence and change the issues of concern to them. It will also provide information to the Senior Management Team and Integration Joint Board on the themes that may require cross organisational action.

## **PARTNERSHIP WORKING**

24. Survey findings have been reported to the HSCP Joint Staff Forum and further actions to address issues will be incorporated into our staff governance work programme for year ahead, which is currently being updated. The Joint Staff Forum will be kept updated on the progress of iMatter, team action planning activity and cross organisational themes.

## **CONCLUSIONS**

25. This report gives an overview of the findings of the recent staff survey and actions to address issues and concerns. It also informs the Integration Joint Board of the move to iMatter as our future staff engagement tool.

## **RECOMMENDATIONS**

26. The Integration Joint Board is asked to note and comment on the staff survey results, planned activities and move to iMatter.

## **REPORT AUTHOR AND PERSON TO CONTACT**

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6 March 2017

## **BACKGROUND PAPERS**

None

## **KEY WORDS**

Staff survey, staff governance, iMatter, employee engagement



A report detailing the results of the recent staff survey and improvement actions planned for 2107.

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