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| **Agenda item:** | **8** |
| **Attachment:** | **B** |

**HRA BOARD COVER SHEET**

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| **Date of Meeting:** | 17 January 2018 |
| **Title of Paper:** | HRA Staff Survey 2017 |
| **Purpose of Paper:** | To offer the Board the opportunity to consider the key headlines resulting from the 2017 Staff Survey (and reflect on progress against 2016 action plan) and identify any further analysis that might be helpful to assist in developing the management response. |
| **Reason for Submission:** | The HRA carries out a staff survey each year to ensure that it has a comprehensive understanding of the views of its people, in order to maintain a high level of staff engagement, morale and job satisfaction. |
| **Lead reviewer:** | N/A |
| **Details:** | Contained in attached paper. Though overall results suggest a very positive outcome.Timetable for further ‘roll out’• 17/1 - Summary to Board • 23/1 – All Staff VC & full report available• 7/2 – Leadership Team • 7/2 – 28/2: Develop action plan• 7/3 – Staff Forum• 21/3 – Board and Staff Reps – consider action plan to addresses areas of concern |
| **Suitable for wider circulation?**  |  Yes. |
| **Time required for item:**  | 15 mins |
| **Recommendation / Proposed Actions:** | **To Approve** |  |
| **To Note** | **Yes** |
| **For Discussion** | **Yes** |
| **Comments** |  |
| **Name:** | Ian Cook |
| **Job Title:**  | Director Transformation and Corporate Services |
| **Date:** | 12th January 2018 |

1. **Headlines**
	1. The following offers a high level summary of the key findings derived from the 2017 survey undertaken during November/December 2017 (the full report is still in development). A total of 169 responses were received, giving a response rate of 78%. This is an increase on the rate recorded in 2016 (73%).
* The HRA achieved 40 out of 45 results above the BMG benchmark and 67 improved (or the same) results compared to 2016 and 41 that had deteriorated since the previous survey
* Responses regarding communication were extremely positive – particularly in relation to the Web, Intranet and staff having a clearer understanding of ‘what’s going on’
* Overall ‘new starters’ and those at more senior levels were more positive in their responses
* All indicators linked to the management of change had improved
* Responses around IT haven’t improved as was hoped
* Career development and pay were the characteristics that people were most concerned about improving
* A new question around health and well-being was added this year which showed that more than 1- 4 people (who were affected by a H&WB issue) were dissatisfied with the way it as handled
* Workload remains an area of concern for many
* Perception of management of poor performance still less than positive
* 9 out of 10 people indicated that they would support a partnership agreement with UNISON
* Across directorates and locations there were variable results
* 57% (59% in 2016) know who NEDS are
1. **Progress against areas for improvement identified from 2016 Survey**
	1. This meeting also presents an opportunity to reflect on progress made against 2016 priorities.

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| **Area** | **Trend** | **Comment** |
| Concerns over ability to manage change | ✓ | Improvement in all areas – reflection on collaborative approach to change |
| Appraisals (drop in completion rate and format) | ✓ | Completion rate at 98% satisfaction up as well |
| Confidence to speak up | ✓ | 6% improvement on 2016 |
| Visibility/Effectiveness of Staff Forum | ± | Similar scores to last year, though increase in ‘knowing who reps are’ and ‘communicating news well’ |
| Learning and Development (Inc. Career development) | ± | Significant time has been focussed on developing a more comprehensive programme of work and it’s likely that this work will be recognised more in next year’s survey |
| Concern about survey confidentiality | ± | Response rate up, however still a significant number reluctant to identify their directorate or office |
| Manageable workload | × | The question was changed slightly however there remains work to do |
| Reliability of IT | × | Still remain at very much at 2016 level - resource has been invested in improving service – though still remains technical problems with ATOS Service |

* 1. Further consideration on additional actions needed will be considered as part of the developing action plan for 18/19
1. **Further detailed analysis**
	1. **Highest scoring areas:** The indicator scoring the most positively in the survey is staff understanding the need for change (96%), which has improved since 2016 by 5% point. Agreement on this issue is 16% points higher than the BMG benchmark (BM). Similarly, nine in ten (93%) HRA staff indicate that they support the need for change; 7% points higher than in 2016 and 21% higher than the BMG benchmark. Another particularly positive finding is that 93% of staff state that they are committed to helping the HRA be successful, suggesting that both staff motivation and the desire to strive for the organisation are high.



* 1. **Lowest scoring areas**: In terms of the lowest scoring indicators in the research, only 38% of HRA employees agree that their workload rarely causes them to feel overworked, with 40% actively disagreeing that this is the case. This finding suggests that workload pressures are being experienced within the organisation. Alongside this, the extent to which line managers effectively deal with poor performance remains amongst the least positive scores in 2017. Two in five (40%) that agree that poor performance is managed effectively, which is 7% points lower than in 2016 and is significantly below the BMG benchmark (-9% points).
	2. Agreement that employees have opportunities to develop their careers has decreased significantly since 2016 (-16% points). As only 45% of staff agree that they have opportunities to develop their career with HRA, this means that this now features among the lowest scoring indicators overall.
	3. Only half of those aware of the Governing Board agree that the current Executive Directors are approachable (49%). However, it should be noted that only 10% disagree this is the case, whilst 42% neither agree nor disagree, which suggests that some staff may be aware of the Executive Directors, but do not have much contact with them.



* 1. **Trends since 2016:** The table below shows the indicators that have seen the most improvement since 2016 and the following one shows those that have deteriorated the most

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* 1. **Engagement Index:** The following table shows that employee engagement, at 78%, has remained consistent with 2016, and is substantially higher than BMG’s public sector benchmark figure of 67%. However the ‘Stay’ element has notably reduced since 2016 (-11% points).



1. **Conclusion**

This paper represents a summary of the developing full report which is due to be completed by w/c 22 Jan. An action plan will be presented to the Board at its March meeting where staff reps will be in attendance.