

Board of Directors (in Public)

Item 3.2

Subject: Staff Engagement Cycle 2017/18
Date of meeting: 25th April 2017
Prepared by: Joanne Twist, Director of HR
Presented by: Joanne Twist, Director of HR

BAF Ref	Impact on BAF
4.4	N/A

1. Executive Summary

The Staff Engagement Cycle 2017/18 supports the overall delivery of the People Strategy. It recognises that success is built upon our people and evidence demonstrates that high levels of engagement lead to better outcomes and better use of resources for patients, carers and the families we serve. The cycle builds on the significant Listening into Action (LIA) activity successfully used in the Trust over the last 2 years and continues to build on this methodology moving forward. It also reflects the evidence based good practice published by the Kings Fund in 2015 "Staff Engagement – six building blocks for harnessing the creativity and enthusiasm of NHS Staff".

2. Staff Engagement Cycle 2017/18

The Staff Engagement Cycle 2017/18 (Appendix 1) launched in April 2017, builds on the success of the LIA programme introduced in 2015. The cycle provides a visual message to staff of the Trust's commitment to continued meaningful engagement in a diverse and planned approach.

It is about creating opportunities for conversations, recognising that some groups find it harder to engage than others. It is about each employee taking part in two way conversations, in the most appropriate way to them.

The cycle needs to ensure it is systematic, planned and works alongside divisional activity ensuring clarity and consistency across the organisation. The engagement cycle is underpinned by the staff survey results and subsequent action plans. These plans are owned by the divisional senior leadership teams, ensuring the desired impact and outcomes across the Trust. Progression assurance against the action plans will be provided to the People Committee.

As the Trust moves further along its journey with the 5 Year Forward Plan the Trust's communication strategies need to align with the anticipated behavioural change curves that staff will experience, as it embarks on large scale organisational change. Change is not only constant, but necessary in the NHS we work in. Staff must be supported to not only tolerate and accept change, but to initiate, lead and embrace it. As the organisation grows it must work hard at ensuring all employees feel included and involved in the delivery of the Trusts vision.

Measures to assess the impact of the cycle are monitored via the annual staff survey results, staff survey engagement scores, quarterly family and friends test, key HR KPIs, evaluation of leadership forums and key quality and patient experience scores.

The plan is based on the Kings Fund “building blocks for staff engagement” which include:

- Developing a compelling, shared strategic direction
- Build a collective leadership and distributed leadership
- Adapt supported and inclusive leadership styles
- Give staff the tools to lead service transformation
- Establish a culture based on integrity and trust
- Place staff engagement firmly on the board agenda

3. Recommendations

The Board of Directors is asked to note the contents of this report and support the annual engagement cycle approach.

Appendix 1

