

Culture Fit for the Future
Report by Fiona Hogg, Director of Human Resources and Organisational Development
and Programme Senior Responsible Officer

The Board is asked to approve the terms of reference of the Culture Programme Board and to approve the launch of the Healing Process, as set out in the presentation.

1. Summary

This paper updates on progress with our Culture Fit for the Future Programme set up and delivery.

The Board is asked to note progress made since the last board and to approve the terms of reference of the Culture Programme Board, and to approve the launch of the Healing Process, as set out in the presentation. This will allow us to further progress with implementation of the Culture Programme..

2. Background

Culture Fit for the Future is now a standing item on the Board agenda to ensure updates on our progress are noted, questions can be asked and that key strategic decisions can be made.

3. Assessment/options/issues for consideration

Culture Programme Board Terms of Reference

The proposed terms of reference are attached for the Culture Programme Board as Appendix 1. The aim is to have a formal board structure which includes representation from leadership, staff side, our key divisions and functions as well as a representation from our Area Clinical Forum, Non Executive Directors and relevant external parties including a public / patient representative. We have also extended an invitation to the Whistleblowing Group to nominate an attendee.

The Programme Board will provide oversight and assurance of the plans, progress and activities of the Culture Programme, it will be jointly chaired by the SRO (our Director of HR&OD) and the External Culture Advisor, and will report directly to NHS Highland Board.

The first meeting of the Programme Board was held on 11th November to review and approve items for discussion at the NHS Highland Board as well as oversee progress and plans to date. The Programme Board will also attend part of the Board Development session scheduled for 25th November, in order to review the Healing Process plans.

The further Programme Board meetings are then proposed to be held 4 weekly, on a Monday from 2.30 – 4.30 pm with effect from 9th December, with the 2020 meetings held on 13th January, 10th February, 9th March, 6th April, 4th May, 1st June, 29th June, 17th August, 14th September, 12th October, 9th November and 7th December.

A programme team check in would be held monthly, on alternate fortnights to the Programme Board meeting.

Appointment of External Culture Advisor

An advert and specification for this role has been drafted and agreed by Culture Programme Board and the SLT (see Appendix 2). The post is for 8 hours per week, for an initial 18 month term, on the same rate of remuneration as a non executive board member, and can be on an employed or consultancy basis. The role will jointly Chair the Culture Programme Board and provide advice, challenge and oversight for our plans and progress with our Culture Programme.

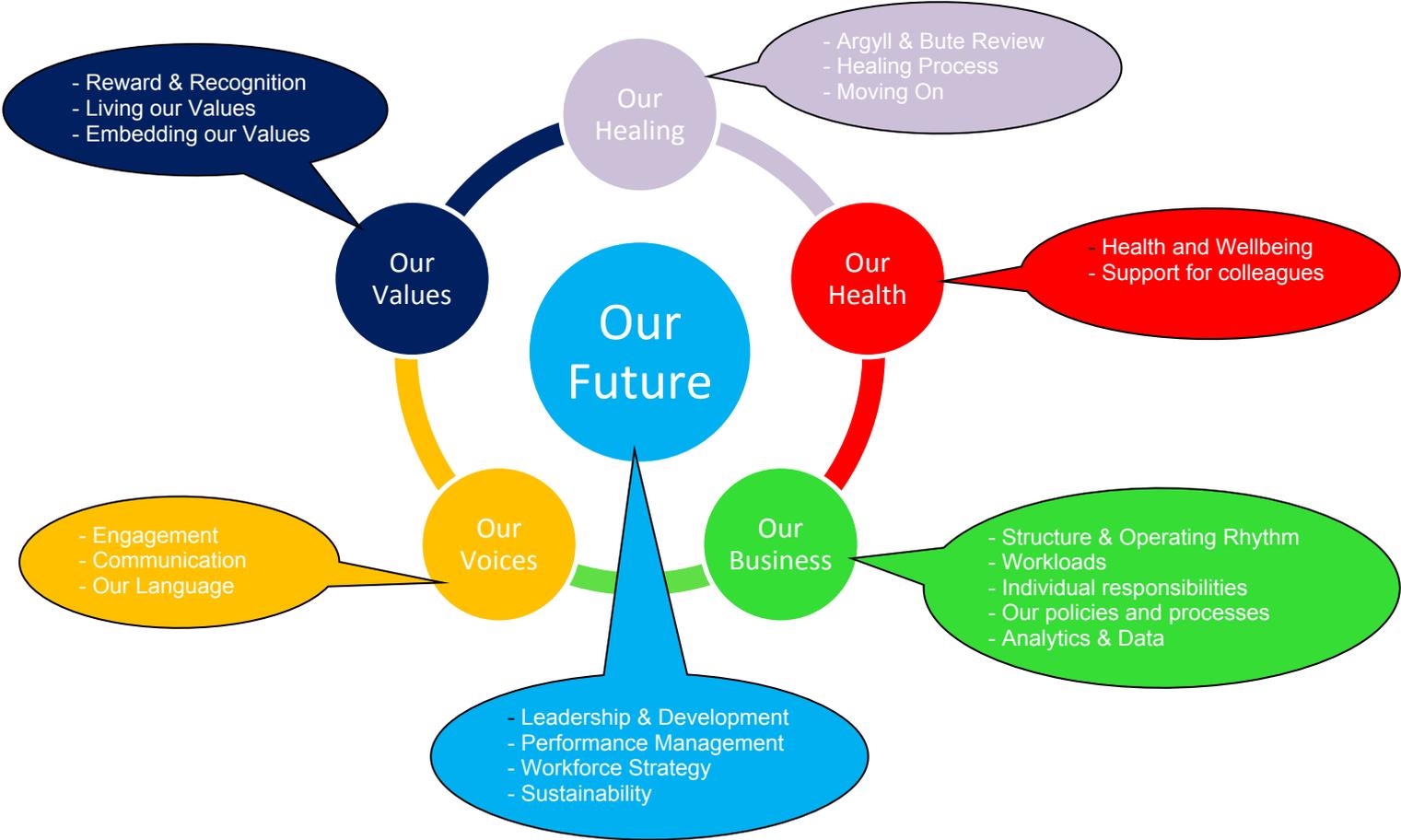
Candidates must be independent of NHS Highland and NHS Scotland, with a track record in advising on and delivering Culture Change, Business Transformation and Organisational Development in a professional or academic environment

This is now going through our vacancy approval process and we expect to advertise this by 18th November, with applications closing on the 2nd December. Interviews will be held before Christmas. We plan to promote this opportunity extensively on social media and the press to try and attract some high quality candidates who will be able to provide additional expertise to our Culture plans and progress.

Updated Culture Action Plan

We are making good progress with the updating of our Action Plan and expect to have an updated version of this available for the Programme Board to review on 9th December and then publish in early December. In the interim, we've set out milestones, progress and a RAG status for the key priority areas we are working on and this is attached in Section 3 below.

Our revised Culture Plan will be based around 6 key themes. A full programme plan will be developed and a project reporting structure set up.



Much of the activity is already being planned from existing teams or workstreams, so we will have a flexible approach to structure and reporting to avoid duplication or rework but will ensure the Programme Board has visibility and oversight of all the activity in this space.

Our Education, Learning and Development (ELD) team within HR have 4 cross- functional workstreams in place and are starting to make plans and deliver activity across four of the key themes. In future they will report into the Culture Programme Board and their activity will be part of the Programme Plan.

The ELD workstreams are as follows:

- Developing Teams, Leadership and Management Development (Our Business / Our Future)
- Staff Experience and Engagement (Our Voices / Our Values)
- Modernising Careers (Our Future)
- Performance Management (Learning and Development) (Our Business / Our Future)

In addition, we already have a Health and Wellbeing Strategy Group in place, led by our Head of Occupational Health and Safety. This will deliver on the actions under the Our Health theme, and will feed into the overarching Programme Plan and be reported into the Culture Programme Board.

They have set up 3 short life working groups on

- Healthy Minds
- Healthy Lifestyles
- Musculoskeletal Health

They also have a Health and Wellbeing portal under development which will allow staff to access information and support.

Feedback from Engagement Sessions

We've pulled together a summary of the topics and concerns addressed in the 23 engagement sessions held to date, which has been shared with the Culture Programme Board and after some further review with the Executive team, will be communicated as part of the updated Action Plan.

We expect to publish this in December, which is slightly later than planned but reflects the broad and complex nature of the programme which links into many different pieces of work already underway.

Argyll & Bute Review

We will provide a verbal update on the Argyll & Bute review at the Board meeting, however, we are at an advanced stage with our discussions on a proposal from a specialist company selected from the Scottish Government Approved Framework. The proposal meets all of our requirements and would be able to deliver the review in Q1 2020. It is anticipated preparatory work in Argyll & Bute would be carried out in Argyll & Bute early December.

Establishment of a Healing Process

At the Board meeting, a presentation will explain the scope of the Healing Process, due to be launched in December.

3 Update on Milestones and Progress

In future meetings we will have pulled together the overarching Programme Plan aligned to the refreshed Action Plan and with feeds in from all of the pieces of work underway.

We will review this plan along with programme risks and issues at the Culture Programme Board and then provide a short update to this Board, highlighting key actions, risks and progress against milestones and timescales.

For this meeting, we are using a shorter version of the plan which is tracking key milestones and progress on the activities that are currently being focussed on. We are reporting to Culture Programme Board on this and at the weekly Senior Leadership Team meeting.

Theme	Action	Due date	RAG	Comments
Governance	Terms of Reference agreed	28/10/19	Green	Approved on 11 Nov at programme board, and at this board for approval.
Governance	Culture Programme Board in place	11/11/19	Complete	First meeting held on 11 Nov
Governance	External Advisor - advertised	28/10/19	Amber	Drafted and awaiting approval. Will be advertised by 18 Nov
Governance	External Advisor - appointed	01/01/20	Green	
Governance	Action Plan updated and shared for review	25/10/19	Amber	Plan to be shared ahead of 09 Dec Programme Board
Governance	Action plan and feedback published	09/11/2019	Amber	Will be published in December
Governance	Culture Programme Plan drafted and shared with SLT and Programme Board	02/12/19	Green	Circulate pre Programme Board on 9 Dec
Our Voices	Phase 1 engagement complete	02/10/19	Green	23 sessions held
Our Voices	Engagement Feedback summarised for sharing	07/11/2019	Amber	Drafted, will be published with updated action plan in December
Our Healing	A&B Review – proposal	28/10/19	Complete	
Our Healing	A&B Review – agree provider	26/11/19	Green	To be confirmed before Board meeting
Our Healing	A&B Review –starts	01/01/20	Green	Prep should start in Dec
Our Healing	A&B Review - reports out	15/04/20	Green	
Our Healing	Healing Process – principles	23/09/19	Complete	
Our Healing	Healing Process – process mapped, documentation drafted, resource identified to support	22/11/19	Amber	
Our Healing	Healing Process- Culture Programme Board review process	25/11/19	Green	
Our Healing	Healing Process – presented and approved at board	26/11/2019	Green	
Our Healing	Healing Process Launched	02/12/2019	Amber	Need to ensure fully set up and ready across all elements

4 Contribution to Board Objectives

The Culture Fit for the Future programme is a critical part of the transformation of NHS Highland and in achieving our objectives to deliver Better Health, Better Care and Better Value, through an engaged and motivated workforce delivering excellent quality services in an organisation where our values are embedded in all that we do.

5 Governance Implications

Staff: We continue to engage with the Highland Partnership Forum, the Joint Partnership Forum, Highland SLT and the A&B HSCP SLT to ensure progress updates are provided. The Culture Programme Board will formally take on the key accountability for the governance of the Programme as per the Terms of Reference which have been submitted and are directly accountable to the NHS Highland Board.

Financial: The Finance Sub-Committee will consider any funding requirements, noting that no new money will be sought and instead budget will be found from other areas within the Corporate budget subject to Finance Sub-Committee approval.

6 Risk Assessment

No specific risks have been identified associated with this update.

7 General Data Protection Principles Compliance

There are no risks to compliance with Data Protection Legislation

8 Planning for Fairness

Fairness along with Dignity and Respect are core principles of our Culture Fit for the Future where our values are embedded in all we do as an organisation. This will also apply to Programme and how we deliver it.

9 Engagement and Communication

With the establishment of the Culture Programme Board, the main engagement and communication on our progress with Culture will be driven via this forum. A full plan for engagement and communication will be developed through a range of tools and mediums and regular updates provided internally and externally.

Fiona Hogg
Director of Human Resources and Organisational Development and
Programme Senior Responsible Officer
14th November, 2019