

NHS Highland Culture Fit for the Future Programme Board Terms of Reference

(November 2019)

1. Purpose

The purpose of the Programme Board is to receive updates on and provide oversight and challenge on the Culture Programme workstreams, plans and activities being delivered within NHS Highland and to track progress against achieving the stated aims and objectives.

2. Authority

The Programme Board have no delegated powers other than those specified in these Terms of Reference. The members are authorised to investigate any activity within its Terms of Reference and all Board employees are directed to co-operate with any request made by the Programme Board.

3. Reporting Arrangements

The Programme Board reports directly to the NHS Highland Board and is accountable to that meeting for ensuring appropriate oversight, challenge and progress with the Culture Fit for the Future Programme. Minutes of the Culture Programme Board will be provided as part of the NHS Highland Board Papers and a standing update given by one of the Joint Chairs.

Reporting into the Culture Programme Board will be a number of workstreams, shaped around the themes of the Action Plan, which are Our Voices, Our Healing, Our Health, Our Values, Our Business, Our Future.

They will each establish their own project operating rhythm to enable delivery of their plans and will report to the Programme Board on progress each month. Some of these are already in operation and some will need to be established. The TOR will be updated to confirm this element once this has been established and agreed.

The Programme Board will provide feedback and updates to various committees and fora, including the Highland Partnership Forum, the Joint Partnership Forum, Area Clinical Forum, Staff Governance Committee and the Argyll & Bute IJB.

A Colleague Communication will also be issued following the meeting of the Programme Board, the content of which will be agreed as part of the agenda. This will begin from the December 2019 meeting.

4. Membership

Membership of the Programme Board shall comprise:

- Director of HR & OD (Senior Responsible Officer and Joint Chair)
- External Culture Advisor (Joint Chair)
- Chief Executive
- Employee Director, plus 1 North Highland and 1 Argyll & Bute staff-side rep
- Non Executive Board member (Jean Boardman)
- Medical Director
- Nursing Director
- Director of Finance
- Public Health representative
- Argyll & Bute HSCP Chief Officer
- North Highland HSCP Chief Officer
- Director of Communications
- Head of Occupational Health and Safety
- Area Clinical Forum representatives (clinical)
- Patient / Public representative (Gavin Hogg)
- Deputy Director of HR
- Argyll & Bute HR representative
- Culture Programme Manager
- Education, Learning and Development Manager
- Whistleblowing Group representative

Consideration will also be given as to how best to get input from those with Lived Experience, either in the Programme Board or by involvement in the Workstream activity.

The Culture Programme will perform a review of membership of the Programme Board from time to time and at least annually to ensure that it meets the evolving needs of the Culture Programme and the NHS Highland board.

The Programme Board may invite non-members to attend all or part of its meetings as it considers necessary and appropriate, at the discretion of the Chair depending on the issues to be considered.

5. Meetings and Quorum

Meetings of the Programme Board shall be chaired by one of the Joint Chairs.

To be quorate, there must be at least one representative from each of the following: Staffside, SLT, HR and a member or attendee of the NHS Highland Board. Meetings which are not quorate may go ahead but decisions will need to be ratified outside the meeting.

Attendance at the meeting may be by teleconference or videoconferencing at the discretion of the Chair. If members are unable to attend they must send a fully briefed nominated deputy.

6. Meeting frequency

Meetings of the Programme Board shall take place 4 weekly and as otherwise necessary to enable discharge of its responsibilities. Responsibility for calling meetings of the Programme Board shall rest with the Programme Board Chairs.

7. Declaration of Interests

All members must declare any actual or potential conflicts of interest relevant to the work of the Programme Board. Members should exclude themselves from any part of a meeting in which they have a material conflict of interest. The Chair will decide whether a declared interest represents a material conflict.

8. Duties

In furtherance of achievement of its Purpose, particular duties of the Programme Board are to:

- Establish the over-arching programme plan to ensure all the various components as noted above and understood and well executed.
- Establish and oversee the Communications Plan
- Review feedback from each of the workstreams and determine an overall rating of progress including risks and blockages
- Agree corrective action or interventions to risks and blockages as required
- Agree priorities for the month ahead or longer if required
- Confirm any resource changes or movements
- Identify headlines to be presented to NHS Highland's Board meetings
- Ensure the Action Plan is updated and circulated

9. Support arrangements

The Culture Programme Manager will be responsible for providing administrative support to the Programme Board, under the guidance of the Board Secretariat.

Agendas for forthcoming meetings will be agreed with the Programme Board Chair and papers distributed to members in advance of the meeting as agreed. Meeting papers will also be available to other members of the Executive team for information, as required.

10. Access to Records

The Programme Board will call for any documents or records to assist it with its discussions on any particular matter.

11. Information requirements

For every meeting, members will be provided with:

- An agenda
- Actions of previous meeting
- Update from each Workstream
- Programme Plan and Risks, Issues, Actions and Decisions (RAID) log

Standing agenda items are as follows:

- Actions of previous meeting
- Update from each Workstream
- Review of Programme Plan and RAID log

12. Reporting and Performance

- The Culture Programme Manager will be responsible for the circulation of information in advance of and actions after meetings.
- Agendas and papers will be distributed a minimum of 72 hours prior to the meeting.
- At the end of each meeting, up to 5 key points for immediate and onwards Communication will be agreed.
- The members will review its Terms of Reference at the first meeting and evidenced in the minutes and then update as required, but at least twice per year.