

Culture Programme Update
Report by Fiona Hogg, Director of Human Resources and Organisational Development

The Board is asked to note the updates in this report

1. Summary

This paper updates on progress with our Culture Programme plans and delivery. The Board is asked to note the updates and progress set out in this report.

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 as required.

3. Assessment/options/issues for consideration

Cabinet Secretary Visit

Jeane Freeman, the Cabinet Secretary for Health and Sport visited NHS Highland on Monday 10th February (rescheduled from 28th January) to discuss progress with our Culture Programme and in addressing the issues which were raised in the Sturrock report.

The Cabinet Secretary met with the Chair, Chief Executive and Senior Leadership Team, as well as with representatives from our Partnership Forum and the Whistleblowers.

A key focus for the meetings was on the need for pace and progress with the development and launch of our Healing Process. Agreement was made that we will work with key stakeholders including the Whistleblowers to co-produce the details, to ensure that what we build is fit for purpose and will be trusted by those who will want to use it.

Culture Programme Board

The Culture Programme Board continues to meet every 4 weeks and the External Culture Advisor will take over chairing this meeting once onboard. They will be reporting directly to the NHS Highland Board Chair.

The Board is settling into a good operating rhythm with a wide ranging attendance and we continue to refine and shape our attendance and focus. Further thought is being given to the governance reporting line for the Programme Board.

Appointment of External Culture Advisor

We had 2 candidates interview for this position, who went through a rigorous assessment process involving the Board, senior leaders and members of the Culture Programme Board, including representatives from the Whistleblowers. We have offered the role to one candidate, who is a highly experienced HR and Transformation professional with a track record both in the public sector and also working as a consultant and we hope they will start in mid March.

The second candidate was also strong with different experience which was also of interest to us and we hope to work with them in a consultancy capacity supporting work around the Healing Process and / or our Whistleblowing processes.

Culture Commitments and Culture Plan

Final updates on these documents were presented to attendees of the 9th March Culture Programme Board and request for feedback by COB Thursday 12th March. We have slightly delayed the plans to launch to join this together with our work on Vision, Values and Objectives and to develop a similar visual approach to these. Timing of the launch and ability to cascade this information in different formats is critical to ensure that the messages are understood.

Argyll & Bute Review

The Argyll & Bute Culture review questionnaire went live on Wednesday 19th February, and will be available until Friday 27th March.

This is available via a secure online portal hosted by our providers, and so is accessible from any device for any current or former colleagues of NHS Highland, in Argyll & Bute. <http://survey.progressivepartnership.co.uk/snapwebhost/s.asp?k=158167399010>

Paper copies are available on request from Progressive Partnership request one by phoning Progressive on 0131 316 1900 or emailing info@progressivepartnership.co.uk.

We expect to have the report by the end of April.

In the interim, we have shared the 5 key themes which came up in the initial data gathering exercise with colleagues on the 23rd January and an update on the progress being made against them was circulated on 26th February.

Some of these are reflected in our wider Culture plan already, but also include some specific to Argyll & Bute, particularly relating to awareness and understanding of recent management and structural changes within the HSCP and how Argyll & Bute and their needs fit within the wider NHS Highland communication and engagement approach.

Establishment of our Healing Process

As a result of the additional investment provided by Scottish Government, we have been able to make substantial progress with the design of our Healing Process.

This includes securing the support of a professional transformation lead and consultancy support from an experienced former NHS Director of HR to drive the work forward. It also has allowed us to commission independent legal advice from Shepherd and Wedderburn and identify and commission support across a range of other services including Communications, Psychological Therapies and Mediation, with administrative support also in progress.

We are in a period of co-production with key stakeholders including Staff-side and the Whistleblowers and will be launching the process in early April. Due to the pace of progress and the timing of written reports, the proposed process will be presented to the Board for approval at the March meeting via a separate paper.

Additional Support for Colleagues

Progress has been made with our plans for establishing a Guardian Service and Employee Assistance Programme (EAP) to enhance the support for our colleagues.

As a result of the emerging Covid-19 situation, we have decided to secure the services of Validium, on a 1 year basis initially, via a tender waiver process, so we can rapidly implement additional support for colleagues over this challenging period. We hope to have the service up and running in April, if not before.

The Guardian Service is the only provider in the marketplace that we have identified so we have now received a detailed proposal and will be looking to progress with this, subject to a Voluntary Ex-Ante Transparency Notice" (VEAT) which expires on 6th April, to validate this is the case.

The commissioning and set up process for Guardian will take longer than for the EAP, but can start within the next few weeks and go live in the summer.

Resources

Following discussion with Scottish Government, additional funding has been secured to ensure the Culture Programme, including the Healing Process has the resource and capacity to deliver.

3 Update on Milestones and Progress

Theme	Action	Due date	RAG	Comments
Governance	Terms of Reference agreed	28/10/19	Complete	Review on 10 th February
Governance	Culture Programme Board in place	11/11/19	Complete	
Governance	External Advisor - advertised	28/10/19	Complete	5 applications received
Governance	External Advisor – interviews	29/02/2020	Complete	Informal discussions on 17 th Jan to make shortlist
Governance	External Advisor - appointed	01/03/2020	Green	Offer made and accepted, hope to start mid March
Governance	Culture Plan and Commitments updated and shared for review	31/12/2019	Complete	Plan and commitments shared in Dec
Governance	Culture Commitments and Plan published	14/03/2020	Red	Re-planning to deliver with Vision, Values and objectives by April 2020
Our Voices	Phase 1 engagement complete	02/10/19	Complete	Feedback drafted for sharing with the Culture Plan
Our Healing	A&B Review – proposal	28/10/19	Complete	
Our Healing	A&B Review – agree provider	26/11/19	Complete	
Our Healing	A&B Review –starts	01/01/20	Complete	Initial meetings held 5/6 Dec
Our Healing	A&B Review – Questionnaire live	16/02/20	Complete	Open till 27 March
Our Healing	A&B Review - reports out	30/04/2020	Green	
Our Healing	Healing Process- key providers onboarded	13/03/2020	Complete	
Our Healing	Healing Process – design and documentation finalised through coproduction process	27/03/2020	Green	3 rd meeting took place 12 March
Our Healing	Healing Process launched for applications	6/04/2020	Green	
Our Healing	Healing Process – 1:1's and Panels start	30/4/2020	Green	
Our Healing	Monthly review panel put in place for ongoing cases and learning	31/03/2020	Green	
Our Health	Commence commissioning and set up process for Guardian Service	31/03/2020	Green	VEAT notice out till 6 April
Our Health	Commence tendering process for Employee Assistance Programme	31/03/2020	Green	Tender waiver to be completed w/c 16 March
Our Health	Employee Assistance Programme live for colleagues	30/04/2020	Green	Will go live in next few weeks
Our Health	Guardian Service live for colleagues	01/08/2020	Green	

4 Contribution to Board Objectives

The Culture 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: The Culture Programme Board has the key accountability for the governance of the Programme as per the Terms of Reference which are currently being reviewed.

Financial: Additional resource has been secured to ensure the Culture Programme can deliver on its key objectives. Close tracking of costs will be maintained.

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. All colleague updates are now issued following the Culture Programme Board.

Fiona Hogg

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