

Meeting:	Integrated Joint Board
Meeting date:	19th September 2020
Title:	Culture Programme update
Responsible Executive/Non-Executive:	Fiona Hogg, Director of HR & OD
Report Author:	Emma Pickard, Culture Advisor

1 Purpose

This is presented to the Board for:

- Discussion

This report relates to an:

- Emerging issue

This aligns to the following NHSScotland quality ambition(s):

- Person Centred

2 Report summary

2.1 Situation

The Culture Programme and Oversight Group have recently proposed changes to the programme structure and governance arrangements to improve delivery focus and facilitate staff involvement.

2.2 Background

The Culture Programme is moving to a new phase which requires wider colleague involvement and engagement; following successful conclusion of a number of centrally-led initiatives, including the design and launch of the Healing Process, EAP and Guardian Service.

To facilitate wider colleague involvement, a new programme structure has been proposed. The format and attendance of the Culture Oversight Group (formerly Culture Programme Board) has also been proposed for revision as part of this, to encourage outcome-focused discussion and progress management.

2.3 Assessment

The issues and recommendations are structured under 4 key themes:

1. Culture Programme structure and priorities
2. Progress update
3. Ongoing Concerns
4. Partnership Working review

1. Culture Programme Structure and priorities

A revised programme structure has been proposed in order to facilitate wider colleague engagement and greater rigour in planning and resource allocation. There are concerns from some Culture Board members that implementing a programme management approach increases the complexity of delivery as will require involvement from a greater number of colleagues. However, the NHS Highland Board and Staff Governance Committee support the proposed changes.

The purpose of the structure is indeed to increase participation, as culture change will require widespread involvement across the organisation. The intention is also to improve focus and prioritise action, but it is possible that the terminology used to date has confused people.

To address the feedback, a collaborative prioritisation exercise with members of the current Culture Board and the newly formed Argyll and Bute Culture Group is underway. This will co-produce a set of Culture priorities which is expected to be 4-6 key activities from the existing suite of proposed work. Plans and resources will then be structured around these activities, and language will be tested for resonance with members. The next meeting of the Culture Group on the 14th September will review the outcomes from this prioritisation exercise.

2. Progress update

Progress continues to be made in a number of key areas:

Recruitment Review: the External Culture Advisor has completed a review of current recruitment practices and processes, following engagement with recruitment teams, managers and candidates and a review of policies and systems. The report has made a set of draft recommendations to improve manager and candidate experience, which will be shared with a group of staffside, manager and HR colleagues for further discussion and prioritisation. The final recommendations will require resourcing and support if they are to be taken forwards.

People Processes: An “as-is” external review of our key people processes has commenced, with Creative Business Solutions being awarded the contract to carry this out, following a tender exercise using the national procurement framework. The scope of the work covers the processes of Discipline, Grievance, Bullying and Harassment as well as Redeployment.

This work will report out before the end of October. This will involve review of data and processes, and interviews with key stakeholders. This external review will precede a collaborative “to-be” design exercise to coproduce our future ways of working in these processes between Staff-side, Managers and HR.

Diagnostics and root-cause analysis: It has been agreed that further diagnostic activity is required to understand the root- cause(s) of the events that led up to the Sturrock Review, in order to ensure that the activity contained within the Culture Programme will indeed deliver the required cultural improvements.

The proposed terms of reference for this diagnostic work will be discussed at the Culture Group on the 14th September, having engaged with the group of Whistle blowers on the drafting of these.

Argyll & Bute 100 Day Plan: Good progress has been made with this. Engagement has significantly increased due to the efforts of the Chief Officer and SLT, particularly with regard to the Virtual Coffee Chats held twice weekly.

The first meeting of the Argyll & Bute Culture group met on 1st September. 30 people have expressed an interest in getting involved in the Culture activity in Argyll & Bute.

Over 300 colleagues have been trained in Courageous Conversations in Argyll & Bute in the first 100 days of the plan and the feedback has been really positive and the skills are being put into practice.

3. Ongoing Concerns

In order to better understand staffside concerns with regards to some cases of ongoing bullying and poor behaviour across NHS Highland, the Director and Deputy Director of HR met with all of the key unions on a 1:1 basis on Thursday 20th August. There was also a dedicated meeting of the Partnership Forum on Friday 21st August where understanding the concerns in these respects was the main agenda item. The NHS Highland Executive Directors Group also met on Thursday 27th August to review concerns and understand the situation and what action the organisation could take to address this.

The key issues raised involved situations where managers are not consistently addressing colleague concerns about behaviours and how they are feeling, when raised at an early stage. It is felt that the lack of effective action can be due to managers not seeing it as their role or not seeing it as important, or in some cases not having the skills to do so effectively.

This means that issues that could be quickly resolved escalate into complex cases and relationship breakdowns. There were also ongoing concerns about a small number of cases that aren't progressing in a timely manner, and the need to review the data and processes involved to improve these, which is the work of the people process review described above. There was also a desire to carry out ongoing collective lessons learned / case reviews to ensure any issues are addressed and understood, which will be taken forward.

Continued rollout of the Courageous Conversations training is critical to support progress in early resolution and addressing concerns. We are also exploring how pilots of the peer led "Civility Saves Lives" approach may complement this in the workplace. The main action needed is around progressing with our Values and Behaviours work, which will clearly set the standard for all colleague and managers.

4. Partnership Working review

The first of two workshops dedicated to improving partnership working has been held, and the second is scheduled for 18th September. In order to facilitate maximum Staff-side input, input from all Staff-side members will be invited in advance of the workshop.

The outcomes of the second workshop will be:

- An agreed set of partnership priorities with resources required to deliver
- Clarity on the roles of Staff-side, HR and Managers
- Recommendations on changes to current governance arrangements and ways of working
- Recommendations on changes to Staffside resource allocation

2.3.1 Quality/ Patient Care

Successful delivery of the Culture Programme is critical to effective patient care.

2.3.2 Workforce

The Culture Programme will ensure colleagues are engaged, motivated, clear on their roles and priorities and working to our values.

2.3.3 Financial

Additional funding has been secured to deliver our Culture Programme. Improving our culture will realise reductions in sickness absence and staff turnover, and reduce time and effort spent on disciplinary and grievance processes.

2.3.4 Risk Assessment/Management

No additional risks have been identified.

2.3.5 Equality and Diversity, including health inequalities

Fairness, along with dignity and respect are core principles of our Culture Programme where our values will be embedded in all we do as an organisation.

2.3.6 Other impacts

None

2.3.7 Communication, involvement, engagement and consultation

To deliver the revised programme structure and governance arrangements, greater colleague involvement and engagement is planned. A suite of communication approaches will be required to foster this involvement and a plan is under development.

2.3.8 Route to the Meeting

This has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

- Executive Directors Group: 24th August 2020

2.4 Recommendation

- **Discussion** – Examine and consider the implications of a matter.

3 List of appendices

Not applicable