

Integration Joint Board

Date of Meeting: 25 November 2020

Title of Report: Culture Update

Presented by: Jane Fowler, Head of Customer Support Services (ABC)

The Integrated Joint Board is asked to:

- Note the content of this culture update
- Note the progress that is being made to address the findings of the independent Argyll and Bute Culture Survey
- Note the extension of the Guardian Service to Argyll and Bute Council employees

1. EXECUTIVE SUMMARY

- 1.1 This report provides the IJB with an update on the important work that is being carried out, in partnership with Trade Unions and Staff Side, to implement culture change following the publication in May of the independent Argyll and Bute Culture Survey.

2. INTRODUCTION

- 2.1 The IJB has received regular updates on culture improvement activities through a number of channels. HR Director of NHS Highland submits regular updates on Culture progress by NHS Highland, the most recent update of which is on today's IJB agenda. The Chief Officer regularly refers to culture in the Chief Officer's report and this is the case again for today's report. This report on Culture provides an additional dimension to the other culture updates to the IJB, specifying local progress being carried out locally between management, HROD, staff side and employees to drive forward culture change and improvement.
- 2.2 As IJB members will recall, the independent Argyll and Bute Culture Survey Engagement Exercise was carried out as an action from the Sturrock Report. As it was an action from Sturrock, it included NHS

employees in the HSCP. This approach was agreed with Staff Side and Trade Unions both at Highland Partnership Forum and locally in Argyll and Bute. Following the publication of findings in May, a series of actions was put in place and taken forward both by NHS Highland Board and by the HSCP, led by the Chief Officer. All actions and improvements apply to both NHS and Council employees. The Chief Officer held engagement sessions with staff, Council and NHS, in the HSCP to present the findings and to apologise.

- 2.3 There is close ongoing liaison and joint working on progress being made with the Joint Trades Unions, both NHS and Council. This is led by the Head of Customer Support Services.
- 2.4 The activities carried out since May were reported in detail as part of the September culture update to the IJB. Many of these activities are continuing and have become business as usual for the HSCP. These include Courageous Conversations Training, weekly Chief Officer updates to staff, check in sessions, which were previously led by the Chief Officer and are now being led by Heads of Service and the Culture Group and the ongoing promotion of wellbeing to staff.
- 2.5 This paper will focus on the key culture areas where there has been development since September:
 - The Argyll and Bute Culture Group
 - The Guardian Service – extension to Council staff
 - iMatter
 - Leadership and Management Development

Argyll and Bute Culture Group

- 2.6 The Argyll and Bute Culture Group was established in September and has to date held 2 meetings. It is co-chaired by the Depute Chief Officer and the Staffside Lead for Argyll and Bute HSCP. Thirty people from the HSCP, both NHS and Council employees, volunteered to participate and have contributed to identifying priorities. There is also good representation and engagement by TU colleagues.
- 2.7 Group members have taking roles in helping to deliver on those priorities which are aligned with the overall NHS Highland Culture Oversight Group priorities, focusing initially on vision and values and people processes.

- 2.8 The Group will also identify and implement local actions that improve culture for the HSCP as the next stage of our culture journey. Staff Side colleagues, who took a lead role in the 100 day plan, are currently reviewing their priorities for action to feed into this.
- 2.9 Members of the Culture Group met with members of the IJB at their Development Day on 28th October to share their experiences and ambitions for the Culture Group. The group will provide regular updates to the IJB.
- 2.10 Membership of the Culture Group will continue to be live, so that employees continue to feel that they have an opportunity to contribute.
- 2.11 Regular communications are being issued by the group to all staff to keep them informed, with managers instructed to make the information available via notice boards to staff who do not have email.

NHS Highland Guardian Service

- 2.12 NHS Highland's independent 'Speak Up' service, the Guardian Service, which was launched for NHH employees in August, will now be extended to Council staff in the HSCP from 1 January to July 2021 as a pilot. The service offers a 24/7 service to provide colleagues with an opportunity to independently discuss their concerns relating to client/patient care and safety, whistleblowing, bullying and harassment and work grievances.
- 2.13 The Guardian Service provides an additional channel for colleagues to discuss concerns in confidence particularly where staff feel they can't raise concerns through our established internal routes.
- 2.14 The HROD team will monitor activity generated through this service. This will record the level of demand at present from employees for the service and inform management whether this is a service that requires to be extended after July 2021. This analysis will also assist in identifying any improvements that are required to existing routes and processes. The IJB will be kept informed of how this service is being received and used.

iMatter

- 2.15 iMatter is a continuous improvement tool of engagement surveys designed to help individuals, teams, Boards and HSCPs understand

and improve staff experience. HSCP staff (Council and NHS) have participated since 2017.

- 2.16 The regular iMatter survey was undertaken for three weeks in March 2020 and partially coincided with the start of Covid-19 lockdown. A national pause was agreed on reporting this year and iMatter reports were released to those teams, Boards and HCSPs with a response rate of 60% or more at the end of September. The HSCP final response rate was 54% due to the low paper response which reduced the overall response.

Everyone Matters

- 2.17 The survey results from iMatter and Everyone Matters will be used to inform aspects of the Culture Programme in the HSCP and NHH. We need to work to increase confidence and participation iMatter to improve staff experience and lift levels of employee engagement.

Leadership and Management Development

- 2.18 The HSCP has made significant positive progress in implementing the revised Management Structure with new appointments having been made and the majority of posts all now filled.
- 2.19 The new management structure is a vitally important element of embedding a new culture for the organisation.
- 2.20 Support, induction and development for these new managers is essential so that they have the skills and behaviours to influence, develop and improve our culture through effective leadership and management of their teams.
- 2.21 Initial induction meetings have taken place with the leadership and a comprehensive programme of introductory activities covering health and social work is in place for them.
- 2.22 NHS Manager in the IJB have access to the Council's Argyll and Bute Manager online learning tools, all managers can access Project Lift leadership materials, developed by NHS nationally and NHS Highland has recently launched an online management portal for managers to access learning and training materials, which is also open to Council employees.

WORK PLANNED FOR THE NEXT 3 MONTHS

Report iMatter results once available	Achieved
Culture development session for IJB	December
Agree parameters of Spring 2021 follow up engagement on culture	December/January
Analyse results of iMatter and Everyone Matters and support managers and teams to improve on areas identified	FQ3/FQ4
Continue local support for the Culture Group: continue delivery of Courageous Conversations, management development; improvement to people processes	Ongoing
Support the implementation of the new HSCP Management Structure	Ongoing

3. CONTRIBUTION TO STRATEGIC PRIORITIES

- 3.1 Effective culture in the organisation is a prerequisite to delivering effectively on all the IJB priorities. The culture of the organisation informs attitudes to service delivery and our ability to transform.

4. GOVERNANCE IMPLICATIONS

4.1 Financial Impact

There will be a small cost to implement the Guardian Service which will be met from existing budgets.

4.2 Staff Governance

This complements the information contained in the accompanying Staff Governance Report.

4.3 Clinical Governance

None

5. EQUALITY & DIVERSITY IMPLICATIONS

Equality and Diversity issues are picked up within the NHS People and Change and Council HROD teams as appropriate when policies and strategies are developed.

6. GENERAL DATA PROTECTION PRINCIPLES COMPLIANCE

Nothing to note.

7. RISK ASSESSMENT

Risks are considered medium. The improvements to culture in the organisation are essential to having an effective workforce, committed to service delivery in challenging times.

8. PUBLIC & USER INVOLVEMENT & ENGAGEMENT

Not applicable

9. CONCLUSIONS

It is recommended that the Integration Joint Board:

- Note this Culture Update Report
- Note the progress that is being made to address the findings of the independent Argyll and Bute Culture Survey
- Note the extension of the Guardian Service to Argyll and Bute Council employees

Note the results of the iMatter surveys

10. DIRECTIONS

Directions required to Council, NHS Board or both.	Directions to:	tick
	No Directions required	✓
	Argyll & Bute Council	
	NHS Highland Health Board	
	Argyll & Bute Council and NHS Highland Health Board	

REPORT AUTHOR AND CONTACT

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