

**Date of Meeting: 26<sup>th</sup> September 2023**

**Title of Report: Culture and Wellbeing Update**

**Presented by: Geraldine Collier**

**The IJB is asked to:**

- Note the content of the report and the progress being made in the Culture and Wellbeing environment
- Discuss and ask questions on any element of the paper

## **1. EXECUTIVE SUMMARY**

- 1.1 This paper outlines the progress in the Culture and Wellbeing environment for A&B HSCP and assures the committee of the positive developments being made and the direction of travel for the coming year.

## **2. INTRODUCTION**

- 2.1 The culture and wellbeing Group continue to meet bi-monthly to focus on and develop an action plan of activity. The action plan focuses on; employee engagement, culture monitoring, learning and development, management development, statutory compliance, wellbeing promotion, communication, systems and processes and improving data capture to inform decisions.
- 2.2 The action plan being developed by the group has a clear focus on developing an integrated approach across the partnership, sharing learning and resources across employers where possible and appropriate.

## **3 DETAIL OF REPORT**

- 3.1 This report focuses on the activity of the group over the last 6-12 months and updates the committee on progress and data indicators that relate to Culture and Wellbeing.

## **4 RELEVANT DATA AND INDICATORS**

### **4.1 Membership**

In recent months there has been an increase in Council representatives on the Culture and Wellbeing group which provides a more proportionate representation across employers.

Previously this group was considered to be very much NHS led. While there is still room for increased council representation this is a positive

development, with things moving in the right direction and council partners feeling more involved.

The council wellbeing team are a key contributor to this group and stronger links are being forged between council and NHS wellbeing teams and resources. This will support the development of the HSCP people strategy which will commence in the latter half of this year.

There is also improved linkage with the wider NHS Highland Culture working group. The HSCP people partner will chair this working group going forward feeding into the board and allowing for improved information flow and connectivity between both working groups and action plans.

## 4.2 Employee engagement

4.2.1 Strong employee engagement is a priority for the HSCP and there has been focused work over the last year. Initially having dedicated employee engagement meetings /discussions with all Heads of Service and now directing this activity through the Culture and Wellbeing group.

4.2.2 As a direct result of the feedback received through I matter and other related employment surveys.

- The chief officer vlog and staff communication was created ,
- A focus on wider sharing of information from SLT and IJB and committees to allow for wider awareness of decisions and developments. This is included in the Chief Officer communication A 'You said we did' document to inform staff of the actions generated from their feedback (attached as appendix 1)
- Development of improved communication channels, at individual, team, and service level allowing for improved, 2 way communication through the service.
- Creation of working groups and wider communication and encouragement to participate in these to inform change
- Development of data rich performance information to support continuous improvement and rolling out policy training of the National Once for Scotland policies

### I matter survey Results

4.2.3 Last year's work on improving employee engagement and communications was evident in this years I-matter survey (summary reports in appendix 2). This year there was a 48% response rate, an excellent improvement on last years figure of 31%. While still lower than the board wide figure (50%) this is a 17% improvement on last year. The NHS Scotland Figure is not available as yet, but last year it was 55%.

	2018	2019	2021	2022	2023
AB HSCP	49%	55%	46%	31%	48%
NHS Highland	51%	50%	51%	46%	50%

- 4.2.4 Alongside the increased response rates, the employee engagement index (EEI) also increased marginally from last year (77-78) which is positive. This shows a consistency in feeling across the responding workforce.
- 4.2.5 Other HSCP reported response rates of between 52% and 67% and EEI of between 74-78. So while response rates could still improve the EEI figure is at the higher end of that of our counterparts.
- 4.2.6 All response were in the green (67-100- strive to celebrate) or yellow (51-66 monitor to improve) categories. The majority of scores either remained the same or improved from last year which shows that the activity to date is making incremental positive impact. The one area that saw a slight dip was involvement in decision making and being listened to in this regard. This is reflected in the amber categories shown below
- 4.2.7 As in previous years the amber category has 4 areas which are consistently reported as lower than the others. This is consistent with the wider Board and replicate those reported over the last 4 years. In comparison to wider board results A&B HSCP score higher in all these areas. Extract below for 2019, 2021, 2022, 2023 and board figure to the right for comparison

I am confident performance is managed well within my organisation	Performance management	59	60	62	63	59
I have confidence and trust in Board members who are responsible for my organisation	Confidence and trust in management	57	57	61	61	57
I feel that board members who are responsible for my organisation are sufficiently visible	Visible and consistent leadership	56	53	57	57	53
I feel sufficiently involved in decisions relating to my organisation	Partnership working	53	54	58	57	52

- 4.2.8 These general findings have been fed back to SLT and into the Culture and wellbeing group and will inform action plans and continuous improvement. In early September, there was an SLT development day to specifically focus on improvement in decision making to support positive developments in this area.
- 4.2.9 The Year ahead

This year, building on the feedback from the group and the recent I matter results we will be focusing on the following areas

- Continue to improve communications and the involvement in and awareness of decision making
  - Develop a HSCP approach / people strategy that employee can align to
  - Improve visibility and trust in the board
  - As an organisation improve how performance is managed
  - Keep developing a psychologically safe environment
  - Further Improve confidence in action being taken on employee concerns
- 4.2.10 These actions are contained within the Culture and Wellbeing action plan and are areas for discussion with SLT. The listening and learning sessions intended for October this year will also further inform actions

that support an improved employee engagement experience and the people strategy.

### Project Wingman

4.2.11 The [Project wingman](#) bus visited A&B in July and had 118 attendance at Mid Argyll and 84 in Dunoon. A highland Board wide report is being collated and will inform activities across the Board and HSCP culture and wellbeing groups.

Early indications from those who attended were positive and the bus appears to have been well received and appreciated. Employees report enjoying the opportunity to take a break, enjoy the facilities available and discuss their wellbeing requirements with the volunteers. The feedback gathered will inform wellbeing initiatives going forward.

## **4.3 Communication / wellbeing promotion**

4.3.1 Communication is an area of continual improvement and monitoring. We must ensure that employees are aware of the supports available to them and these are easily accessible. Both employers promote a wide variety of wellbeing resources through the councils wellbeing circulars and NHS wellbeing hub. Feedback through the group indicates that there could be more awareness raising in this area and somewhere to easily find historical communications. We are seeking to develop a HSCP web page to support with this and easily direct employees and managers to useful resources.

4.3.2 There is also an appetite to review the team supports and communication approaches to see if these could be improved. This is being taken forward with SLT.

### **Guardian Service**

4.3.4 Guardian service usage this quarter has reduced overall compared to the same period last year with 13 contacts across the partnership.

Year	Q1 2021/22	Q1 2022/23	Q1 2023/24
Council	5	4	4
NHS	15	11	9
<b>A&amp;B HSCP</b>	<b>20</b>	<b>15</b>	<b>13</b>

4.3.5 There are regular meetings with Guardian service and people services on a quarterly basis to pick up any issues and ensure that themes are addressed through appropriate support from HR and OD. This information informs wider actions and is useful as one of our culture and wellbeing indicators.

#### **4.4 Statutory and Mandatory Compliance**

- 4.4.1 Statutory Mandatory Compliance and absence statistics are reported in the workforce report but are considered in Culture and wellbeing discussions as an indicator of the overall culture. They are provided in Appendix 3 for ease
- 4.4.2 The Council have been working on a new process on [LEON](#) to make it easier for employees to stay on top of their mandatory training. From **Thursday 13th July** LEON notifies employees when their training is due and sends them and their managers reminders. This is the first time this has been in place for council employees and it is hoped it will improve the overall compliance rates going forward.

#### **4.5 Systems and Processes**

- 4.5.1 An identified action to support improved culture and wellbeing relates to the streamlining and integration of systems and processes across the partnership.
- 4.5.2 365 Federation has assisted with systems access across the partnership and this will continue to be developed and improved. SSTS is currently rolled out across the partnership with over 50% complete and an estimated completion date of Summer 2024.
- 4.5.3 More focus has been given to the role of cross over managers and the challenges they face managing employees across two sets of policies and terms and conditions. There is a commitment to focus more on their needs and ensure they are appropriately trained and supported in their roles.
- 4.5.4 As part of this there is also a commitment to maximise the resources across the partnership and not allow the provider of training or resources become a barrier to development and improvement.

#### **4.6 Learning and Development**

- 4.6.1 Both the council and NHS are reviewing their recruitment, on boarding and induction processes. This activity is supporting an improved employee experience as employees embed within the partnership.

##### NHS Highland induction

- 4.6.2 The NHS induction pilot commenced in February and the feedback from this is currently being collated and reviewed.
- 4.6.3 The new approach offers a weekly half day session to new employees enabling sessions to be booked through Turas Learn. The half day session includes introductions and welcomes from Executive

speakers, including Fiona Davies who provides information about the HSCP and a warm welcome to new employees. The session covers:

- What services NHS Highland delivers, where they are delivered and where new employees fit in the wider organisation
- Introduces the NHS strategy and the A&B HSCP strategic plan 2022-25
- Details the importance of Staff Governance Standards, Partnership working
- Provides new employees with an Opportunity to connect with others
- Introduce our approach to Culture, Values, Wellbeing and Equality and Diversity
- Provides awareness of Communications and Engagement Team and provides information about where to access information to ensure employees settle quickly into their new role with us.

#### Management Development

- 4.6.4 Both council and NHS provide e-learn courses supporting managers and employees to have effective conversations.
- 4.6.5 The NHS run Courageous Conversations and Enabling Courageous and Considerate Conversations. These are mandatory for all those in supervisory, management and leadership roles, but both the eLearning and online workshop are available to all colleagues across the organisation and participation by all is encouraged.
- 4.6.6 Similarly the council run a Constructive Conversations course for all employees that focuses on the different types of constructive conversations, how to handle them, influencing, coaching and working constructively with resistance
- 4.6.7 There is also a conflict resolution course for line managers to teach the knowledge and skills on how to resolve conflict, be able to have assertive conversations and identify potential areas of conflict and prevent escalation within a team.
- 4.6.8 Recently NHS have introduced Half day face to face workshops for managers 'Facilitating Supportive Conversations'. Earlier this summer there was a A&B specific workshop that attracted excellent attendance and was received well by managers.
- 4.6.9 The Courageous Conversations e-learn has also be supplemented by a 3 ½ hours practical workshop that supports the knowledge and understanding gained from the eLearning module and implements this into a workshop to develop practical skills in a workshop environment.
- 4.6.10 Leadership and management courses continue to be delivered focusing on:
- essentials in management
  - Coaching conversations
  - Decision making

- Managing change
- PRD workshop for reviewers

4.6.11 The council management and leadership development programmes are all currently under review and an update will be provided when available.

4.6.12 One of the requests from the culture and wellbeing group this year has been about more detailed reporting on learning and development, one for Scotland training and management development courses. There is a feeling that more visibility and management in this area will greater support the culture and values of the HSCP. This data is being provided to the group and the SLT to provide oversight and closer scrutiny and management.

#### **4.7 PDP's and Quality Conversations**

4.7.1 An area of improvement for the year ahead is the PRD/Appraisal compliance for NHS employees. NHS appraisal compliance for non medical staff remains low at only 25%. At the end of June only 326 of 1305 staff had an appraisal recorded for them.

4.7.2 Council staff do not have PDP's recorded in the same manner. This changed to quality conversation in response to the employee ask for a less formal, more continuous approach to personal development. A Quality Conversations survey was carried out and analysis is being undertaken. This will be reported once complete.

#### **4.8 Improving data capture**

4.8.1 This year has seen an improvement in data capture and reporting with the data matrix for the workforce reports and the culture and wellbeing indicators. Feedback from this committee and staff governance committee has influenced the development of agreed data matrix and this has been supported by both partners to achieve integrated data sets where possible.

4.8.2 This baseline work will allow for more detailed reporting on:

- How the HSCP is performing,
- how it is progressing over time and in comparison to others (where available)
- How it is developing as an integrated partnership

### **5 CONTRIBUTION TO STRATEGIC PRIORITIES**

This paper provides details of work towards the staff governance standards and strategic priorities of the HSCP with particular relevance to care and compassion, leadership & development and nurturing the workforce aligning to the vision and values of HSCP and wider NHS and Council.

HSCP Values - **C**ompassion, Integrity, **R**espect, **C**ontinuous learning, **L**eadership, **E**xcellence (CIRCLE)

## 6 GOVERNANCE IMPLICATIONS

### 6.1 Financial Impact

Encouraging a positive organisational culture and prioritising staff wellbeing while not driven by financial gain will support an improved financial position. Organisations that focus a positive workforce culture and priorities the wellbeing of their workforce experience improved staff retention, reduced sickness absence and improved productivity.

### 6.1 Staff Governance

This report provides an overview of work that contributes to staff governance commitments

### 6.2 Clinical Governance

None

## 7 PROFESSIONAL ADVISORY

The content of this report has been discussed at SLT which ensures oversight and input from both Heads of Service and Professional advisors.

There are staff side/ trade representatives involved in the working group and involved at SLT.

## 8 EQUALITY & DIVERSITY IMPLICATIONS

*Equality and Diversity implications are considered within the NHS People and Change and Council HROD teams as appropriate when policies and strategies are developed. Equality and Diversity has been included in the action plan and is a regular feature on the working group agenda. As this area of focus expands and there is more data collated this will be further reported.*

## 9 CONCLUSIONS

## 10 DIRECTIONS

Directions required to Council, NHS Board or both.	<b>Directions to:</b>	tick
	No Directions required	x
	Argyll & Bute Council	
	NHS Highland Health Board	
	Argyll & Bute Council and NHS Highland Health Board	

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