

BOARD MEETING: 17 February 2017

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BOARD SEMINAR 3 FEBRUARY 2017: SUMMARY NOTE

Recommendation/action required:

The Board is asked to endorse the paper as an accurate summary of key points made at the Board seminar discussion on Health Scotland's draft Delivery Plan 2017/18 and Strategic Framework for Action 2017/22.

Author:

Sponsoring Director:

Cath Denholm Director of Strategy	
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06 February 2017

BOARD SEMINAR 3 FEBRUARY 2017: SUMMARY NOTE

Purpose

1. The purpose of this paper is to assure the Board that the points made in Seminar discussion on the draft Delivery Plan and Strategic Framework for Action have been recorded and will be reflected in the final documents to be presented for approval to the Board in March 2017 and in any other next steps agreed re planning for future direction.

Background

2. A Board seminar was held on 3 February 2017. The purpose was to discuss the drafts of the Delivery Plan 2017/18 and Strategic Framework for Action 2017/22. A number of staff were in attendance to present the Plans' Priorities and share in the discussion. Appendix 1 notes the full delegate list.

Summary Points from Discussion

3. The following is a summary of key points:

Strategic Direction

4. The overall planned direction to strategic planning, including the change of emphasis from a Strategy to a Strategic Framework following publication of the Government's Health and Social Care Delivery Plan was well received. Within this new environment, particular attention needs paid to how we present the organisation and what we want to see prominent in the design of the Public Health Strategy and new public health body.

The documents need to be compelling in setting out our position and the language should be 'bold, creative, confident and assertive'. It will be important for the Board to set aside time to contribute to creating a picture of what the new body's priorities and key relationships, from NHS Health Scotland's perspective, will be to ensure the focus on health inequalities and social determinants is prominent. In developing this broader picture, the board noted the need for this to be developed collaboratively and refined through continued engagement with our stakeholders.

Planning Documents: Presentation

5. The overall structure and flow of both documents was well received. The following stylistic issues were noted:
 - Improve navigation with a schematic presentation of sections at the start. Considerable improvement needed to the brevity of text, distinction between outcomes and Delivery Commitments and the tone (confidence, clarity, 'non-preachiness').

- Performance indicators need added to each section but, as importantly, the overall impact of the Plan in its totality needs to stand out.
- Consideration should also be given to the presentation of the plans in very visual ways.
- Relationship between the two documents and how we present both as related is important, in particular emphasising cross-organisational work explicitly in main documents.
- Audience for documents needs to be clear to ensure to position the documents and priorities effectively to articulate and support longer term strategic direction of travel.

Planning Documents: Themes to Strengthen

6. The overall contextual narrative of both documents was well received. The following themes were highlighted in discussion as needing further drawing out:
 - The cross-cutting and complex nature of what we do should be more prominent and presented in positive and simple terms.
 - The choices we are making about what we do on any 'topic' should be more clearly articulated in the context of the Theory of Causation and/or the evidence base. Although important in itself, we should also be clear that we have a leadership role beyond the Programme for Government.
 - Clarity that these documents are about both our own organisational changes and cross sectoral and cross policy changes we want to see. Change priorities provide an opportunity to have a sharper focus on what we want to change and to describe clearly our capacity and readiness as an organisation to lead, influence or manage change.
 - Strengthen narrative on how we intend work to become embedded and mainstreamed through other programmes of work. Clarity in describing our work from policy through to impact on individuals would be useful.
 - The financial context in which the organisation will be operating needs to be more explicit in describing the process and impact of this work moving forward.

Finance and Resource Implications

7. Accepting that resources were yet to be allocated and prioritised against the presented Plans, the Board will seek firm assurances in March that we are being realistic in what we are planning to do.
8. The final Delivery Plan presented in March will include the proposed budget for each Delivery Commitment.
9. In the final Financial Plan, the Board will also want to be clear how the organisation intends to manage the relationship between LDP guidance and the current ask of special boards with regards to collective savings plans for 2017/18.

Staff Partnership

10. The Board acknowledged the need for the organisation to continue to have as an ambition that all staff have a clear line of sight between organisational strategy and their personal contribution. Given that a faster pace of change and considerable resilience will be needed in the coming period, the need to achieve a balance between good engagement and strong leadership was discussed.

Communication and engagement

11. It was noted that there are plans to re-engage with the stakeholders who have contributed their thinking to the Plans in order to acknowledge their contribution. Given the changing context even since that engagement began, attention needs to be paid to the language and tone of those communications.

Corporate Risk

12. The 2017/18 Corporate Risk Register is being drafted alongside the 2017/18 Delivery Plan in order that the register fully supports the management of the new set of risks we can anticipate in the coming period. The Board will be asked to approve the new Register with the Delivery Plan in March.

Promoting Fairness

13. The Board reaffirmed its support and endorsement of the proposal to take a human rights based (PANEL) approach to the Delivery Plan and Strategic Framework. This was acknowledged to be different from the small number of specific externally-focused human rights based projects being planned under Strategic Priority 5. The final presentation of the documents should reflect this.

Sustainability and Environmental Management

14. The Board should expect to see appropriate targets and actions should be included in the final documents.

Action/ Recommendations

15. The purpose of this paper is to assure the Board that the points made in Seminar discussion on the draft Delivery Plan and Strategic Framework for Action have been recorded. The Board should expect to see these reflected in the final documents to be presented for approval to the Board in March 2017, and in any other next steps agreed re planning for future direction.

Cath Denholm
Director of Strategy
6 February 2017

Appendix 1: Board Seminar Attendance 3 February 2017

In Attendance:

Steve Bell, Director of Health and Work
Jim Carruth, Head of People and Improvement
Mark McAllister, Organisational Lead for Strategic Development
David Crichton, Chair
Rani Dhir, Non-Executive Board Member
Cath Denholm, Director of Strategy
George Dodds, Director of Health Equity
Ali Jarvis, Non-Executive Board Member
Jane-Claire Judson, Non-Executive Board Member
Paul McColgan, Non-Executive Board Member
Gerry McLaughlin, Chief Executive
Russell Pettigrew, Vice Chair
Paul Stollard, Non-Executive Board Member
Della Thomas, Executive and Governance Lead
Michelle McCoy, Non-Executive Board member
Pauline Craig, Head of Population Health
Colwyn Jones, Head of the Evidence for Action Team
Matthew Lowther, Head of Place and Equity
Phil Mackie, Lead Consultant ScotPHN
Gerard McCartney, Head of Public Health Observatory
Wilma Reid, Head of Learning and Improvement
Aileen Simpson, Head of Health and Work Services
Diane Stockton, Head of Evaluation
Jane Weir, Head of Marketing and Digital Services
Elsbeth Molony, Organisational Lead for Communications and Engagement

Apologies:

Michael Craig, Employee Director
Christine Duncan, Head of Strategy, Communications and Engagement
Andrew Fraser, Director of Public Health Science
Andrew Patience, Head of Finance and Procurement