

## **Stakeholder Engagement Plan 2017/2018**

### **1. Aims of this Plan**

The purpose of this Stakeholder Engagement Plan is to summarise NHS Health Scotland's approach to identifying, working with and evaluating our engagement with stakeholders in 2017/18. The plan is intended to:

- Outline an approach to stakeholder engagement that is consistent and structured across NHS Health Scotland and appropriate to the context in which we will be operating.
- Identify the priority areas and key stakeholders for strategic engagement in 2017/18.
- Provide the Board and staff with the key messages to support engagement in each of these areas.
- Outline key roles, responsibilities and approaches.
- Outline how feedback on the effectiveness of our approach will be sought and used.

The primary audience of this plan is the Corporate Management Team (CMT) and the Board.

### **2. The 2017/18 Operating Context**

Implementation of our 2017/18 Delivery Plan will take place against the backdrop of significant change in our external and internal operating environments. This plan has been informed by a SWOT analysis, which identified the following key issues:

- Clarity in the Scottish Government's Health and Social Care Delivery Plan as to national arrangements for health improvement for the next 4-5 years.
- A clear statement from government that health improvement will be a core part of the new national public health body and that, as the existing national health improvement agency in Scotland, we can expect to be in that formation.
- A positive endorsement from our Board of the intention by Scottish Government to take this approach.
- The year ahead presents an opportunity to shape and influence the nature of the new public health body, drawing on the strengths of our own culture and positive approaches such as EFQM, and also on the opportunities that

integration with others presents. However, we do not yet have a definite statement on 'who else' will join the new body.

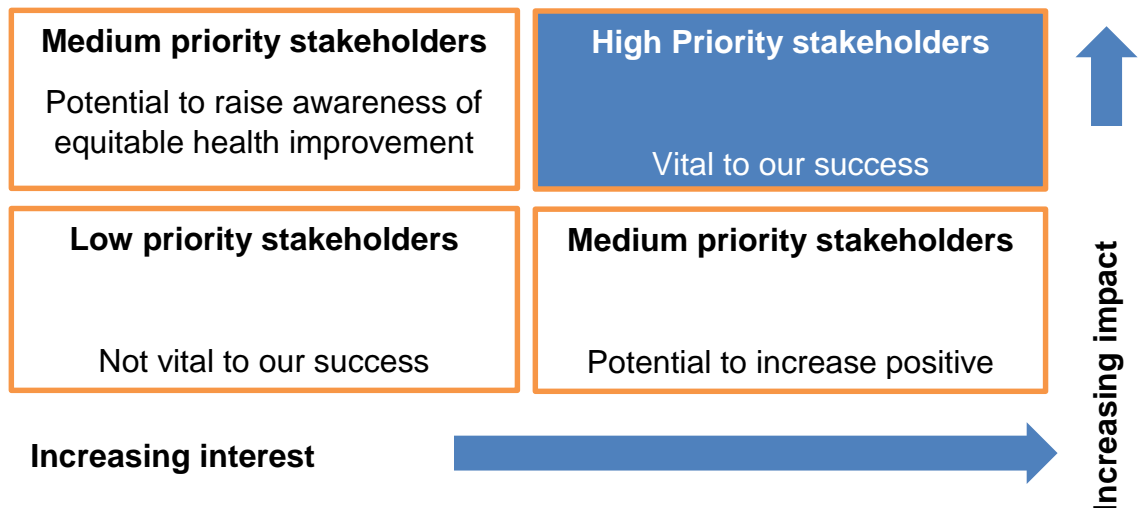
- The move to the new national public health arrangements is complicated by other national change agendas (most notably shared services for national boards) happening simultaneously, possibly at a different pace and governed differently.
- There is a risk that macro political events will divert attention from our agenda.

### 3. Key Stakeholders and Engagement Priorities for 2017/18

Our 2017/18 Delivery Plan and Strategic Framework for Action 2017 – 22 set the backdrop of this Stakeholder Engagement Plan. From these, we have identified three areas as priorities for stakeholder engagement for 2017/18:

- Supporting effective implementation of our 2017/18 Delivery Plan commitments
- Ensuring a strong legacy for fairer health improvement in the future public health landscape in Scotland
- Managing relationships and effective communications as we start to prepare for transition to the new public health body

We have undertaken a review and refresh of our existing stakeholder analysis to identify the stakeholders that are critical to these three priorities. We used the matrix below to identify those stakeholders who have a 'high impact' and 'high influence' in these three areas.



From this, we propose that the stakeholders most critical to delivering these priorities will be drawn from:

- Scottish Government
- Scottish Parliament
- National Health Service
- Public Sector; and

- Third Sector

Within these groupings, and recognising that there will be overlap across the three priority strategic engagement areas, we have identified specific organisations and named individuals with whom we intend to Collaborate or Consult, or Involve or Inform.

This list is attached as Appendix. The list and methods of engagement will be reviewed continually in light of developments and opportunities identified through both formal public affairs monitoring and softer intelligence sharing and analysis of progress.

#### **4. Core Messages for Stakeholder Engagement Priorities**

##### **4.1 Implementing the 2017/18 Delivery Plan**

Our 2017/18 Delivery Plan sets out the organisation's delivery commitments that will contribute to our Strategic Priorities.

It is crucial that we maintain a strong focus on delivery and impact of our core work over the next 12 months, whilst responding and adapting to our external operating environment. Our tone for engagement around implementation of the Delivery Plan should be confident, business-like, attune to the context around us and active in seeking feedback.

##### **Key Messages:**

- We have five Strategic Priorities:
  - Fairer and Healthier Policy
  - Children, Young People and Families
  - Fair & Inclusive Economy
  - Healthy and Sustainable Places
  - Transformational Public Services
- Our focus is on ensuring that the best evidence of what will work to reduce inequalities find its way into policy and then into practice, led by others, that will improve people's lives.
- Our priorities have been developed in collaboration with many of the people with whom we are now working to deliver them.
- The principle of involving our partners from the outset of planning through to reviewing the effectiveness of what we have done is important and something we want to get better at.
- We are particularly aware that many of our partners are under severe financial and resource pressure. This means we need to be realistic about what we can expect people to commit to and deliver.
- We also have three Change Priorities, to drive the improvements that will enable us achieve the Strategic Priorities. These are:

- Leading Public Health Improvement
- Making a Difference
- Fit for the Future

There will also be bespoke messages and planned engagement activity for each Strategic Priority. There is allocated support from the Communications and Engagement team to facilitate this.

#### **4.2 Ensuring a strong legacy for fairer health improvement in the future public health landscape in Scotland**

The new public health body will have responsibility for a wider public health remit than NHS Health Scotland, incorporating health protection and health intelligence as well as health improvement. Our Strategic Framework for Action is clear that a major focus of our engagement as we prepare for the new public health body is to ensure that fairer health improvement has a significant profile in the new public health body and future public health landscape. This will be our most important legacy.

Our tone for engagement around the fairer health improvement agenda for the future should be confident in acknowledging what we have achieved and clear that much remains to be done. We should neither shy away from the complexity of the agenda nor alienate with inaccessible language.

#### **Key Messages:**

- Health inequalities are not inevitable.
- We have achieved a great deal and are proud of the influence we believe we have brought to bear.
- A Fairer Healthier Scotland remains an important and valid vision for the future.
- Improving health in a way that does not leave behind the most disadvantaged in our society is complex, long term and requires action across sectors and across the whole public policy agenda.
- A focus on prevention and on tackling problems upstream will remain critical to achieving real change and to improving healthy life expectancy
- We are proud of the leadership role we have played in human rights and health over the last few years and are committed to seeing human rights based approaches further embedded in health improvement in the future.

#### **4.3 Preparing for transition to the new public health body**

While discussions are ongoing as to the specific nature of the new public health body, we know that NHS Health Scotland will become part of this new organisation. A significant focus of our engagement in 2017/18, and into 2018/19, will therefore be building and managing those stakeholder relationships necessary to contribute effectively to the planning for and

implementation of the new body. We will take our lead on this from the Scottish Government.

Our tone for engagement around the new public health body should be positive, engaged and constructive. We should be clear and consistent of opinion if asked, but also respectful that there are other constituents and different opinions.

**Key Messages:**

- We welcome the announcement of the new body and the emphasis on strong public health leadership for the future.
- We welcome the main thrust of the Scottish Government's argument to bring together the key elements of national public health, namely: health intelligence, health protection and health improvement.
- We remain interested to see how Scottish Government might include public health healthcare within the new arrangements.
- We believe strongly that public health can and should make a significant contribution to the transformation of public services. Partners beyond the NHS – particularly local government and the third sector – are therefore very important to us.
- We believe we have a lot to bring and to contribute, as do others.
- Our Board and our senior management team are committed to doing everything we can to support the success of the new body.
- We recognise that complex and multiple functions and cultures will need to be brought together within this new body. We believe it will be as important to pay attention to that part of the task as to the structures and processes.
- We are also fully engaged with and contributing constructively to other national review work underway, such as shared services.

## 5. Roles and Responsibilities

All our staff have a role in stakeholder engagement, whether that is in how they engage people in planning their work, presenting messages to external audiences, supporting events and so on. A big focus of our staff development this year is on equipping staff with enhanced influencing skills and also on promoting and reinforcing core values that will be consistent with building trusted relationships and excellent customer service.

There are also specific roles and responsibilities to highlight in this plan:

### The Board

- Keep generally up to date with Board business, current topics and opportunities drawing on resources such as *The Week That Was* and new forward events planner.
- When attending events or networking with key stakeholders, promote and position NHS Health Scotland using the key messages in this plan and, where appropriate, specific briefings provided by staff.
- Provide regular focus and scrutiny on our progress with and effectiveness of stakeholder engagement through the Board and standing Committees.

### Corporate Management Team

- Systemically use and review the list of key stakeholders in Appendix 1 and approaches in Appendix 2 to be proactive in engaging our high influence/high impact stakeholders and record engagements to monitor our performance and impact
- Input to events, meetings and networks to follow through on specific plans with regards to each of the three stakeholder engagement priorities, particularly promoting the legacy of fairer health improvement and preparing for transition.
- Regularly review opportunities for influence identified as a result of networking and horizon scanning.
- Lead by example in the promotion of key messages internally and externally.

### Commissioners/Service Heads

- Develop, from the outset, stakeholder mapping and analysis for respective Strategic Priorities and work with communications and strategy staff to develop and follow through bespoke messages and practices for Priority areas.
- Input to events, meetings and networks to follow through on specific plans with regards to each of the three stakeholder engagement priorities.
- Ensure engagement is consistent with organisational policies and guidance.
- Support teams in the use of core messages.
- Support teams to put in place and record measures of impact related to customer and stakeholder feedback.

### **Communications and Engagement Team**

- Support and guide staff around promoting, positioning and protecting the organisation and our evidence.
- Support the implementation of the Effective Influence Protocol to manage risk and maximise opportunity for effective influence.
- Maintain up to date policy lead contact details for Scottish Government.
- Lead on corporate horizon scanning and provision of weekly public affairs updates.

### **Strategic Development Team**

- Monitor the effectiveness of engagement across the three priority areas.
- Support staff with systems designed to support and improve identification and recording of impact and influence with stakeholders.
- Co-ordinate the corporate events function.
- Coordinate internal staff communications, with involvement and engagement around transition to the new public health body being a key priority.

### **Organisational Improvement**

- Foster continuous improvement approaches to better stakeholder engagement and influence. See Appendix 3 for a summary of improvements planned for 2017/18.
- Plan and deliver workforce development opportunities to maximise our impact and influence.

## **6. Governance and Risk**

This plan is an important response to the Board's open appetite to risk in order to have maximum influence and impact. It is also an important general mitigation against the risks described in the 2017/18 Corporate Risk Register. The Standing Committees, on behalf of the Board, will receive regular updates with regards to all these risks.

The Effective Influence Protocol is the main risk management framework designed to support staff who are seeking to influence policy or practice also be effective at assessing and managing reputational risk. The protocol will be further embedded during 2017/18. Staff are also supported by the following:

- Management Statement with Scottish Government
- Social Media Protocol
- Events Management Guidance
- Event Sponsorship Guidance
- Media Management Protocol
- Pre-election Guidance
- Guidance for Writing for the Website

## **7. Measuring the Effectiveness of our Stakeholder Engagement**

Measuring our impact and influence as an organisation is a recognised Board priority. Our 2017/18 performance framework includes a number of improvements to how we measure our impact and influence at an organisational and strategic priority level. It particularly aims to strengthen the role of stakeholder feedback in measuring our performance and impact.

In September 2016, we surveyed some of our key customers and partners on what they thought of some of our products and services, and of the organisation. Overall, the survey results were positive, but with room for improvement. Three themes have been identified as the focus for our improvement work in 2017/18. These are:

- **Stakeholder identification:** As part of planning, we need to be very clear who our customers and partners are and log this consistently on the Customer Relationship management system
- **Improving stakeholder communication:** From questions around 'working with us' and 'satisfaction with communication', we want to find ways of improving the consistency of our communications.
- **Creating usable knowledge:** We want to get better at consistently providing knowledge in a more usable format for our customers, but particularly our partners.

Findings from the Stakeholder Survey have been integrated into our performance framework as Key Performance Indicators (KPIs) and will be used to measure improvements in the priority areas identified by stakeholders in the 2016/17 survey.

A priority for 2017/18 is to extend participation in the stakeholder survey to measure progress against our 2016/17 baseline and the impact of our stakeholder engagement plan in improving our performance. These results will be reported to the Board in due course.

The Board should also expect to receive regular reports on progress in each of the three priority stakeholder engagement areas through Quarterly Performance reports, the CEO and Chair Updates and other ad hoc discussions as required.



## Appendix 1: Stakeholder Analysis

As at March 2017, these are the key stakeholders identified. In different ways, they are important to each of the three strategic engagement priorities. We will track engagement with these individuals/organisations and review feedback regularly through the CMT and other routes.

<p><b>Involve</b></p> <ul style="list-style-type: none"> <li>• Director-General Communities (Sarah Davidson)</li> <li>• Head of Health and Social Care Analysis (Pete Whitehouse)</li> <li>• Chief Medical Officer (Catherine Calderwood)</li> <li>• NHS Chairs</li> <li>• NHS Chief Executives</li> <li>• Director General Health and Social Care (Paul Gray)</li> <li>• CEO of Healthcare Improvement Scotland (Robbie Pearson)</li> <li>• SOLACE</li> <li>• Scottish Human Rights Commission</li> <li>• Scottish Council for Voluntary Organisations</li> <li>• The Health and Social Care Alliance</li> </ul>	<p><b>Collaborate</b></p> <ul style="list-style-type: none"> <li>• SG policy leads listed in Policy Leads Matrix</li> <li>• Director of Population Health (Andrew Scott)</li> <li>• Head of Health Improvement Division (Daniel Kleinberg)</li> <li>• Head of Health Protection Division (Gareth Brown)</li> <li>• Directors of Public Health</li> <li>• Health Promotion Managers Group</li> <li>• Convention of Scottish Local Authorities (COSLA)</li> <li>• Glasgow Centre for Population Health</li> <li>• Chief Executive of NSS (Colin Sinclair)</li> <li>• Head of Public Health and Intelligence, NSS (Phil Couser)</li> </ul>
<p><b>Inform</b></p> <ul style="list-style-type: none"> <li>• Cabinet Secretary for Health, Wellbeing and Sport (Shona Robison)</li> <li>• Cabinet Secretary for Communities, Social Security and Equalities (Angela Constance)</li> <li>• Minister for Public Health and Sport (Aileen Campbell)</li> <li>• Cabinet Secretary for the Economy, Jobs and Fair Work (Keith Brown)</li> <li>• Minister for Social Security (Jeane Freeman)</li> <li>• Health &amp; Sport Committee members</li> <li>• Health Inequalities CPG members</li> <li>• Improving Scotland's Health: 2021 and Beyond CPG members</li> </ul>	<p><b>Consult</b></p> <ul style="list-style-type: none"> <li>• Food Standards Scotland</li> <li>• Health &amp; Social Care Partnerships</li> <li>• Improvement Service</li> <li>• The Poverty Alliance</li> <li>• Joseph Rowntree Foundation</li> <li>• Obesity Action Scotland</li> <li>• Shelter Scotland</li> <li>• Voluntary Health Scotland</li> <li>• CHEX</li> </ul>

## Appendix 2: Stakeholder Engagement Approaches

Approaches can and should vary for a variety of reasons. However, this grid outlines broadly the approaches we will consider for each of these stakeholder groups.

<p><b>Involve</b> Surveys Workshops Events and Seminars Stakeholder Forums</p>	<p><b>Collaborate</b> Partnership Agreements Co-production Programme boards Planning Groups Strategic Engagements</p>
<p><b>Inform</b> Publications and Briefings Traditional and Social Media Public Affairs Event Attendance Corporate Website</p>	<p><b>Consult</b> Surveys Workshops Events and Seminars Stakeholder Forums Horizon Scanning</p>

### Event Attendance

- Engage our stakeholders face to face, promote our work and facilitate the sharing of evidence.
- Increase our knowledge and understanding, network with stakeholders and promote and position our work.

### Events and Seminars

- Deliver events to engage our stakeholders face to face, promote our work and our messages
- Secure a platform to input into partners events to promote our work and our messages.
- Sponsorship of events to secure a higher profile and platform through which to promote the organisation and our messages.
- Our approach in 2017/18 is to identify key events and be very purposeful in securing maximum opportunity for influence. The NHS Scotland Event in June 2017 is a good example of this.

### Traditional and Social Media

- Support engagement with stakeholders by promoting discussion, encouraging participation and building relationships.
- Promote our key messages through proactive and reactive engagement with journalists.
- Communicate key messages to our key stakeholders.

### Publications and Briefings

- Communicate what works to reduce health inequalities in a focussed, clear and accessible way.

### **Public Affairs**

- Identify opportunities to promote and position our messages by analysing activities by parliamentary, governmental and other stakeholders.
- Facilitate our engagement with the policy process through responding to consultations and calls for evidence.
- Influence the development of effective policy through timely engagement with decision makers and policy makers.

### **Horizon Scanning**

- Inform strategic planning through the analysis of the wider context in which we operate.
- Engage with experts in relevant fields to increase understanding and build relationships.

### **Strategic Engagements**

- Promote and position the organisation and our knowledge through small groups or one-to-one meetings with targeted stakeholders. These are likely to have a particularly important role in preparing for the new public health body, as building new trusted relationships will be crucial.

### **Corporate Website**

- Utilise our digital platform to promote and position the organisation and our knowledge.

### **Partnership Agreements**

- Promote and position the organisation and our knowledge effectively by entering into an agreement with partner organisations on joint pieces of work with specific shared outcomes. We have specific work planned in 2017/18 to improve the rigour of our approach to this.

### **Surveys**

- Consult stakeholders to gauge views, experiences and behaviours to inform our approach to promoting, positioning our key messages and future planning
- Seek feedback in order to make improvements and boost satisfaction.

### **Co-production**

- Draw on the skills, experience and expertise of stakeholders to jointly explore challenges and opportunities and jointly co-produce and design collaborative solutions, responses, products or services.

### **Workshops**

- Involve or consult our stakeholders through a facilitated group discussion designed to enable stakeholders to work actively and collaboratively on a common problem or task.

### **Programme Boards**

- Engage with our key stakeholders as part of formal organised structures created to coordinate, direct and oversee the implementation of changes or a set of related projects. The proposed programme board for the establishment of the new public health body is an obvious priority example of this in 2017/18.

### **Planning Groups**

- Provide opportunities to engage and collaborate with strategic stakeholders in a formalised structure to design and implement a project or number of related projects and activities to deliver outcomes and benefits. For example, contributing to planning groups to support the public health body programme would be an example or planning groups to support programmes within our Strategic Priorities

### **Stakeholder Forums**

- Provide opportunities to bring strategic stakeholders together in a structured discussion, usually on a recurring basis to facilitate engagement with NHS Health Scotland to provide advice, challenge and support with risks and issues affecting the delivery of our Strategic Priorities or inform our work. Examples would include a bi-annual forum with High Impact/High Influence Stakeholders to advice, challenge and support our Strategic Priorities

## Appendix 3

### Effective Influence: Planned Improvements for 2017/18

In 2015/16 and 2016/17 we undertook detailed case studies on specific NHS Health Scotland programmes to qualitatively determine our impact and influence. This identified a number of areas for improvement in practice and planning. This was supported by a stakeholder survey in 2016/17 to determine how effectively we work with customers and partners in delivering our products and services and working in partnership.

Stakeholders who receive products and services rated Health Scotland more positively than our partners, however, there were a number of areas where the organisation didn't score positively which will be important to address to be effective in delivering our Stakeholder Engagement Plan. These can be broken down into key areas for improvement:

- Improving Stakeholder Communication
- Making our Knowledge Accessible and Usable
- Stakeholder Mapping and Identification

In responding to feedback from our Impact and Influence case studies and stakeholders, we are planning a number of improvement projects in 2017/18. These include:

- Identify and provide tailored support to 10 projects as part of our Impact and Influence work
- Plan and deliver Effective Influence modules incorporating learning from case studies and stakeholder feedback as part of ongoing improvement work
- Develop and implement the revised Effective Influence Protocol to manage risk and impact of our work in influencing policy
- In collaboration with Scottish Government sponsor division, deliver workshops for senior staff on effective policy and influence
- Develop and co-ordinate improvements to effectively monitor and manage our approach to partnership arrangements
- Integrate stakeholder feedback with our organisational performance framework to measure the effectiveness of our stakeholder engagement and drive continuous improvement
- Further develop and improve our Customer Relationship Management (CRM) system to effectively monitor how we manage our stakeholder relationships.