**Appendix 2.**

**Review of the Functional Alignment of Directorates and Functions at NHS Health Scotland: Board Briefing. June 2014.**

**Brief outline of process**

1. Agreement to consider change in the alignment of functions across directorates (Partnership Forum, December 2013).
2. Change Advisory Group (CAG) established to oversee the process and ensure effective involvement of staff in decisions (Jan 2014).
3. Engagement with all staff on an outline proposal to realign functions across directorates (March 2014).
4. Feedback reviewed with PF; Decision reached by CMT on broad organisational structure *(see below)* (April 2014).
5. Organisational response to staff feedback received shared with all staff (April 2014) *(Feedback and Response papers available from Cath if wished).*
6. Engagement with all teams directly affected to develop, agree and implement any revisions in team structure, purpose or alignment that is needed to fully affect these changes (March – Dec 2014). ‘Units of change’ are:

* All teams now within the Delivery Directorate
* Corporate Communications and Strategy and Engagement
* People and Performance and Information Governance and Risk Management
* Estates and Facilities
* CEO Office
* Finance
* Procurement

1. A lead director, staff side member of CAG and member of the HR team are assigned to each of these ‘units of change’.
2. Discussions underway with Healthcare Improvement Scotland and the Scottish Ambulance Service re future sharing of Finance and Procurement services respectively. Likely that the majority of staff in these teams will eventually move to the employ of those organisations and services will be procured via SLAs. This transition will be phased over time.
3. The names of most directorates are likely to change to better reflect new responsibilities.

**Shared Services**

Finance and Procurement\*

**New Structure**

**CEO Office**

**Public Health Science**

Public Health Observatory;

ScotPHN;

Evaluation;

Evidence for Action;

Knowledge Services;

International Development.

**‘Delivery’**

**Units to be determined but will include:**

Topic based health programmes; CPP and NHS delivery support, Equality, Diversity & Human rights; web, publishing BIP and IT; learning and workforce development (external) and national quality improvement support.

**‘EPP’**

Teams to be determined, but will include: People; Learning; Organisational Performance and Improvement; Excellence; Risk; Information Governance; Health & Safety; Strategic Engagement; Horizon Scanning; New business ; Corporate Communications; Events,

Estates & Facilities

**‘Healthy Working Lives’**

Healthy working lives;

Healthy Living Award