

Board Meeting: 28 September 2018

We are working towards all our publications being available in an accessible format. In the meantime if you require this paper in a more accessible format, please contact us using this email address nhs.healthscotland-ceo@nhs.net

CHANGE AND TRANSITION BOARD REPORT (SEPTEMBER 2018)

Recommendation/action required:

The Board is asked to:

- Discuss the attached summary report on Change and Transition activity and issues since the last meeting.
- Consider whether any issues require further reporting or information.

Author:

Sponsoring Director:

Elspeth Molony Organisational Lead for Communications and Engagement	Cath Denholm Director of Strategy
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18 September 2018

CHANGE AND TRANSITION BOARD REPORT

1. Purpose of Report

The purpose of this report is to update the Board on progress with change and transition, including public health reform and the National Boards Collaborative.

The report covers significant external developments and internal change processes, under the three themes of the Change Oversight Group; due diligence, future landscape and engagement.

2. External Developments

- Recent meetings of both the Public Health Oversight Board (PHOB) and Programme Board focused on the legal status of the new body. It has subsequently been confirmed that ministers and COSLA have approved special board status for Public Health Scotland.
- A new Public Health Priorities Policy Unit within Scottish Government has been proposed, with the purpose of working across government and the wider system to support the adoption and implementation of the public health priorities.
- A Whole System Reference Group (WSRG) has been established to support joint policy development in relation to the priorities across the Scottish Government and COSLA. This is to be chaired by Eibhlin McHugh, will be report into the Programme Board and NHS Health Scotland is being represented by George Dodds.
- The National Collaborative Programme Board has developed investment proposals, a financial framework and implementation plan for its programme of collaborative working. This includes moving towards a Target Operating Model (TOM) for eight corporate areas. The current focus is on HR, finance, procurement, and estates and facilities. Our staff are represented on each of these groups and all staff have recently been updated via a newsletter.

Implications

Confirmation of special board status has been well received by staff and generally viewed as an indication of a smoother staff transition than might otherwise have been the case. The Public Health Reform team has recently issued an HR project, which will start to work through the implications for staff transfer.

The cross policy unit and whole system working group (and its role in helping make the public health priorities work in practice) are all opportunities. We have started conversations with the PHR team and with COSLA on how we might support both of these initiatives. This is likely to require additional resource and our conversations with our sponsor team on how we might manage this have been very constructive.

3. Due Diligence

- The Public Health Reform (PHR) team have begun work on financial Due Diligence. Andrew Patience and Cath Denholm have met with the Finance Project Manager. At this stage, we are supplying high level financial information to support the PHR team to identify the overall envelope of resource available to Public Health Scotland from both organisations. We have also been taking forward conversations with our sponsor team regarding the above.

Implications

There are likely to be a number of considerations regarding how information is being collated and used, and how the financial due diligence work is progressed. More detailed updates on aspects of this will be provided to the Audit Committee in due course.

4. Vision for the Future

- We have developed a timeline for the creation of Public Health Scotland (please see Appendix A).
- There are now eight commissioned pieces of work on the development of Public Health Scotland. NHS Health Scotland is heavily involved, as per the table overleaf.

Table 1: Update on Public Health Reform Commissions

Commission	Lead Organisations	HS Sponsor Director/Lead Contributor	Update
Improving health	<ul style="list-style-type: none"> - NHS Health Scotland - Integration Joint Board Chief Officers Group 	<ul style="list-style-type: none"> - Cath Denholm - Matt Lowther 	Planning for stakeholder engagement is well underway. We have successfully renegotiated some aspects of our deliverables with the PHR team.
Protecting health	<ul style="list-style-type: none"> - National Services Scotland (NSS) - Scottish Directors of Public Health 	<ul style="list-style-type: none"> - Andrew Fraser - Phil Mackie 	A Strategic Advisory Group has been set up and the current landscape has been mapped. Stakeholder engagement events have taken place.
Improving services	<ul style="list-style-type: none"> - NSS - Health Service Public Health Group - Improvement Service - Integration Joint Board Chief Officers Group 	<ul style="list-style-type: none"> - Pauline Craig 	Project team membership has been agreed, along with the governance structure and timeline for draft and final deliverables.
Underpinning data and intelligence	<ul style="list-style-type: none"> - NSS - NHS Health Scotland - Improvement Service 	<ul style="list-style-type: none"> - Andrew Fraser - Diane Stockton - Gerry McCartney 	The project team has submitted their approach to customer engagement, including stakeholder mapping, and are developing an options appraisal for the provision of data and intelligence in Public Health Scotland to support the wider public health system.
Leadership for public health research and innovation	<ul style="list-style-type: none"> - Facilitated workshops undertaken by Scottish Public Health Network (ScotPHN) 	<ul style="list-style-type: none"> - Andrew Fraser - Phil Mackie 	The first of the two stakeholder engagement events has taken place, with the second planned for 24 th October.
Leadership for the broad public health workforce	<ul style="list-style-type: none"> - NHS Health Scotland - NHS National Education for Scotland - Improvement Service 	<ul style="list-style-type: none"> - Andrew Fraser - Wilma Reid 	The project team has submitted the first three deliverables including the mapping of the current workforce development landscape and their approach to stakeholder engagement.

Workforce of the new body: organisational development	<ul style="list-style-type: none"> - NHS Health Scotland - NSS 	<ul style="list-style-type: none"> - Cath Denholm - Jim Carruth 	The project team has completed reviews of where NHS Health Scotland and PHI are now, recent mergers and the literature on organisational values. They have held a successful planning day and agreed questions to ask external stakeholders.
Optimising specialist public health workforce arrangements	<ul style="list-style-type: none"> - TBC 	<ul style="list-style-type: none"> - TBC 	The brief has been agreed but it has not yet been commissioned out to lead organisations.

Table 2: Update on Public Health Scotland Corporate Arrangement Projects

Project	Lead	HS Sponsor Director/Lead Contributor	Update
HR for the New Body	<ul style="list-style-type: none"> - Kenny Small, NHS Lanarkshire 	<ul style="list-style-type: none"> - Cath Denholm - Jim Carruth - Shonaidh Dyer 	The project started with the appointment of Kenny Small as Project Lead and the approval of the PID at the July 2018 Programme Board. A project team has been established and has met once.
Budgets and Financial Management	<ul style="list-style-type: none"> - Public Health Reform Team (Finance Project Team) 	<ul style="list-style-type: none"> - Andrew Patience 	The Finance Project Team has completed the initial Due Diligence exercise with PHI, and is now beginning Due Diligence with NHS Health Scotland (see above).
Governance and Accountability	<ul style="list-style-type: none"> - Public Health Reform Team 	<ul style="list-style-type: none"> - Della Thomas 	Permission has been granted to start the recruitment process for a Chair and Chief Executive. A draft PID was considered at the August Programme Board meeting.
Legislation	<ul style="list-style-type: none"> - Public Health Reform Team 	<ul style="list-style-type: none"> - N/A 	A draft PID including a timeline was approved, with amendments at the July 2018 Programme Board. Work will now progress on the legal instruments to set up Public Health Scotland as a Special Board.

Implications

Commissions are at different stages but a recent discussion at the Programme Board, influenced by a submission from Cath Denholm to the PHR team, has concluded that the emphasis of the work of the Commissions needs to be on function rather than detailed structure at this stage and also that greater collaboration between commissions will promote better thinking, shared approaches to engagement (particularly staff engagement) and, ultimately, stronger recommendations.

5. Staff Engagement and Support

- The new [Change Hub](#) was launched on 31st July. This is available to the Board as well as all staff. The site includes information about:
 - The Change Oversight Group (COG)
 - Public Health Scotland
 - Shared Services
 - Governance of change and transition including the NHS Health Scotland Board, the PHR Programme Board and Oversight Board, and the new Wider System Reference Group.
- The Public Health Reform team led the organisation of staff information sessions on 30th August (Edinburgh) and 5th September (Glasgow). The sessions were organised jointly with NHS Health Scotland, NSS, Scottish Government and COSLA. Presentations were given on the PHR programme and staff were given the opportunity to ask questions from the floor and anonymously using an online system. Four sessions were delivered and 250 staff attended. Feedback from the sessions is provided below.
- We launched the Common Grounds initiative on 10th September. Common Grounds is a way for staff to make new connections over a tea or coffee. All staff within NHS Health Scotland and Public Health and Intelligence have been invited to take part. The aim is to enable people to make new connections and refresh existing ones. To date, 88 staff across both organisations have signed up. We will provide feedback from the initiative in the next update report.

Implications

The use of the online system to allow people to ask questions before, during and after the staff information sessions worked well. Not only does it give people the option of asking questions anonymously, but it also enables us to subsequently collate, analyse and respond to all of the questions; far more than can be answered on the day.

Themes emerging from the full suite of questions include:

- How staff can get involved in the Commissions
- How Public Health Scotland will operate, including how different will it be and what the relationship will be with the Scottish Government
- How decisions are being made about Shared Services and the provision of corporate support for the new body
- Workforce related questions including: where staff will be based, how recruitment will work, and impact on Terms and Conditions and employment policies.

We conducted an evaluation of the session, which 86 attendees completed. When asked to rate the session, attendees said:

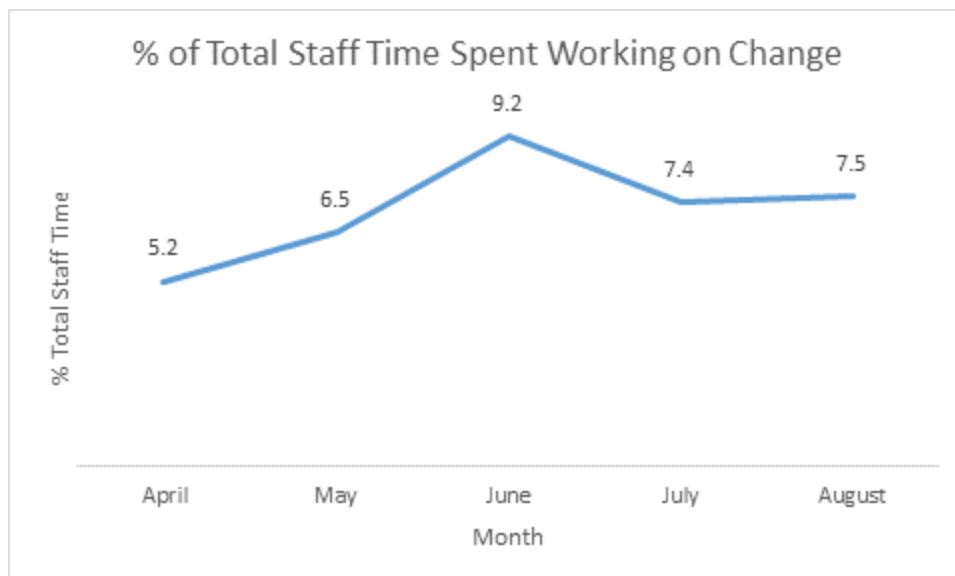
- Good or above: 51.1%
- Neutral: 38%
- Poor: 3.3%

When asked about future engagement the top three ways people wanted us to use are:

- Face to Face: 68.6%
- Email: 51.2%
- Webex: 37.2%

6. Resourcing Change

- The Change Support Team continues to provide project management support around change and transition. Tim Andrew has replaced Sharon Love as Organisational Lead for Change Support while she is on maternity leave.
- As shown in the chart below, staff time spent on change and transition has broadly stabilised at around 7.5% of total staff time after an initial increase between April and June.



- It is worth noting that this chart only captures work directly related to change. Time spent on activities that are caused by change but not directly related to it such as the increased tempo of recruitment are harder to disaggregate and include.
- Time spent on change and transition is rising particularly for Strategy Directorate staff and senior staff with specific roles in the Commissions.

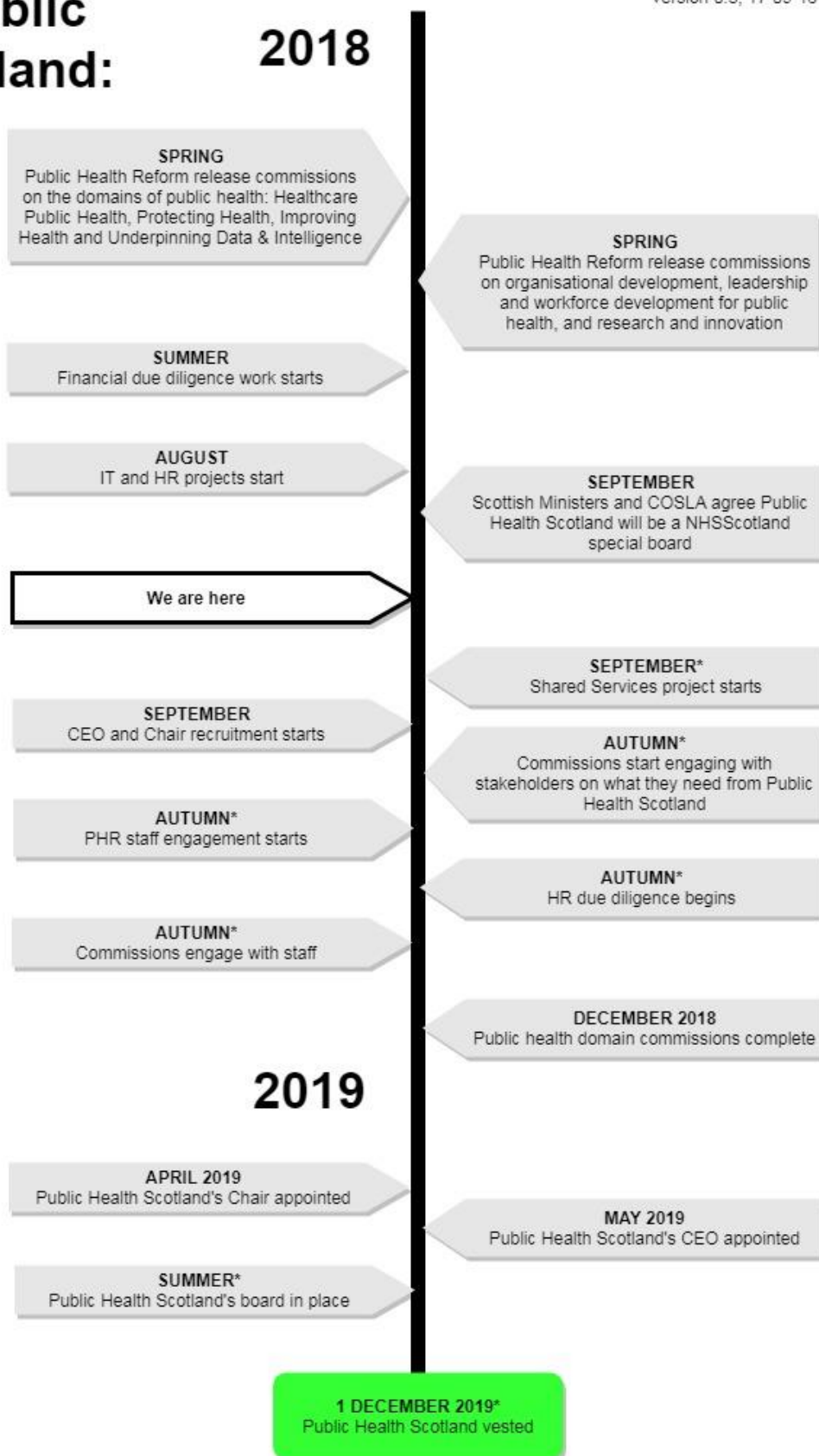
- We are currently in early discussion with the Public Health Reform team and also COSLA about how NHS Health Scotland can support with capacity needs in preparing for reform and strengthening local system working. A further update will be provided at the Board by Cath Denholm.

Elsbeth Molony

Organisational Lead for Communications and Engagement

18 September 2018

Creating Public Health Scotland: Timeline



Understanding the Dates

This timeline is correct as of the day of publishing. The dates on it are based on the best available information and many of them will change.

* dates which we believe to be about right but which we do not have an official source for, e.g. they are not in any PHR Programme Board papers.