



HS Paper 28/18

BOARD MEETING: 28 September 2018

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nhs.healthscotland-ceo@nhs.net

Stakeholder Engagement Plan 2018/2019 (Refreshed September 2018)

Recommendation/action required:

The Board is asked to discuss and approve the refreshed stakeholder engagement plan 2018/2019.
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September 2018

Stakeholder Engagement Plan 2018/2019 (Refreshed September 2018)

Purpose of Report

1. NHS Health Scotland's Stakeholder Engagement Plan has been refreshed to take into account of changes in our stakeholder matrix: for example, as a result of the June 2018 cabinet reshuffle, and to describe our current approach to stakeholder engagement in order progress our delivery commitments, while influencing public health reform.
2. The Board is asked to discuss and approve the refreshed plan.

External Developments

3. NHS Health Scotland is leading, co-leading or participating in the seven current commissions from the Public Health Reform Executive Delivery Group. There is a recognition across the organisations involved in the commissions that the required level of stakeholder engagement across all commissions is risking engagement fatigue amongst key stakeholders, particularly third sector and umbrella organisations, which may be providing input into most, if not all, commissions. NHS Health Scotland has started to explore with NHS NSS how we can work more closely together to mitigate this risk.
4. For example, NHS Health Scotland is working with NHS NSS and the Public Health Reform team on a joined up presence at the November Scottish Faculty of Public Health Conference. This will provide an opportunity for consistent messaging and a one stop shop for stakeholder engagement about public health reform.
5. While there is an increasing demand on resources for stakeholder engagement related to public health reform, our business as usual engagement related to our Strategic Priorities is also creating demand for further engagement with stakeholders. For example, our engagement activities about Right to Health has generated significant stakeholder interest, including an invitation to speak at Public Health England's annual conference on 11 September, as well as being a key part of the Scottish Faculty Conference in November. Ongoing attention will be required to balance stakeholder engagement which supports the achievement of our Delivery Commitments, with stakeholder engagement in relation to public health reform. A more joined up approach on public health reform engagement should help ensure we focus our engagement effectively and use our resources for engagement more efficiently.

Due Diligence

6. Stakeholder engagement is reviewed at the weekly meeting of NHS Health Scotland Directors. The Change oversight Group also monitors engagement activity in relation to change.

Staff Engagement and Support

7. Stakeholder engagement activity features in regular staff updates via the Change Hub, COG Vlog and other staff engagement channels.

Finance and Resource Implications

8. It is recognised that effective stakeholder engagement requires ongoing monitoring and co-ordination of activity. Resource requirements are being monitored to help ensure we take a strategic approach to stakeholder engagement. Increasingly, some of this work is being done in partnership with the Public Health Reform team and we are actively discussing additional resourcing requirements with them and the optimal way to securing those resources.

Staff Partnership

9. The Change Oversight Group, which has partnership membership, is keeping an overview of all engagement in connection with staff. General workforce implications and impacts are being regularly reviewed at the CMT/Workforce Request monthly discussion and at the Partnership Forum.

Communication and engagement

10. This refreshed stakeholder plan directly concerns our communication and engagement with stakeholders and staff.

Corporate Risk

11. Ineffective engagement with stakeholders through this period of change risks limiting the potential for positive influence over the future landscape and failure to maintain or build key working relationships within the new landscape. Regular review of stakeholder engagement with the CMT and with Heads of Service is being undertaken.

Issues Associated with Transition

12. As the plan outlines, engagement over change and transition is a key consideration during this year. An appropriate balance has to be struck between this and the core communications required to support business as usual delivery. We believe we are largely getting this balance right and that our influence has been effective, but we continue to keep this under review.

Promoting Fairness

13. There are no particular issues arising from this paper, other than the need to maintain a clear and sharp focus in all our messages on our core ambitions to reduce inequality, promote equality and uphold and promote the right to health.

Sustainability and Environmental Management

14. There are no specific issues arising from this paper.

Action/Recommendations

15. The Board is asked to discuss and approve the refreshed stakeholder engagement plan.

Sharon Hammell
Head of Strategic Change and Engagement
21 September 2018