



**HS Paper 36/18**

**BOARD MEETING: 23 November 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](mailto:nhs.healthscotland-ceo@nhs.net)**

## **STAKEHOLDER ENGAGEMENT PLAN**

### **Recommendation/action required:**

The Board is invited to discuss and comment on the draft Stakeholder Engagement Plan, which is being developed in response to the Board's request for a more targeted and thematic plan, based on the core programmes and messages to be promoted in the final twelve months of NHS Health Scotland.

The plan is proposed to run from 1 December 2018 – 31 November 2019, with regular refresh based on feedback and changing context.

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**16 November 2018**

## STAKEHOLDER ENGAGEMENT PLAN

### 1. Purpose

This paper provides the Board with a draft Stakeholder Engagement Plan for the remaining twelve months of NHS Health Scotland.

The focus of stakeholder engagement for the duration of this plan is aligned to:

- the strategic priorities described in our Strategic Framework for 2017- 2022: “A Fairer Healthier Scotland”
- the Commissions and Projects of the Public Health Reform programme
- the whole system approach to public health, underpinning the Public Health Reform programme

This plan also addresses the mitigating actions for the Corporate Risk (CR) 18-6: “As a result of not engaging local authority and third sectors in creating the new public health body, key perspectives are not heard, reducing its credibility.”

The Board will receive regular updates on this plan, including on CR18-6.

### 2. Background

A refreshed NHS Health Scotland Stakeholder Engagement Plan for 2018-2019 was approved at the October 2018 Board meeting. However, the Board also requested that future plans are more detailed in their alignment to priority delivery areas, providing assurance that we will continue to leverage our strengths in order that the things we do well are carried into the new public health body, Public Health Scotland.

The process for developing this plan included a review of Stakeholder Engagement Plans from the Public Health Reform Commissions and Projects in order to:

- identify any gaps between these Stakeholder Engagement Plans and our identified high influence, high impact stakeholders in the refreshed Stakeholder Engagement Plan approved by the Board;
- spot opportunities to improve co-ordination of stakeholder engagement activities where there are multiple engagements with the same individual or organisation;
- highlight areas where improved co-ordination of stakeholder engagement might lead to more effective stakeholder influence;
- help to ensure that a consistent corporate voice and our key messages are heard by our stakeholders, whatever the reason behind the engagement activity;
- create a simple stakeholder engagement governance framework, which enables ongoing stakeholder engagement aligned to the stakeholder list in the refreshed Stakeholder Engagement Plan for 2018-2019, while highlighting stakeholder issues or barriers to engagement for mitigating action.

### **3. Finance and Resource Implications**

There are no specific financial implications for this plan. However, greater alignment of all current individual stakeholder plans through this overarching Stakeholder Engagement Plan and feedback loop will promote more effective use of staff resource across NHS Health Scotland, and help identify and address emerging barriers to engagement quickly and effectively.

### **4. Staff Partnership**

While the focus of this stakeholder plan is on external stakeholders, staff side colleagues would be made aware of any activity which is likely to have an impact on staff. There are a number of fora for engaging staff representatives: from the Partnership Forum and Change Oversight Group meetings, to scheduled one to one meetings between Directors and the Head of Strategic Change and Engagement and our Employee Director.

### **5. Communication and Engagement**

Regular reviews of this plan will be carried out by the Strategic Development team, who will share barriers and issues with key internal stakeholders, including Strategic Priority Leads, Commissioning leads, the Change Oversight Group and Communications and Engagement team. The mitigating actions may influence the timing or content of planned or current internal and external communications and engagement activity.

### **6. Corporate Risk**

This stakeholder plan includes mitigating actions for (CR) 18-6: "As a result of not engaging local authority and third sectors in creating the new public health body, key perspectives are not heard, reducing its credibility." These key stakeholders have been identified through the refreshed 2018-2019 stakeholder engagement strategy. This plan improves our current monitoring process by adding a step which captures barriers to engagement and stakeholder issues, which can be logged, actioned and monitored, thereby strengthening our mitigating actions against this risk. It also brings more focus to the strategic programmes of work for which we want to achieve and maintain a particularly high level of visibility with external stakeholders, which is critical to maintaining the credibility and sense of continuity with stakeholders over this transition period.

At this same Board meeting, the Chair of the Audit Committee will confirm that that Committee has accepted a recommendation from the Corporate Management Team that CR18-6 will now be directly scrutinised by the Board instead of delegating detailed scrutiny of this risk to a sub-committee (in this case, the Health Governance Committee). As a consequence of this, the risk update report on CR18-6 is attached as Appendix 1 to this paper, and updates will be provided to each Board meeting as part of our regular reporting on the stakeholder engagement plan.

## **7. Issues Associated with Transition**

This Stakeholder Engagement Plan will help support an effective and positive transition towards the new public health body by building stakeholder awareness, understanding and engagement with NHS Health Scotland as the vesting date for Public Health Scotland approaches. It also enables prompt identification of barriers to engagement and issues highlighted by stakeholders to which NHS Health Scotland will respond in a timely and effective way. It also aligns closely with our planned approach to managing NHS Health Scotland's legacy, also for discussion at the November Board meeting.

## **8. Promoting Fairness**

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 fairness and uphold and promote the right to health.

## **9. Sustainability and Environmental Management**

There are no sustainability or environmental management issues in this paper.

## **10. Action / Recommendations**

The Board is invited to discuss and comment on the draft stakeholder engagement plan for the remaining year of NHS Health Scotland and, in particular, to comment on whether the proposed approach and also whether the proposed selected themes outlined in the table on page 6 are as expected.

**Sharon Hammell**  
**Head of Strategic Change and Engagement**  
**16 November 2018**

## **Stakeholder Engagement Plan November 2018 – November 2019**

The Board of NHS Health Scotland approved a refreshed Stakeholder Engagement Plan for 2018-2019 at the October Board meeting. The plan describes good practice approaches to stakeholder engagement and contains our approved list of stakeholders within a four box, high impact/high influence matrix.

The focus of this next plan, intended to build on the existing 2018-19 Stakeholder Engagement Plan from November 2018, is to:

- maintain a clear focus on our 'dual' workstreams of ongoing delivery of core, high profile work to improve health and reduce health inequalities and of full engagement with the Public Health Reform programme
- enable greater scrutiny of risks to effective stakeholder engagement and mitigation of these risks during the transition period up to the anticipated vesting date of Public Health Scotland on 1 December 2019
- maintain focus on high influence, high impact stakeholders by reviewing activity for engagement gaps
- identify opportunities for more streamlined engagement where there are multiple planned stakeholder engagement approaches through NHS Health Scotland, either on behalf of NHS Health Scotland in relation to our Strategic Priorities, or through the NHS Health Scotland leads and co-leads for Public Health Reform Commissions work.

### **Developing a Thematic Approach to Stakeholder Engagement**

During the development of this plan, members of the NHS Health Scotland internal Commissioning Group, some of whom are also co-leads of public health reform Commissions and Projects, were approached to build consensus on a thematic approach which works at both delivery commitment and organisational level. Group members could see the benefits of this approach, and were keen to see how a more developed Stakeholder Engagement Plan would add value to their stakeholder engagement activity. The aim is to achieve a proactive, light-touch approach to enhancing stakeholder engagement at Strategic Priority level and for public health reform Commissions and Projects.

It was agreed that the most helpful starting point to this approach would be to align Strategic Priorities and Strategic Change Priorities to the six public health priorities. The grid below reflects this alignment and includes the themes on which NHS Health Scotland is currently engaging with stakeholders. The list has been produced through discussion with leads for stakeholder engagement activity. Using a reporting system which will capture the full range of stakeholder engagement through all channels (e.g. face to face meetings, proactive communications activities), we will continue to work on reviewing this draft list in a methodical way to ensure we understand what we are talking to stakeholders about across all of available communications channels.

## Thematic Stakeholder Engagement

Scotland's Six Public Health Priorities	NHS Health Scotland's Delivery Plan Strategic Priorities	NHS HS Commissioning Group Current Stakeholder Engagement Themes	Overarching Stakeholder Engagement Themes
1. A Scotland where we live in vibrant, healthy and safe places and communities.	<ul style="list-style-type: none"> <li>SP1 Fairer, healthier policy</li> <li>SP4 Healthy and sustainable places</li> <li>SP5 Transforming public services</li> </ul>	<p><b>Top Three:</b></p> <ul style="list-style-type: none"> <li>Diet and obesity</li> <li>Mental Health</li> <li>Child Poverty/ACEs</li> </ul> <ul style="list-style-type: none"> <li>HWL/Inclusive Growth</li> <li>Education</li> <li>International partners</li> <li>Tobacco</li> <li>Drugs/Alcohol</li> <li>Transport</li> <li>Housing</li> <li>Fair Work</li> <li>SBOD</li> <li>Triple I.</li> </ul>	<ul style="list-style-type: none"> <li>Right to health</li> </ul> <p>SCP1: Increase stakeholder satisfaction scores:</p> <ul style="list-style-type: none"> <li>NHS Health Scotland</li> <li>is a reputable organisation</li> <li>is a credible organisation</li> <li>is an expert/ leader in inequalities and improving health</li> </ul> <p>SCP2: Increase stakeholder satisfaction scores:</p> <ul style="list-style-type: none"> <li>NHS Health Scotland</li> <li>offers products /services/ resources you need</li> <li>delivers products /services/resources you need.</li> </ul>
2. A Scotland where we flourish in our early years.	<ul style="list-style-type: none"> <li>SP1 Fairer, healthier policy</li> <li>SP2 Children, young people and families</li> <li>SP5 Transforming public services</li> </ul>		
3. A Scotland where we have good mental wellbeing	<ul style="list-style-type: none"> <li>SP1 Fairer, healthier policy</li> <li>SP4 Healthy and sustainable places</li> <li>SP5 Transforming public services</li> </ul>		
4. A Scotland where we reduce the use of and harm from alcohol, tobacco and other drugs.	<ul style="list-style-type: none"> <li>SP1 Fairer, healthier policy</li> <li>SP4 Healthy and sustainable places</li> <li>SP5 Transforming public services</li> </ul>		
5. A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all.	<ul style="list-style-type: none"> <li>SP1 Fairer, healthier policy</li> <li>SP3 Fair, inclusive economy</li> <li>SP5 Transforming public services</li> </ul>		
6. A Scotland where we eat well, have a healthy weight and are physically active.	<ul style="list-style-type: none"> <li>SP1 Fairer, healthier policy</li> <li>SP5 Transforming public services.</li> </ul>		

Regular exception reporting will improve organisational stakeholder engagement effectiveness, by identify gaps in engagement and issues raised by stakeholders and enabling NHS Health Scotland to address these.

Further collaborative work between our internal Commissioning Group, public health reform Commission co-Leads and our Strategic Development team is required to develop and test a practical, streamlined approach which provides an organisational overview of stakeholder engagement, helps remove barriers and addresses specific stakeholder engagement issues as they arise.

### **Governance Framework**

This plan enhances the stakeholder engagement monitoring and planning process by adding two steps: in addition to monitoring which individuals and organisations have been engaged, we will create a simple “exception” report which records feedback on barriers to engagement and issues highlighted by our stakeholders. Examples of exceptions might be gaps in engagement of high influence, high impact stakeholders, difficulty in securing a stakeholder commitment to engage and stakeholder feedback expressing dissatisfaction or highlighting a reputational risk. Regular stakeholder activity monitoring and recording by the Strategic Development team will enable the team to share barriers and issues with key internal stakeholders, including Strategic Priority Leads, Commissioning Leads, the Change Oversight Group and Communications and Engagement team. In addition to specific mitigating actions, this approach will also provide a platform for shared learning across NHS Health Scotland and will inform and improve the effectiveness of future stakeholder engagement activity through a “Once for Scotland” approach. This will also help inform both our planning of and key messages in our wider communications and engagement activities, in order to retain and build our credibility and maximise our impact.

By reporting against this plan on, the Board will be able to see the types of barriers and issues which are being overcome in order to keep improving stakeholder engagement, and to scrutinise how effectively Corporate Risk relating to reputation and credibility is being managed over the course of this exceptional year.

Appendix 1

**Risk 18-6: Engaging Local Authority and 3rd sector in creating new Public Health body**

**Description**

As a result of not engaging local authority and third sectors in creating the new public health body, key perspectives are not heard, reducing its credibility.

**Risk Category**

Business

**Risk Owner**

Director of Strategy

**Response Co-Ordinator**

Head of Strategic Change and Engagement

**Controls in Place**

- Stakeholder strategy approved by Board, content informed by stakeholder survey
- Stakeholder strategy in place and regularly reviewed
- Stakeholder engagement captured weekly at Directors meetings
- Further development of stakeholder plan will include targeted third sector and local authority engagement activities

**Action Plan**

- Regular reviews of effectiveness of stakeholder engagement
- Further actions and plans to be developed

**Measures**

- % of key stakeholders engaged monitored