HS Board Paper 6/19

BOARD MEETING: 15 February 2019

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STAKEHOLDER ENGAGEMENT PLAN

Recommendation/action required:

The Board is invited to discuss and comment on the Stakeholder Engagement Plan update, 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 – 30 November 2019, with regular refresh based on feedback and changing context.

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5 February 2019

STAKEHOLDER ENGAGEMENT PLAN

1. Purpose

- This paper provides the Board with an update on our plans for Stakeholder Engagement for the remaining time 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 the 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. Planned stakeholder engagement relating to the strategic priorities described in our Strategic Framework for 2017- 2022: "A Fairer Healthier Scotland" will be accounted for during the 2019/20 planning process. It is possible that stakeholder engagement activity from ongoing Public Health Reform Commission and Project work may incur costs in the course of 2019, but none has been identified at the date of this update.

- Greater alignment of stakeholder engagement should 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.

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

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 stakeholder engagement plan update.

Sharon Hammell
Head of Strategic Change and Engagement
5 February 2019

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.

Maintaining focus on "dual workstreams" is now being approached by regular engagement with the Commissioning Group to monitor which organisations are being engaged for the delivery of core, high profile work and emerging issues. Some members of the Commissioning Group are also co-leads of Commissions and Projects. The organisation continues to participate in events for dual purposes. The Engagement with High Influence/High Impact Stakeholders in the Quarter 3 Performance Report described our role at these events, alignment to our strategic priorities and the event audience.

In response to the Boards, specific interest in Local Authority and third sector organisations, a summary of engagement activity for Quarter 3 is provided below:

Stakeholder Engagement on Strategic Priorities/ Public Health Priorities

SP1 Fairer Healthier Policy aligns with: A Scotland where we live in vibrant, healthy and safe places and communities A Scotland where we flourish in our early years. A Scotland where we have good mental wellbeing. A Scotland where we reduce the use of and harm from alcohol, tobacco and other drugs. A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all. A Scotland where we eat well, have a healthy weight and are physically active.
We engaged with stakeholders on the Triple I work at a number of events and meetings including the Faculty of Public Health annual conference, the Scottish Physical Activity Research Connections conference, the Dundee Fighting for Fairness Commission, a Scottish Government Chief Medical Officer learning session, a Glasgow Life meeting and the Lancet Public Health Science conference. In addition, the Triple I project lead was invited to discuss the work at an expert meeting in Venice on the economic and social value of health systems organised by the World Health Organization.
SP2 Children, young people and families aligns with: A Scotland where we flourish in our early years.
We published a suite of resources to support local authorities and NHS Boards with their duty to produce an annual local child poverty action report including case studies, evidence briefings and a series of films on financial inclusion in different settings.

We agreed a joint work plan with national partners (Improvement Service, COSLA, Scottish Government, Scottish Poverty and Inequality Research Unit) to support local authorities and NHS Boards with their duty to produce an annual local child poverty action report. We also published a suite of resources to support duty-holders. The suite includes case studies, evidence briefings and a series of films on financial inclusion in different settings.

As part of our work with Scottish Government on evaluating the expansion of nursery hours under the Early Learning and Childcare strategy (ELC), we trained and supported nearly 200 nurseries and Care Inspectorate staff to collect baseline and observational data and presented to the Ministerial ELC Strategic forum.

SP3 Fair, inclusive economy aligns with:
A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all.

Good progress has been made with the feasibility study for Citizens' Basic Income, which is a partnership between NHS Health Scotland, four local authorities and the Scottish Government. Two preparatory studies are currently being commissioned, the evaluability assessment is progressing, and there is a series of meetings underway with the DWP and HMRC to explore the options available.

SP4 Healthy and sustainable places aligns with:
A Scotland where we live in vibrant, healthy and safe places and communities.
A Scotland where we have good mental wellbeing.

We concluded our engagement with health and housing professionals across Scotland designed to strengthen local networking, share examples of good practice and identify next steps for future collaboration.

In partnership with the Scottish ACEs Hub, Glasgow and West of Scotland Housing Associations, the Scottish Federation of Housing Associations and the improvement hub, we hosted four events raising awareness of the life-long impact of Adverse Childhood Experiences and trauma-informed approaches across housing services.

SP5 Transforming public services aligns with
A Scotland where we live in vibrant, healthy and safe places and communities
A Scotland where we flourish in our early years.
A Scotland where we have good mental wellbeing.
A Scotland where we reduce the use of and harm from alcohol, tobacco and other drugs.
A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all.
A Scotland where we eat well, have a healthy weight and are physically active.

> We worked with the Improvement Service to deliver a Child Poverty briefing and webinar for Elected Members as part of our Elected Member Support work.
>
> SNAP are prioritising a number of key rights areas of focus for the next stage of the national project and we hosted a first workshop with members developing key issues on employment and mental health issues.

Directors have continued to play a key role in stakeholder engagement. In addition to stakeholder directly involved in public health reform, such as COSLA and the Public Health Reform Team, they continue to meet with local authorities: in Q3, meetings were held with North Ayrshire, Dundee, Fife and Perth and Kinross Councils and with third sector organisations, including the Robertson Trust and Crisis.

Members of the Commissioning Group have also fed back to the Strategic Development Team, that they are regularly engaging with COSLA, Scottish Government, Scottish Health Promotions Managers and Local Councils across all five Strategic Priorities.

Members of the Commissioning Group also shared comments from these stakeholders in relation to language. Examples included differing perceptions on what was meant by "public health." Stakeholder engagement in the Commissions also highlighted issues in relation to language. For example, the Improving Services/Health Care Public Health Commission responded to stakeholder feedback about levels of understanding of Health Care Public Health, and through an iterative process, reached consensus on a new title: Population Integrated Care.

Other feedback from Commission Leads from their stakeholder engagement activity included challenges in relation to meeting logistics, particularly when engaging with stakeholders across multiple locations in and outside Scotland using VC facilities. There were also frustrations about inconsistent public sector use of Lync (now Skype for Business.) This feedback has been shared with the IT and Digital Project.

Stakeholder engagement is now a regular agenda point at Commissioning Group meetings and this year's planning process is a particularly helpful opportunity to review how we can improve stakeholder engagement in relation to ongoing delivery of core, high profile work to improve health and reduce health inequalities and our engagement with the Public Health Reform programme in relation to for the remaining months of 2019.

Most of the Commissions have now been submitted to the Public Health Reform Programme Board. The final submissions included the stakeholder feedback gathered from the implementation of each Commission's Stakeholder Engagement Plan. High Influence/High Impact stakeholders included third sector organisations such as: Poverty Alliance, SCVO, VHS, CHEX and the ALLIANCE. COSLA, SOLACE and Local Authority stakeholders, such as local housing teams also featured in across most of the Commissions' Stakeholder Engagement Plans. This stakeholder feedback has not only been helpful in shaping Public Health Scotland, but can also provide

useful stakeholder insight for our ongoing delivery of core, high profile work to improve health and reduce health inequalities.

For example, feedback from the Community and Voluntary Sector gathered through the Improving Health Commission was summarised as: "There needs to be a new level of relationship with the community and voluntary sector, that takes in both strategic and delivery partnership. The community and voluntary sector should be understood as a partner across all the domains of public health. With regard to improving health in particular, there is huge potential, for example, to promote and support community and peer-led approaches that use the opportunity of local democracy initiatives to take independent action on issues that affect their health and wellbeing. There is also potential, for example, to work differently and better with national third sector bodies on policy leadership and influence."

There is now an opportunity to reflect this feedback in how we engage with stakeholders for the rest of 2019, thereby demonstrating that key perspectives shared during stakeholder engagement for Public Health Reform Commissions have been heard by NHS Health Scotland, and helping to build and maintain credibility. The Strategic Development is currently reviewing stakeholder feedback from each of the completed Commissions in order to develop a helpful summary for the CMT, members of the Commissioning Group and other key internal stakeholders. Sharing this stakeholder insight will help improve stakeholder engagement relating to both the ongoing delivery of core, high profile work to improve health and reduce inequalities, and our continued engagement with the Public Health Reform programme.

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 is securing a stakeholders commitment to engage and stakeholder feedback expressing dissatisfaction or highlighting a reputational risk. Regular stakeholder activity monitoring and recording by the Strategic Development team, as described above, will enable the team to share barriers and issues across internal stakeholders who are leading our core, high profile work to improve health and reduce health inequalities and with those leading work for the Public Health Reform programme. 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 until November 2019, 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