

**BOARD MEETING: 22 March 2019**

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**TRANSITION & INFLUENCE PLAN: BUILDING OUR FUTURE**

**Recommendation/action required:**

The Board is invited to approve the attached Transition & Influence Plan, which sets out our priorities for engaging with staff and stakeholders over the next nine months in order that:

- the impact of Health Scotland's work in advancing efforts to improve health and tackle inequalities in health in Scotland is understood
- the key priorities and principles of that work are therefore transitioned effectively into Public Health Scotland, through our own efforts and with the targeted support of key stakeholders.

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**07 March 2019**

## **TRANSITION & INFLUENCE PLAN: BUILDING OUR FUTURE**

### **Purpose**

1. The purpose of this paper is to seek approval of a Transition & Influence Plan, which sets out our priorities for engaging with staff and stakeholders over the next nine months in order that:
  - the impact of Health Scotland's work in advancing efforts to improve health and tackle inequalities in health in Scotland is understood
  - The key priorities and principles of that work are therefore transitioned effectively into Public Health Scotland, through our own efforts and with the targeted support of key stakeholders.
2. The paper also seeks to assure the Board that mitigating actions are in place for Corporate Risk CRR 19-6: "As a result of not retaining influence with and support from important stakeholders in this transition year, there is a risk that our key messages and core agenda are not carried over as powerfully into Public Health Scotland, reducing its credibility and impact in reducing health inequalities."
3. The Board will receive regular reports against this plan, which will include sufficient information to support the Board in its assurance role on CRR 19-6.

### **Background**

4. There has been considerable discussion at the Board, governance committees and other fora over the last year about how to ensure that we maintain an effective balance between core delivery and managing change, recognising that both are essential to taking the best of Health Scotland into the future.
5. Health Scotland continues to engage staff and stakeholders through partnership working, events and communications activities as we deliver the five Strategic Priority areas in our Fairer Healthier Scotland Delivery Plan 2017-22. Carrying over our 15 years of public health leadership and learning to Public Health Scotland will help ensure continued impact on reducing health inequalities.
6. Through an engagement process we conducted with staff last summer as part of our preparation for due diligence, we created a document describing the 'intangible assets' of Health Scotland - the things about our organisation that we particularly value and want to take with us to Public Health Scotland. It describes the approaches we take to achieve our outcomes and is intended to help staff and officers of the Board describe our 'intangible' assets clearly in order to influence the shape of future services.
  - Vision: Reducing Inequalities and Advocating for the Right to Health
  - Approach to Public Health: Advocating and Influencing for Effective Change
  - Knowledge into Action
  - Quality and Improvement
  - Leadership Culture

- Coaching
  - People, Culture, Values and Partnership Working
  - Digital First
  - Sustainability
7. More recently, work led by the Workforce of the New Body/Organisational Development (WNBOD) Commission has produced helpful staff input on which to build our Influencing and Transition Plan. The top 10 themes gathered from NHS Health Scotland staff who participated in the November 2018 workshops, in response to the question: “What are you most proud of/want to celebrate?” were:
- i. Stakeholder engagement and relationships
  - ii. Supportive working environment
  - iii. Team work
  - iv. Terms and Conditions, especially flexible working
  - v. Expertise, experience and enthusiasm of staff
  - vi. Health Inequalities work
  - vii. Learning and development
  - viii. Innovation and Improvement
  - ix. Human Rights Based Approach
  - x. Minimum Unit Pricing
8. All of these insights are informing what Health Scotland is saying publicly about the ambition, operating framework, culture and values of Public Health Scotland. For the purposes of this Plan, the focus on ongoing stakeholder engagement and relationships is particularly important. This is important because it is through and with stakeholders that our most influential work is delivered, and also because we believe that where stakeholders value our work, this will support that work to continue to enjoy profile and support in the future public health landscape.
9. A recent example of effective influence and support from important stakeholders through joint communications planning was our work with the Joseph Rowntree Foundation when we released the recent Mortality Trends report. JRF commented in stronger terms than would have been appropriate for NHS Health Scotland. Our work with Poverty Alliance in advocating for our work on Triple I has also helped increase the reach and influence of our messages, with a similar approach being explored ahead of the Triple I Commentary Report being published in April.
10. There are also good examples of ongoing stakeholder engagement at local level. For example, our Diet and Healthy weight team is continuing to work closely with various teams within Scottish Government, Food Standards Scotland, Obesity Action Scotland and the Scottish Prison Service. A recent workshop for Local Authority Caterers which sought input on new nutritional guidance, saw 29 of the 32 local authorities represented and has helped build advocacy for the new guidance.

## **Transition & Influence: Building Our Future**

11. Given all of the above, we propose the following set of outcomes to steer effective planning for influence and engagement over the transition period. The attached Transition & Influence: Building our Future plan in the appendix gives more detail of the intended approach and activities under each of these outcomes:
- The focus and momentum of our core business to improve health and reduce inequalities remains a focus of work and our communications over the period.
  - Key stakeholders continue to recognise Health Scotland for our focus on health inequalities and the right to health and expect to see this focus carried on into Public Health Scotland.
  - Staff and stakeholders are enabled to mark and celebrate the ending of NHS Health Scotland with 'tangible' products and events, which both celebrate impact and signal future work.

## **Finance and Resource Implications**

12. The specific activities associated with this plan are costed with 2019 Delivery Plan that will also be presented to the Board at this meeting.

## **Staff Partnership**

13. There is staff-side representation on Commissions, the PHR Strategic Staff Communications and Engagement Group and the Change Oversight Group.

## **Communication and Engagement**

14. The following core messages will underpin the delivery of every element of the attached plan:
- We welcome the move to Public Health Scotland as we believe it will strengthen the leadership impact of public health in Scotland
  - We are actively involved in shaping Public Health Scotland and are working through the Public Health Reform Commissions and other routes to share our learning on what works to reduce health inequalities.
  - We are remaining 'open for business' to our stakeholders throughout this period of change. The five Strategic Priority areas in our Fairer Healthier Scotland Delivery Plan 2017-22 remain our focus.
  - Our aim is to ensure a positive staff experience of change and transition, with partnership involvement in every aspect.
15. This plan will be owned by the Policy & Outcomes Team (renamed from Strategic Development) who, working closely with colleagues in the Communications Team and others, 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.

16. Over the next seven months, the purpose of the plan is to meet the Board's brief to communicate a confident and consistent message about the move to Public Health Scotland, to create opportunities to share Health Scotland's 15 year self-assessment and celebrate with staff, stakeholders and Board members.
17. Staff feedback and input to the work of the WNBOD Commission has helped develop a picture of the culture and values staff from PHI and NHS Health Scotland want to see in Public Health Scotland. Sharing this work with important external audiences will be helpful in maintaining our organisational reputation and credibility by demonstrating to stakeholders that staff are at the heart of this work, and by offering stakeholders to opportunity to build their understanding of the desired culture and values. This is particularly important since this includes very strong messages about staff commitment to whole system working, partnership working and effective stakeholder engagement, which aligns to stakeholder feedback gathered during the work of the Commissions.

### **Corporate Risk**

18. This plan is specifically designed to address Corporate Risk CRR 19-6, as described above. 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.

### **Issues Associated with Transition**

19. As we get closer to the vesting day of Public Health Scotland, the focus on and opportunities for staff to engage in forward looking work (such as that being led by the WNBOD Commission) will only increase. The Transition & Influence Plan; Building our Future is designed to complement and build on that work. In particular, it is designed to allow the right level of opportunity to our staff to specifically celebrate and identify the aspects of Health Scotland's work that should be acknowledged and carried over into the future.

### **Promoting Fairness**

20. Maintaining a clear and sharp focus on our core ambitions to reduce inequality, promote fairness and uphold and promote the right to health is key to this plan.

### **Sustainability and Environmental Management**

21. There are no specific sustainability or environmental management issues in this paper, although it is worthy of note that our work on sustainability has been identified as one of our Intangible Assets and therefore an area of focus we hope to see continued into and strengthened in Public Health Scotland.

**Action / Recommendations**

22. The Board is asked to approve the attached Transition & Influence Plan: Building Our Future and note the intention to mitigate risk CRR 19-6 through reporting against this plan for the coming period.

**Sharon Hammell**  
**Head of Strategic Change and Engagement**  
**7 March 2019**

**Appendix 2**  
**Transition & Influence Plan: Building our Future**

<b>Outcomes</b>	<b>Main Themes from Intangible Assets (Point 10, P3)</b>	<b>Main Activities</b> <b>Full List in Appendix 3</b>	<b>Timescales</b>
<p>The focus and momentum of our core business to improve health and reduce inequalities remains a focus of work and communications over the period.</p>	<p>Health inequalities  Human rights  Advocating and influencing for effective change  Innovation and improvement  Knowledge into Action</p>	<p>Delivery of the 5 Strategic Priorities through our Delivery Plan.  Publication of MUP evaluation plan  ALLIANCE Conference</p>	<p>Throughout    May    May</p>
<p>Key stakeholders continue to recognise Health Scotland for our focus on health inequalities and the right to health and expect to see this focus carried on into Public Health Scotland.</p>	<p>Health inequalities  Human rights  Advocating and influencing for effective change</p>	<p>Organisational Response to Legislative Consultation for Public Health Scotland</p> <p>Corporate communications activity promoting a strong and confident corporate voice with regards to our impact and the future e.g.</p> <ul style="list-style-type: none"> <li>• create new podcasts in response to the emerging discussion about Health Scotland's legacy.</li> <li>• Mental Health Thought Leader column in Holyrood Magazine</li> <li>• VHS Annual Conference</li> </ul>	<p>March – April    Throughout    Throughout    April    September</p>

		<ul style="list-style-type: none"> <li>• Healthy Lives, Healthy Cities event</li> </ul>	November
Staff and stakeholders are enabled to mark and celebrate the ending of NHS Health Scotland with 'tangible' products and events, which both celebrate impact and signal future work.	<p>Inequalities Coaching and supportive work environment Sustainability Digital First Quality Improvement Health Improvement Leadership Culture and Team work People, Culture and Values and Partnership working</p>	<p>Online and/or print "Legacy"-themed magazine and summary document to include our 15 year impact story, referencing our work on alcohol misuse, place and childhood adversity.</p> <p>Director Blogs and Vlogs iMatter team stories Digital memory wall Podcasts by staff, stakeholder and Board members about the impact of Health Scotland Other relevant joint events and activities as planned by WNBOD Stakeholder events Board meeting with Minister for Public Health Staff 'farewell' events</p>	<p>June</p> <p>Throughout May – June June - November May – November</p> <p>Throughout</p> <p>June – November September</p> <p>October - November</p>



## **Appendix 2**

### **Corporate Risk CRR 19-6: Description**

“As a result of not retaining influence with and support from important stakeholders in this transition year, there is a risk that our key messages and core agenda are not carried over as powerfully into Public Health Scotland, reducing its credibility and impact in reducing health inequalities.”

### **Controls in Place**

- Stakeholder engagement remains at the core of the Delivery Plan and Strategic Priorities described within it.
- Transition & Influence: Building our Future plan.

### **Action Plan**

- Implementation of the transition & influence plan to engage and staff and stakeholders to retaining influence with and support from important stakeholders in this transition year.

### **Measures**

- Examples of advocacy of Health Scotland’s contribution and impact by staff and stakeholders. These could be: organisations such as Obesity Action Scotland, Alcohol Focus Scotland and CRUK advocate for our Diet and Obesity and MUP work through joint communications activity in May.
- Evidence of commitment to taking the best of Health Scotland into Public Health Scotland. Examples of what these might include:
  - an operating model for Public Health Scotland which enables effective partnership working
  - the culture of Public Health Scotland is firmly based on a Human Rights Approach to Health
  - Public Health Scotland takes Digital First approach in the tools it provides to staff to meet their objectives and in its communications, engagement and marketing activities.

**Appendix 3: Detailed Stakeholder Activity Planned March – November 2019**

<b>Month</b>	<b>Activity</b>	<b>Target Audience</b>
April 08/04/19	Mental Health Thought Leader column in Holyrood magazine - Mental Health edition	MPs/MSPs Policy leads Third Sector organisations
25/04/19	Attendance at Beveridge's Five Giants Revisited from a Human Rights Perspective – explores the link between Human Rights and the social justice agenda.	Academics PH Professionals Local Government Policy Makers Human Rights Practitioners
Date TBC	Triple I Commentary Report published. This will bring together findings on the impact of various interventions on health and health inequalities	Local Government, CPPs, decision makers, policy makers, third sector and elected officials
May		
Date TBC	Publication of full MUP evaluation plan, promoted via web and social media and Spice blog	Academics Alcohol Industry SG MPs/MSPs/Researchers Alcohol Focus Scotland/CRUK
Date TBC	Our evidence on non-price promotions and marketing will be promoted as key evidence to inform responses to SG consultation on restricting price and marketing on high FSS foods. NHSHS is lead sponsor/ exhibitor at The Alliance Annual Conference 2019. NHSHS to present on <ul style="list-style-type: none"> <li>• Place Standard</li> <li>• ACES</li> </ul>	SG CRUK (Scotland) Diabetes Scotland Obesity Action Scotland VHS
20/05/19	NHSHS is lead sponsor/exhibitor at the ALLIANCE Annual Conference 2019. NHSHS to present on <ul style="list-style-type: none"> <li>• Place Standard</li> <li>• ACEs</li> </ul>	National/ local government Academics Health and Social Care organisations/TSIs/IJBs Third Sector organisations
TBC	Stakeholder engagement activity from the WNBOD Commission which builds advocacy for the desired culture and	HIHI HILO stakeholders, inc LA and Third Sector organisations

30-31/05/19	values for Public Health Scotland developed by staff from PHI and HS. (Exploring opportunities to incorporate into planned engagement and standalone activity.) NHSScotland Annual Event	NHS Boards, H&SC Partnerships Scottish Government Third Sector organisations
June		
TBC	Stakeholder engagement activity from the WNBOD Commission which builds advocacy for the desired culture and values for Public Health Scotland developed by staff from PHI and HS. (Exploring opportunities to incorporate into planned engagement and standalone activity.)	HIHI HILO stakeholders, ink LA and Third Sector organisations
10-11/06/19	NHSHS is partnering WHO for International Place Making Event	WHO European Healthy Cities Leads, Place Standard Leads Lord Provost/ Minister Local Authority Planners Third Sector organisations
24-26/06/19	NHSHS is a planning partner for the World Community Development Conference 2019 – People, Place and Power	Local Authority Planners Third Sector organisations CHEX/SCDC
TBC	Publication of the evaluation report on compliance with MUP	Media, AFS, CRUK, Academics, Drug and Alcohol Partnerships, Alcohol Industry
TBC	Publication of the annual MESAS report	As above
TBC	Publication of Suicide Statistics	Samaritans, Suicide Prevention Leads, SAMH, Choose Life leads
TBC	Publication of the drugs database report	ADPs, SDF, SG, Dolphy

July		
TBC	Publication of the MUP evaluation report for harm to young people from others	Media, AFS, Academics, Drug and Alcohol Partnerships, Alcohol Industry, Children in Scotland, CRUK, Scottish Families Affected by Drugs and Alcohol
August		
TBC	Publication of the evaluation report on alcohol consumption by children and young people, post-MUP	Media, AFS, Academics, Drug and Alcohol Partnerships, Alcohol Industry, Children in Scotland, CRUK, Scottish Families Affected by Drugs and Alcohol
September		
TBC	Potential opportunity to comment on Bill on restricting discretionary HFSS food and drinks	SG, CRUK (Scotland) Diabetes Scotland, VHS Obesity Action Scotland
17/09/2019	VHS Annual Conference (NHSHS speaking/chairing roles TBC)	VHS and other third sector orgs
24/09/2019	Participation in NHSScotland Sustainability Conference	Smash, Pharmacists Transport Leads
October		
21-23/10/19	NHS is an event partner at the Law Enforcement and Public Health event (Speaking opportunities TBC)	COSLA Police Scotland Third Sector Organisations Policy Leads
November		
TBC	Publication of MUP economic impact report	Media, AFS, Academics, Drug and Alcohol Partnerships, Alcohol Industry, MPs, MSP's, Scottish Government
TBC	Publication of MUP harmful drinkers interim impact report	
TBC	Publication of Scottish Suicide Information Database Report 2019, looking at social determinants of suicide	SPS, Academics, Alcohol Focus Scotland, Mental Health Charities, Drugs Partnerships
19/11/2019	Andrew Fraser is a speaker at the Healthy Lives Healthy Cities Scotland	Mental Health charities Drug and Alcohol Pushups

	2019 event	Local Authority Planning Leads
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