

Board Meeting: 22 March 2019

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HEALTH AND WORK SERVICES

Recommendation/action required:

The Board is asked to:

- Agree the strategic direction for the future health and work services programme as part of the legacy NHS Health Scotland will set for Public Health Scotland
- Agree the approach for the specific changes insofar as they affect the existing HWLA
- Note the progress made since the last board meeting and proposed timescales

Author:

George Dodds

**Director of Health Equity and
Director of Health and Work**

Sponsoring Director:

George Dodds

**Director of Health Equity and
Director of Health and Work**

15 March 2019

HEALTH AND WORK SERVICES

Purpose

1. The purpose of this report is to seek the Board's endorsement of the strategic intent for the future of Health and Work Services.

Background

2. Previous reports have been considered by the Health Governance Committee (HGC) in March 2018 and September 2018 on those issues identified as important to the Board. In addition an update report was presented to the Board in February 2019.
3. Following continued good progress it is now possible to set out for Board approval a clearer direction of travel on the broad programme and specifically the Healthy Working Lives Award (HWLA) element as part of our legacy work in advance of the creation of Public Health Scotland.

Further Progress

4. Following the NHS Health Scotland internal review (reported to the Board in February 2019) there has now been more formal engagement with Scottish Directors of Public Health (SDsPH) as well as informal engagement with other important stakeholders.
5. At a meeting on 8 March 2019, the SDsPH offered formal support for the direction of travel set out by the Director of Health and Work. In addition there have been expressions of interest from them to work collaboratively to shape a future work programme.
6. Initial discussions have also taken place at a UK level with Business in the Community (BITC) about their future contribution to any new arrangements and there have been exploratory discussions too in relation to representation from the original Scottish Fair Work Convention members.
7. The engagement requirements of Scottish Ministers has been mapped out and preparatory work for that has started.

Strategic intent

8. There are two clear drivers for the proposed and improved national function of a Health and Work Services Programme:
 - a. A further shift upstream towards preventing and undoing the fundamental causes of inequality
 - b. Improved cost effectiveness of collaborative national and local resource

9. There is good consensus that the current Healthy Working Lives national award programme has played an important part in health improvement in Scotland. There is also consensus that a transformational shift is now required so that this work is more closely aligned to the fundamental causes of inequalities in the form of income, power and wealth (as described in NHS Health Scotland's own theory of causation, set out at Appendix 1).
10. Various attempts have been made at policy level to address these and with varying degrees of success. NHS Health Scotland within its current remit is well placed to influence a strengthened approach.
11. International evidence informed the production of a Fair Work Framework¹ in Scotland with a vision that *“By 2025, people in Scotland will have a world leading working life where fair work drives success, wellbeing and prosperity for individuals, businesses, organisations and for society”*.
12. The dimensions of the framework are shown in Appendix 2.
13. Furthermore, we know from various sources of international evidence and the work of Sir Michael Marmot² that two of the most significant policy interventions to be made (to reduce inequalities) are as follows:
 - a. Creating fair employment and good work for all
 - b. Ensuring a healthy standard of living for all
14. Working constructively with employers across all sectors in pursuit of these objectives is crucial to success in reducing health inequalities in Scotland.
15. A refocused approach of this nature would be in keeping with the emergent plans for the role and function of Public Health Scotland.
16. One of the principal aims of the new approach will be to spend less time and effort assessing and quality assuring award submissions and more time and effort (across the whole system) improving the fairness and quality of work available in Scotland.
17. The Board's endorsement of this strategic intent will be beneficial during the next stages of engagement and in our broader preparations for handover to Public Health Scotland.
18. There are no other strategic issues or implications from the running of the programme that require the Board's consideration at this stage.

¹ <https://www.fairworkconvention.scot/the-fair-work-framework/>

² <https://www.local.gov.uk/marmot-review-report-fair-society-healthy-lives>

Implications

19. In practice this means that whilst it is important to retain the network of contacts we currently have with employers across Scotland, the nature of that engagement needs to shift to address the gaps identified by Marmot and Scotland's own Fair Work Convention.
20. It also means that whilst some good efforts have been made to refresh the HWLA in recent times it is now considered appropriate to "end" the award in its current format. Instead, something new in the form of a framework or standard that takes better account of the Fair Work Framework for Scotland as well as the other most significant factors for improved public health (e.g. Mental Health) would emerge in its place.

Proposed approach and timescales

21. At the time of writing a short life working group is being established to design the essential components of a new standard that demonstrates fair employment and good quality work from employers. It will be comprised of members who can bring a perspective from across the whole system (e.g. Health, Local Government, Scottish Government, Business etc).
22. The timescales for the creation of Public Health Scotland (PHS) are known. A first draft Target Operating Model (TOM) has been produced and is subject to engagement with staff and partners now. In all likelihood there will be a top part of a new structure in place by the time Public Health Scotland launches, with other programmes of work largely transferring into the new organisation on an "as is" basis for the remainder of the current financial year. This would result in not quite business as usual for this programme but an intention to deliver the most important parts of the current proposed delivery commitments and outputs whilst simultaneously designing the new arrangements with partners. The Board will see some minor editing in the current proposed delivery commitments in our 2019/20 Delivery Plan although these may necessarily be subject to further amendment once the next stage of engagement has been completed. The general approach for 2019/20 is some continuity of business and some developmental, future focused effort.
23. In essence, the first 6 Months of 2019/20 will involve some of that business as usual activity in our work with local boards. This is to ensure that we mitigate the risks of current award holders and new entrants to the process becoming disaffected whilst we design the new approach.
24. The second 6 Months will involve finalising that new approach with partners with a view to implementation of new arrangements for 2020/21.

25. The working group will consider a formal project planned approach (likely April) which will take practical account of the most appropriate timescales for communications that would include any plans to suspend new applications for the current programme and instead offer preparatory support to employers for the emerging most likely requirements of a new standard or framework. It will also be necessary to design the new arrangements so that existing award holders can transfer any existing credits across to a place within any new framework so that we maintain their interest and provide some stretch to the next level. This serves two purposes. Firstly, it sets out a framework for change. Secondly it provides a degree of continuity whilst we transition the work.

Finance and Resource Implications

26. It is still anticipated that the Directorate programme budget will remain at the same level for 2019/20.
27. An outline proposal was notified to local Boards in September 2018 advising that they should expect funding for 2019/20 at the same level as 2018/19 in return for commitment to collaborate towards a new approach. This allowed local Boards to plan accordingly and mitigate employment related risks for 2019/20.

Staff Partnership

28. Staff Side previously participated in the Award option appraisal and will continue to be engaged as appropriate. Bearing in mind the implementation of review decisions might impact on staff, Staff Side will be invited to work in partnership throughout implementation.

Communication and engagement

29. An appropriate communication plan will be agreed by the short life working group

Corporate Risk

30. There are reputational and business risks associated with this approach which have been assessed and actions taken to mitigate them.
31. Business delivery risks will be kept under close review of the Director of Health and Work.

Issues Associated with Transition

32. All work undertaken will take account of and inform the emergent role and function for a health and work services programme within PHS

Promoting Fairness

33. Health and Work Services are based on the principles of fair employment and good work and the evidence based actions identified in the 'Good Work for All' Inequality Briefing. NHS HS has also informed and supported the Scottish Government's Fair Work Framework through the services we deliver.
34. New arrangements are intended to:
 - a. contribute to the availability of fair employment and good quality work;
 - b. influence more equitable access to that standard of work;
 - c. improve the ability to sustain that quality of work.

Sustainability and Environmental Management

1. The environmental impact of economic activity is an important factor within the health and work agenda. Direct implications for the environment and sustainability relating to practical delivery of services will emerge at a later stage when operational matters are being considered as part of the transitional plan.

Action/ Recommendations

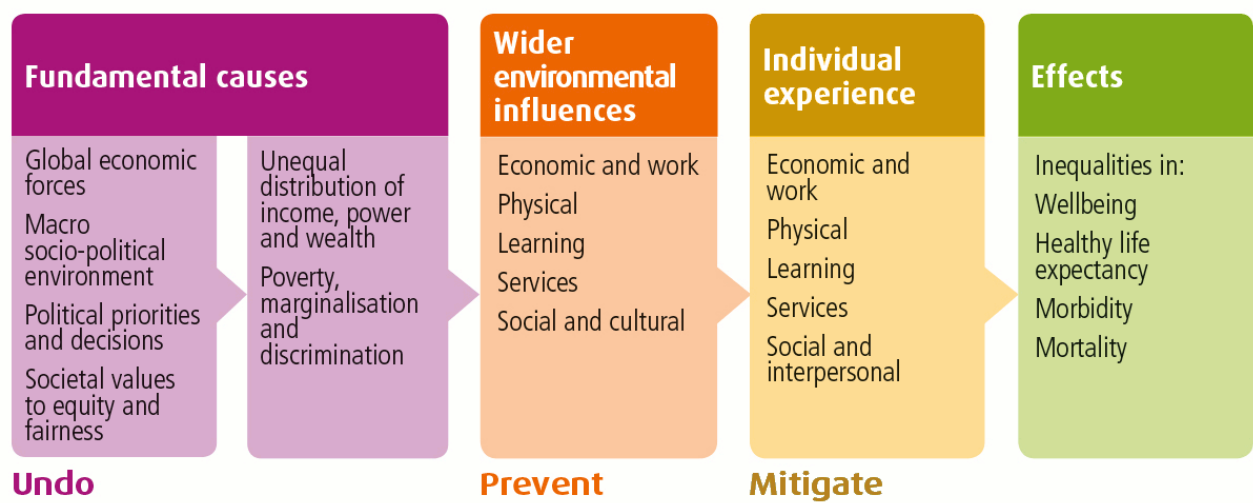
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15 March 2019



Source: <http://www.healthscotland.scot/media/1086/health-inequalities-what-are-they-how-do-we-reduce-them-mar16.pdf>

Appendix 2

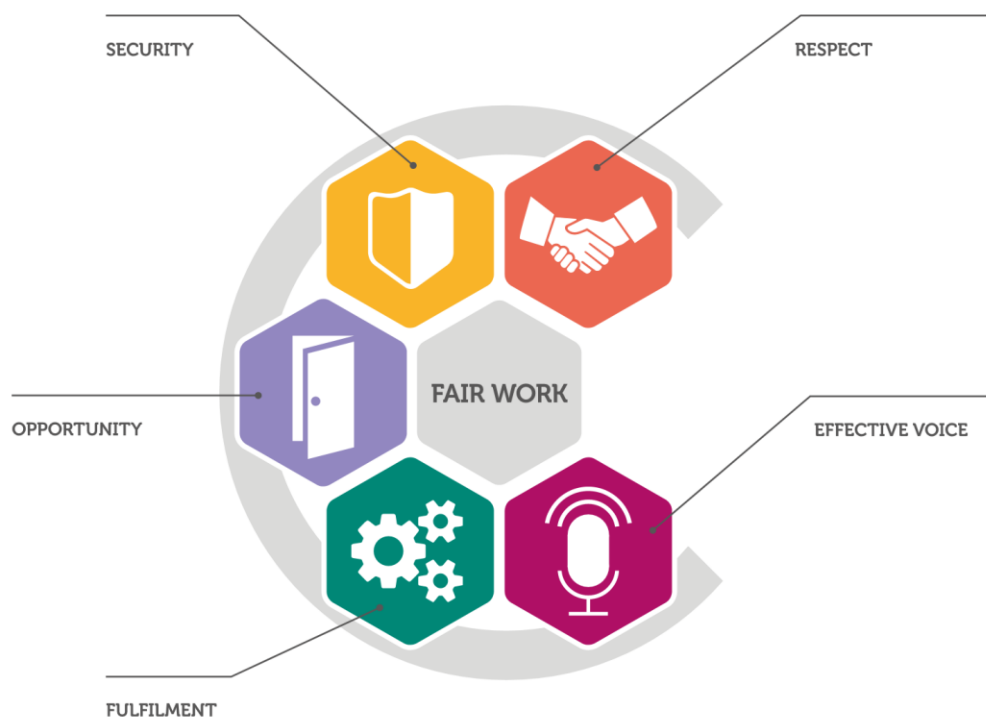
THE VISION AND FRAMEWORK FOR FAIR WORK IN SCOTLAND

THE VISION

By 2025, people in Scotland will have a world-leading working life where fair work drives success, wellbeing and prosperity for individuals, businesses, organisations and for society.

DEFINING FAIR WORK

Fair work is work that offers **effective voice, opportunity, security, fulfilment and respect**; that balances the rights and responsibilities of employers and workers and that can generate benefits for individuals, organisations and society.



Source: <https://www.fairworkconvention.scot/wp-content/uploads/2018/12/Fair-Work-Convention-Framework-PDF-Full-Version.pdf>