

**Board Paper No 36/19**

Board Meeting: 27 September 2019

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.healthscotlandceopapersubmission@nhs.net**](mailto:nhs.healthscotlandceopapersubmission@nhs.net)

**Managing our Legacy (including Building our Future Report)**

## Recommendation/action required:

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| The Board is asked to:   * Note our progress and plans in the four elements of the Managing our Legacy Programme * As one of those four elements, discuss the report Building our Future: NHS Health Scotland’s contribution to public health in Scotland |

**Author: Sponsoring Director:**

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| **Jenny Kindness**  **Project Manager – Change Support** | Cath Denholm  Director of Strategy |

**17 September 2019**

**Managing our Legacy (including Building our Future Report)**

**Purpose of Paper**

* 1. This paper provides the Board with an update on progress in managing the legacy of NHS Health Scotland as we transition into Public Health Scotland over the coming six months. This includes developments in the way we are managing the overall programme of work and presenting to the board the culmination of one of the workstreams in the form of the *Building our Future: NHS Health Scotland’s contribution to public health in Scotland* report.

**Background**

1. The Managing our Legacy Programme brings together the four different elements of work that we have agreed are necessary in preparing to close down NHS Health Scotland and transition the work and learning of NHS Health Scotland into Public Health Scotland. We have defined those four elements as:

* Telling the story of NHS Health Scotland
* Tying up our business
* Messaging our farewell
* Celebrating our People

1. These elements are designed to cover both the practical and emotive aspects of ‘closing the business’ in a way that is proportionate, forward-looking in tone and aligned appropriately with the work that we are doing alongside Scottish Government and NSS to prepare for Day 1 Readiness in Public Health Scotland.

**Telling the story of NHS Health Scotland**

1. Elspeth Molony, Organisational Lead for Policy and Outcomes has led on this work with the aim to articulate what we have learnt as an organisation over the 17 years of our operation. We have produced a report ‘Building our Future: NHS Health Scotland’s contribution to public health in Scotland’ to articulate this learning. The report provides a description of our strategic development as an organisation, followed by an exploration of our contribution to public health in the areas of alcohol, place and early years.
2. The report will be discussed at the 27 September Board meeting attended by Minister for Public Health, Sport and Wellbeing, Joe FitzPatrick and the Shadow Board Chair for Public Health Scotland, Jim McGoldrick.
3. The Report is the result of a blended approach. Semi-structured interviews were undertaken with 12 key staff working in the chosen areas, resulting in 16 hours of experiential evidence. This was combined with desk-based research around the changing policy context across the 17 years, and research through the NHS Health Scotland archive into early strategies, annual reports and delivery plans.
4. The target audience for the report is the Board of Public Health Scotland, senior management of the new organisation, key partners and professional stakeholders. The report will be available on our website and will be shared directly with key stakeholders. It will also be used as an asset in engaging key stakeholders around ‘messaging our farewell’, for example across Scottish Government, at the Scottish Parliament and at the Faculty of Public Health conference.

**Tying up our business**

1. The aim is to conclude the business of the organisation, following all governance and due diligence process and recording for public record (and to provide Public Health Scotland baseline data) our final delivery and performance reports. The primary audience are the Board, government sponsors, auditors and Public Health Scotland in some aspects.

1. The Board and Audit Committee have already received a number of reports on Board governance until dissolution.  The Board will discuss the most recent report “NHS Health Scotland Board Governance until Dissolution Priority Action Plan” at the 27 September Board meeting. Discussion has also taken place to outline the arrangements for the financial and fiscal closure of NHS Health Scotland. Della Thomas, Executive and Governance Lead and Andrew Patience, Head of Finance and Procurement have been asked to lead in the development of an overarching plan of work that takes in both of these aspects of closure.
2. This work plan will also be shared with the Finance and Procurement and Governance Delivery Groups for Public Health Scotland, recognising the co-dependencies of some actions and the collaboration required.

**Messaging our farewell**

1. This element of the Programme will be led by Claire Dea, Communications and Engagement Team Manager. The aim is to ensure that all corporate communications and engagement over the next 6 months are appropriately tailored to convey to stakeholders that NHS Health Scotland is closing down, we are positive about the future and positive about taking with us the good work and learning, which so many of our stakeholders have worked with us on.
2. The intention is that these messages are an integrated theme of our communications and related work, rather than any kind of discrete ‘campaign’. A good example of this is the way that we used our policy consultation response on Public Health Scotland to share our messages and approach to Public Health Scotland with key partners and stakeholders.

**Celebrating our people**

1. The aim is to give our people an opportunity to celebrate their work, share memories and experience a positive farewell to Health Scotland. Staff groups will lead the planning of this work within the parameters of reliance on existing resources and no external venues. Past experience has shown that staff respond well to this kind of approach and we are confident that the impact will be both proportionate and memorable.
2. We are keen to ensure that staff themselves are very much involved in shaping what we do to ‘celebrate’ Health Scotland. With this in mind, Senior Communications and Engagement Officer, Peter Watson, the lead for this work is setting up sessions in both our offices to meet staff and share ideas.
3. So far, initial ideas include:

* an interactive space on the Source for staff to share Health Scotland memories
* tea parties in each office with ‘walk through’ displays of Health Scotland work and people through the years
* a magazine style ‘memento’ that staff can keep.

**Finance and Resource Implications**

1. Staff time involved in managing our legacy will be managed through existing resources. No specific budget has been made available for this programme of work and the required budget is expected to be limited to publishing/printing costs, which will be met through the reallocation of underspend from other programmes.

**Staff Partnership**

1. Plans for celebrating our people will be shared with the Partnership Forum.

**Communication and Engagement**

1. Appropriate communication channels, including social media will be employed to message our farewell. Pre-publication stakeholder engagement has taken place with the Building our Future report, including with relevant Scottish Government policy teams. It will be published on our website with digital content, an accompanying news story and social media activity.

**Corporate Risk**

1. Failure to manage our legacy appropriately may result in damage to our reputation and affect our ability to transition smoothly to Public Health Scotland.

## Issues Associated with Transition

1. Transition issues will be managed by the leads for each of the 4 elements of the Programme and through close liaison with those involved in Day 1 readiness preparations.

**Promoting Fairness**

1. The Manging our Legacy programme will be monitored to identify and address any barriers to promoting fairness.

**Sustainability and Environmental Management**

1. There are no anticipated sustainability and environmental management implications.

**Action/ Recommendations**

1. The Board is asked to note the approach set out in the Managing our Legacy Programme and discuss the report, *Building our Future: NHS Health Scotland’s contribution to public health in Scotland.*

**Jenny Kindness**

**Project Manager – Change Support**

**17 September 2019**