

BOARD MEETING: 29 September 2017

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-ceopapersubmission@nhs.net

**NHS HEALTH SCOTLAND PERFORMANCE REPORT: QUARTER 1
2017/18**

Recommendation/action required:

The Board is asked to note this report.

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21 September 2017

NHS Health Scotland Performance Report: Quarter 1 2017/18

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Part 1: Summary

Quarter 1, 2017/18 – Organisational Highlights

The 2017/18 business year has started strongly. This section presents strategic highlights and issues. The remaining sections present detail strategic priority by strategic priority. The Board should be assured that the detailed implications of delivery of the performance statistics included have been discussed by Heads of Service and the Corporate Management Team and appropriate steps are in hand.

A number of high profile reports were published in this quarter, including the first set of results for the Scottish Burden of Disease study, following four years of research, the Monitoring and Evaluating Scotland's Alcohol Strategy (MESAS) monitoring report and an evaluation of pilot areas for a new School Nursing model. All have been well received, and there was extensive print, broadcast and social media coverage of the first two. The results from the Burden of Disease study are starting to be used both nationally and locally to look at workforce and policy implications, and have received interest from global colleagues. We also published our latest health inequalities briefing, on income and health. This has been well received by the public health community.

Continuing our developing use of video media, we also published an animated video of the Place Standard and we supported colleagues from Connected Baby to provide multiple screenings of the film 'Resilience' across Scotland, many of which were public showings and to which we were successful in attracting civil servants and some MSPs.

Successful roll out of the Place Standard has continued. We now have confirmed named Leads for the Place Standard in 29 of the 32 Local Authorities (plus one in each of the two other planning authorities, the National Parks). At an event in June we focused on increasing the link between community and spatial planning. Headlined with a key note address from the Chief Planner for Scotland, this was successful in engaging with a new range of stakeholders for the Place Standard tool. The Place Standard national team (NHS Health Scotland and partners) were delighted to receive the Royal Town Planning Institute Award for Planning Excellence in London in June, in recognition of the tool's strength in Planning for Wellbeing.

Following a direct commission from the Scottish Government last year and working with a range of partners, we finalised the Health, Mental Health & Wellbeing actions for the new British Sign Language National Plan.

Organisationally, we worked closely with the Scottish Government and other public health bodies to begin concrete preparations for the new public health body. We have been working to capture learning from a number of public bodies which have gone through recent mergers and we have been finalising an internal review into leadership development within our changing organisational context. We also set up a 'Change Hub' on our intranet to

provide a focal point for staff on all aspects of changes affecting the organisation.

Issues of note

Implementation of the Alcohol Minimum Unit Price (MUP) remains uncertain, with a legal decision now expected in October. We need to continue to hold resource and capacity for a portfolio of studies should the courts rule in favour of MUP.

Demands on the organisation for evaluation resource continue to exceed the capacity of the team.

The ReHIP (Redesign of Health Information for Parents) programme will take more time than anticipated, largely because there is new emerging scientific evidence on a number of topic areas which requires review.

Coming up next quarter

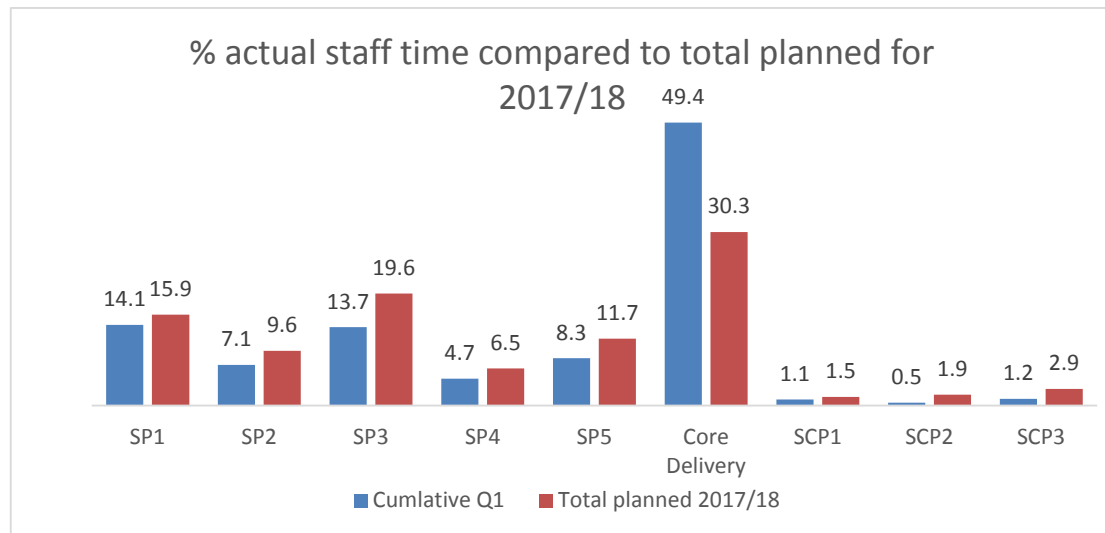
A number of high profile conferences will take place, including the PHINS conference in September, at which the Scottish Burden of Disease Study will be presented, and we will be hosting a WHO Healthy Cities Network masterclass.

Our latest Children & Young People's profiles are due for publication around late September and we will be presenting two discussion papers on sanctions at the next Health Impact Delivery Group (HIDG) of the SG's welfare reform structures. We will also due to report on the Evaluation of the Glasgow Deep End Link Worker Programme (July) and will complete and distribute a report of NHS Board activity to mitigate the impacts of Welfare Reforms.

The Public Health Oversight Board will next meet in September. At this meeting, we are expecting some important in principle decisions to be taken with regard to the emerging public health landscape and new public health body.

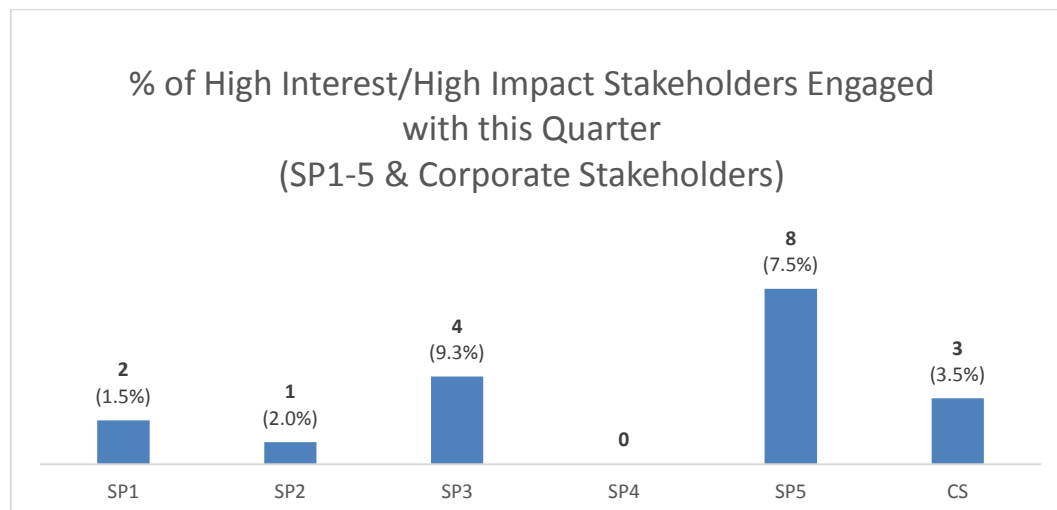
Part 2: Strategic Priority Updates

Overview of staff time data all Strategic Priorities and Strategic Change Priorities



High Interest High Impact Stakeholders

Each Strategic Priority has identified a list of High Impact/High Influence Stakeholders specific to their Strategic Priority. Engagement with our stakeholders is a Key Performance Indicator for the organisation. Figures are based on engagements recorded on our Customer Relationship Management system and expressed as a percentage of the High Impact/High Influence stakeholders confirmed for each Strategic Priority. It should be noted that within any Strategic Priority, the stakeholders with whom engagement is necessary will change over the course of the year. It should also be noted that we know that systematic recording of stakeholder engagements is not yet fully embedded across the organisation.



Strategic Priority 1: Fairer and Healthier Policy

Performance Indicators due to be achieved in the next quarter

Delivery Commitment	Performance Indicator
Publish and disseminate comprehensive burden of disease estimates by key demographics and implement the next phase of the project	Policy analysis completed to inform development of the strategy (Q1)
Quantify the impact of interventions on health and health inequalities by developing and disseminating the Informing Investment to reduce health Inequalities (Triple I) tool across a range of national and local authority areas	Defined list of interventions to model long-term impacts on health and health inequalities finalised.
Produce and disseminate statistics on a range of alcohol-related indicators for policy and strategy audiences	Establish baseline of product reach using relevant online analytics.
Produce and disseminate statistics on a range of alcohol-related indicators for policy and strategy audiences	Evaluation of products by high-interest/high-impact stakeholders.

Delivery Commitments at risk of not delivering on time

10 out of 16 delivery commitments due to be completed in future quarters have one or more outputs that are not 'on track, no issues'.

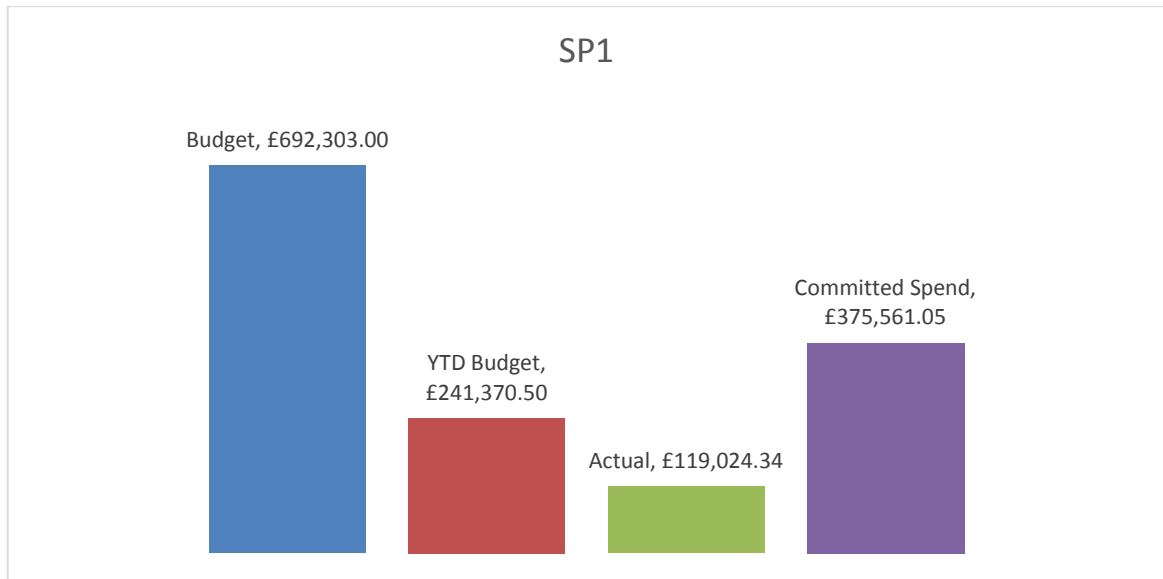
- 1.1.1 Publish and disseminate comprehensive Burden of Disease estimates by key demographics and implement next phase of the project
- 1.2.1 Develop and agree a plan for the evaluation of Minimum Unit Pricing (MUP) and the refreshed alcohol strategy and establish processes to implement evaluation
- 1.3.1 Maintain the cross-cutting work of the Scottish Public Health Network (ScotPHN), ScotPHO and associated networks and leadership groups to support delivery of an effective public health function in Scotland.

- 1.3.3 Co-lead the Scottish Public Health Observatory (ScotPHO) collaborative to deliver public health information and support for the Public Health Information Network for Scotland.
- 1.3.4 Lead the development of the Public Health Network (PHEN) to carry out evidence reviews more rapidly, ensuring evidence informs policy and practice in a timely manner.
- 1.4.1 Provide expertise and guidance on policy and effective interventions to tackle inequalities in diet and obesity, including improving access to healthier food choices for key populations groups across a range of priority settings.
- 1.4.2 Provide expertise and guidance to enhance workforce capacity and improve collaborative relationships across the public and third sectors for public mental health and suicide prevention.
- 1.4.5 Share expert knowledge of the scale, measurement and impact of food poverty and household food insecurity.
- 1.4.6 Implement a ‘once for Scotland’ approach to improve quality, reduce variation and make tobacco services more accessible to priority groups co-ordinated through the tobacco control networks.
- 1.4.9 Lead, support and advise on the design and implementation of actions relative to the Active Scotland Framework and National Physical Activity Implementation Plan.

Issues affecting delivery

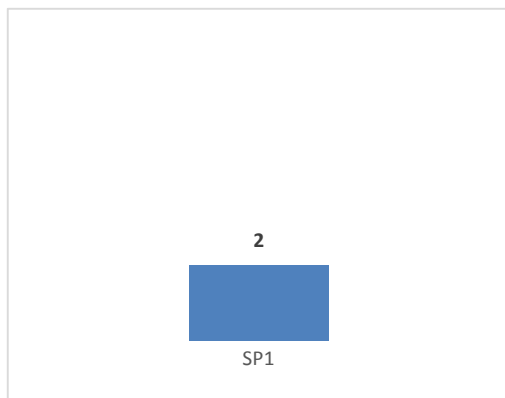


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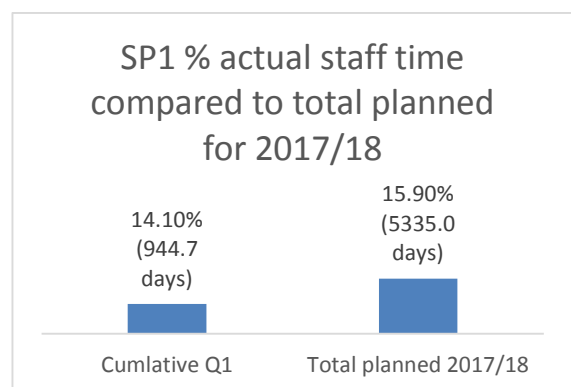
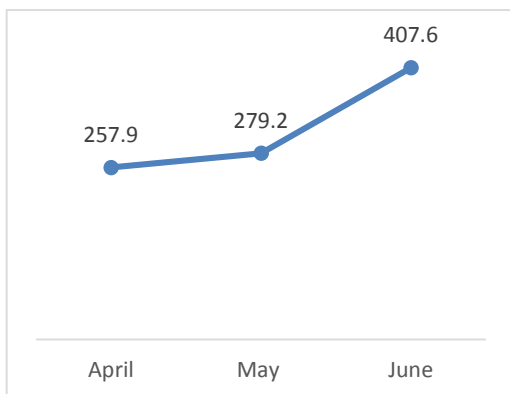


High Interest/High Impact

Stakeholders Engagement this Quarter



Staff Time Data



Highlights from the quarter

- The Scottish Burden of Disease study published its first set of results – well received with extensive print, broadcast and social media coverage.
- Publication of the MESAS monitoring report - well received with extensive print, broadcast and social media coverage.
- Contract signed for MUP harmful drinkers study and preferred bidder identified for MUP small retailers study.
- Number of abstracts accepted for oral presentation at the Faculty of Public Health conference in November.
- Registration opened for the PHINS seminar (29th September) - quickly over-subscribed with a waiting list now in operation.
- PHO drug-related deaths age-period-cohort analysis released as a pre-publication print with good media coverage.
- PHO obesity inequalities paper published in the International Journal for Equity in Health with an accompanying ScotPHO summary briefing – well received with a good amount of media interest.
- ScotPHN published 'Social Isolation & Loneliness: What is the Scope for Public Health Action?'
- SHIAN published impact assessment of Scottish Government's intent to build 50,000 new affordable homes.
- ScotPHN held an event on housing, homelessness and place with Local Government Information Unit.
- Paper on the Soft Drinks Industry Levy (sugar tax) published in the June 2017 edition of Dental Update.

Issues of note

- Continued uncertainty of Alcohol Minimum Unit Price (MUP) implementation – decision now expected October (was September).
- Resourcing issues from partners working on the Scottish Burden of Disease Study is causing significant delays to timetable.
- Resourcing issues for the evaluation team far outweigh capacity.
- The ScotPHO website is in the process of being migrated onto a new web platform. Staff turnover and absence in our partner organisation is causing delays, in part mitigated by our own PHO team stepping in.
- There are a number of developments in the pipeline relating to the ScotPHO profiles and a new web platform for the online profiling tool is being investigated. Again, some issues with resources with the lead partner will cause delays.

Coming up next quarter

- First meeting of the MUP Evaluation Collaborative
- The Scottish Burden of Disease Study will be presented at the PHINS conference in September
- Contract for the provision of alcohol sales data for calendar years 2017-2021 to be agreed and signed off.
- Children & Young People's profiles are due for publication around late September. National commentary report to accompany the profiles.
- Health & Wellbeing profiles due to be relaunched at the same time, based on 2011 data zones. No commentary report is planned.
- Publication of report on specialist public health input to IJBs/CPPs and primary prevention of injury.
- SMaSH and NHS Health Scotland supporting the Sustainable Scotland Event on 21 September.

Strategic Priority 2: Children, Young People and Families

Performance Indicators achieved

Delivery Commitment	Performance Indicator
Provide expertise and support for the development and publication of a 10-year Child and Adolescent Health and Wellbeing Strategy	Policy analysis completed to inform development of the strategy (Q1)

Performance Indicators overdue

Delivery Commitment	Performance Indicator	Issues
Establish a Scottish Hub for Adverse Childhood Experiences (ACEs) and identify and agree priority actions for 2017/18	Updated report on 'Polishing our Gems' produced and disseminated (Q1)	Deferred until 2018/19
Deliver our pledge within the Fairer Scotland Action Plan by leading the NHS contribution and actions focused on child poverty in Scotland	Three case studies completed to support 'Child poverty eLearning module' (Q1)	Deferred due to a lack of staff capacity
Implement agreed strategies and systems to roll out the learning and principles of Healthier Wealthier Children with local partners	Report on NHS Boards developing or delivering F1 referral pathways (Q1)	Will be completed in Q2 due to staff capacity

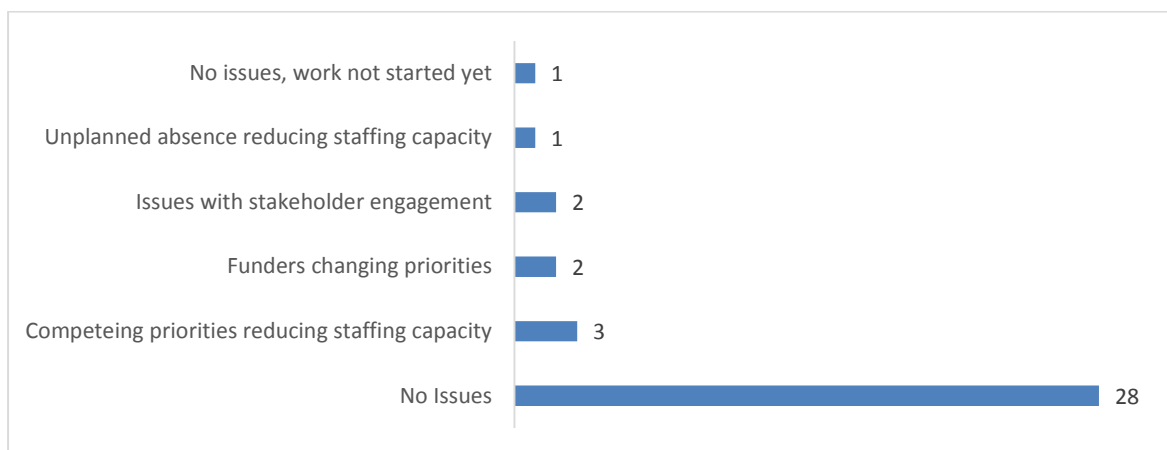
Delivery Commitments at risk of not delivering on time

6 out of 11 delivery commitments due to be completed in future quarters have one or more outputs with status that's not 'on track, no issues'.

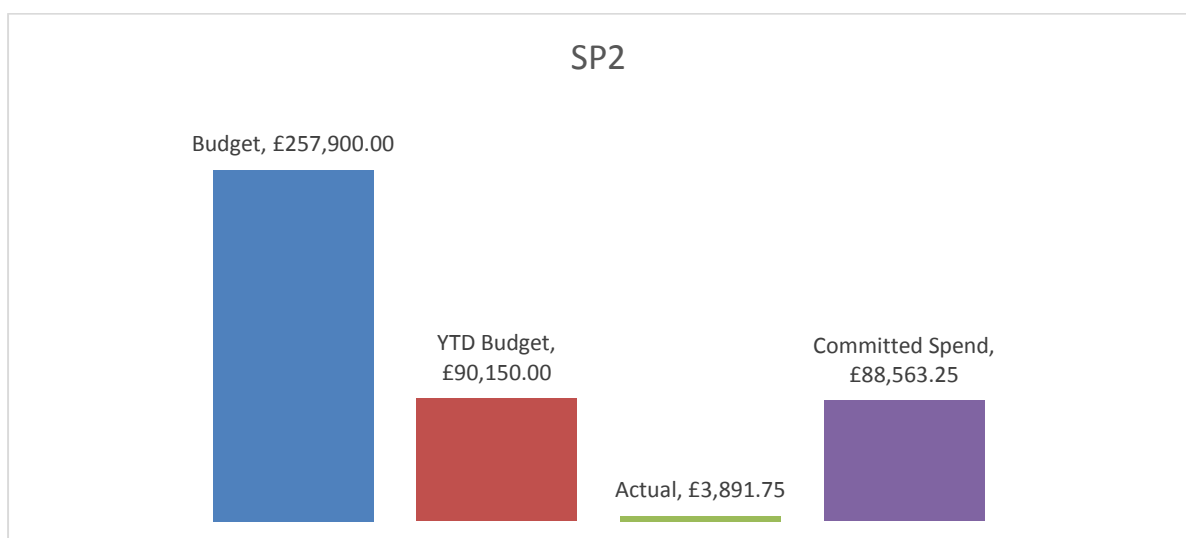
- 2.1.1 Provide expert input to the design of school surveys to ensure they provide the most relevant health inequalities data for application by local and national partners

- 2.1.2 Provide expertise and support for the development and publication of a 10 year Child and Adolescent Health and Wellbeing Strategy
- 2.3.1 Develop research questions and indicators for the programme and monitoring framework for the Scottish Government Early Learning and Childcare expansion programme
- 2.3.2 Provide evidence to strengthen community nursing and midwifery policy and strategies on responding to traumatic and adverse circumstances in childhood
- 2.4.1 Deliver our pledge within the Fairer Scotland Action Plan by leading the NHS contribution and actions focused on child poverty in Scotland
- 2.6.1: Undertake a collaborative review, prioritisation and publish information resources for the public and professionals on maternal, children, young people and family health

Issues affecting delivery

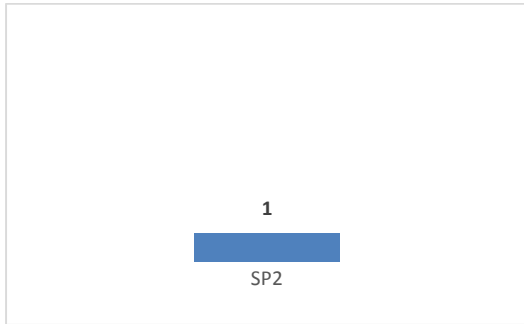


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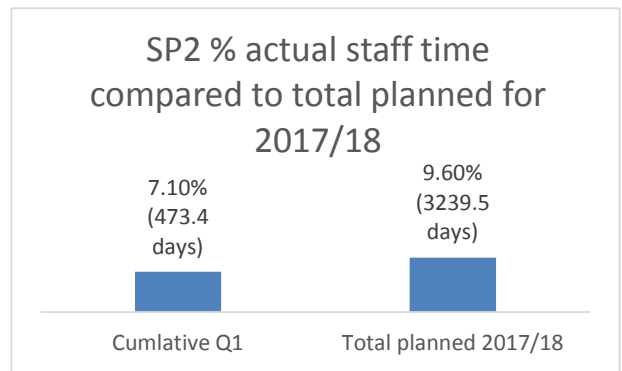
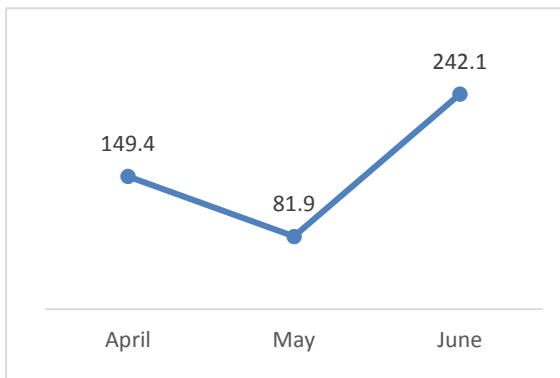


High Interest/High Impact

Stakeholders Engaged this Quarter



Staff Time Data



Highlights from the quarter

- Our attainment and Adverse Childhood Experiences (ACEs) paper was published in April and being actively disseminated by Education Scotland and the Directors of Education Group, as well as through our public health channels.
- Seminar held in June to discuss Routine Enquiry for ACEs
- Multiple screenings of the film 'Resilience' supported across Scotland.
- Evaluation of the pilot areas for a new School Nursing model published and received very positively by the Scottish Government.
- Two evidence reviews and an evaluability assessment published from the Early Learning and Childcare Programme.
- Invited by Scottish Government to be a member of the Child Poverty (Scotland) Bill Local Action Plans Reference Group, contributing to development of the statutory guidance.
- Delivered a *Spotlight Session* on Child Poverty Health and Wellbeing at the [NHS Scotland event](#) in June.
- Continued influence and input to Scottish Government work on developing plans for collecting health and wellbeing data in schools
- Leading the production of European Summary of the Global Accelerated Action for the Health of Adolescents (AA-HA).

Issues of note

- The number of resources and topics included in regular review and update publication process and ReHIP (Redesign of Health Information for Parents) topic areas is more than expected from earlier scoping. As a result of staff capacity and new emerging scientific evidence, a number of additional topic areas within ReHIP will require more time for review.
- Staff capacity issues have led to a delay in the delivery of the case studies on child poverty.

Coming up next quarter

- Scottish Government are currently putting together a proposal on health and wellbeing data collection in schools for consideration by the Cabinet Secretary for Education. Implications for Health Scotland will be explored.
- Evidence review on the link between health and educational attainment has been signed off by Education Scotland and is awaiting sign off by Scottish Government.

- First meeting of a joint working group hosted by Health Scotland to discuss and plan future collaboration between health and education will take place.
- Presentation to the Scottish Health Promotion Managers Group (SHPMG) of a draft report on progress of NHS Boards' financial inclusion referral pathways for addressing child poverty and discussion of next steps.

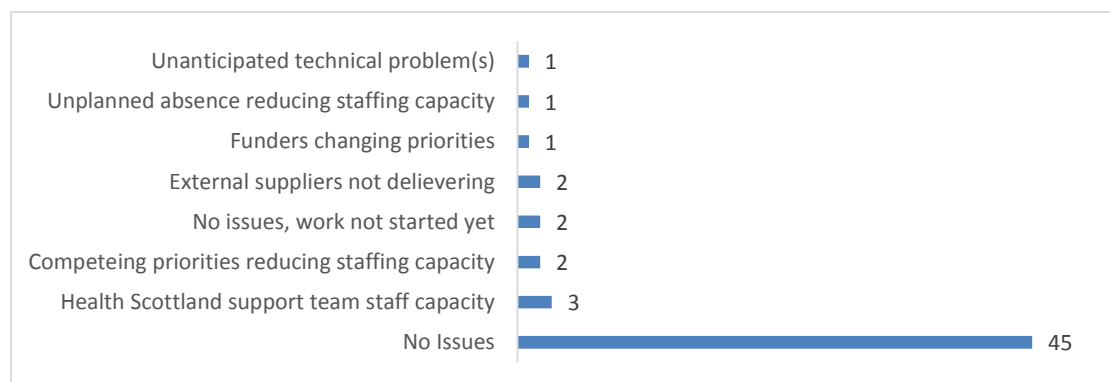
Strategic Priority 3: A Fair and Inclusive Economy

Delivery Commitments at risk of not delivering on time

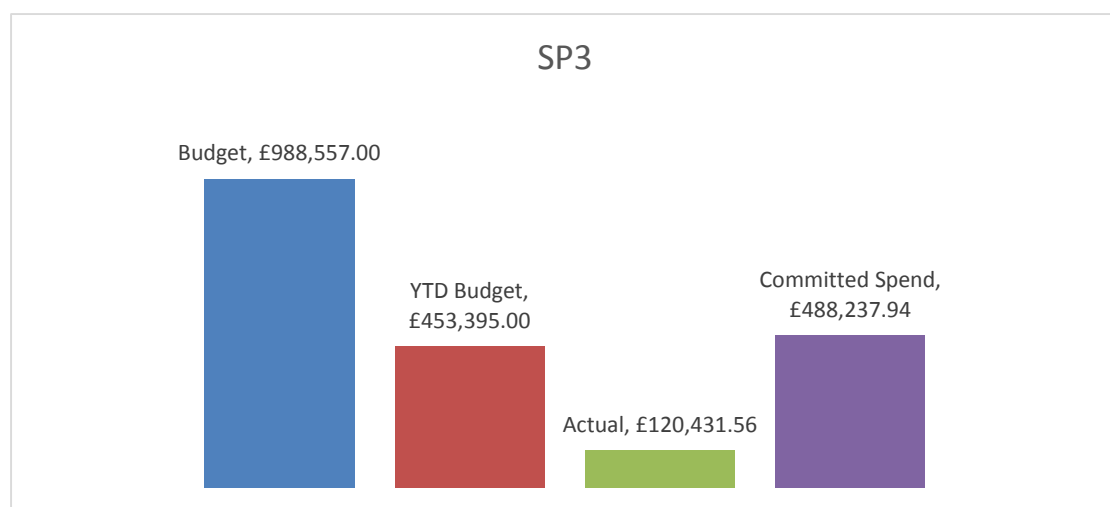
3 out of 12 delivery commitments due to be completed in future quarters have one or more outputs with a status that's not 'on track, no issues'.

- 3.1.1 Provide remote support and advice through the Healthy Working Lives (HWL) Adviceline contributing to delivery of national services and the promotion of a learning and development programme for employers
- 3.1.3 Launch and develop the Healthyworkinglives.Scot website and other associated e-platforms and online resources for employers
- 3.8.1 Collaborate with partners to explore the relationship between power and health inequalities and agree with them specific action for future years.

Issues affecting delivery

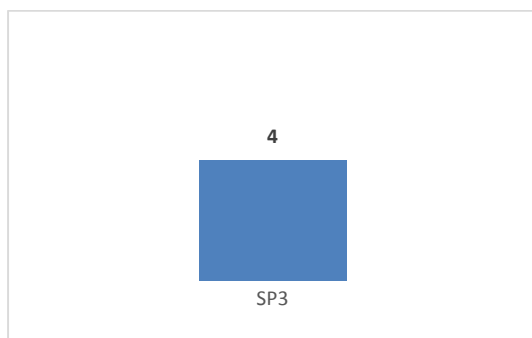


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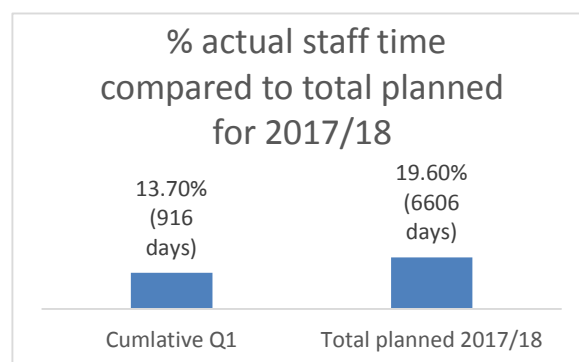
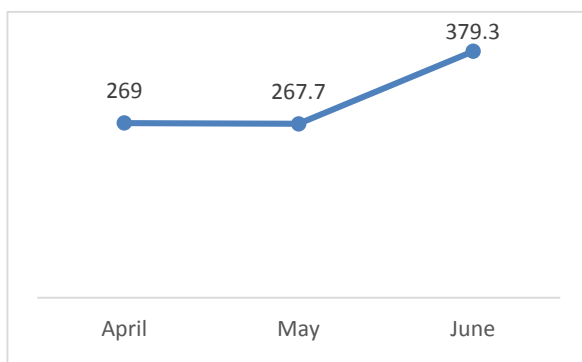


High Interest/High Impact

Stakeholders Engaged this Quarter



Staff Time Data



Highlights from the quarter

- Contributed to the launch of 'Learning Occupational Health by Experiencing Risk' (LOCHER) in Scotland.
- Healthy Working Lives (HWL) Programme Board signed off the 2017/18 Implementation Plan.
- Several HWL Virtual Learning Environment (VLE – online learning) modules launched.
- Building on the series of Social Security/Welfare papers, health inequalities briefing on income and health published.
- Health Scotland's own position with regard to the Fair Work Framework presented to the Partnership Forum.
- Positive discussions with the Conventions of Scottish Local Authorities (COSLA) on how the Healthy Living Award (HLA) can support local authority delivery of the forthcoming obesity strategy.
- 11 organisations assessed for the HWL Award assessment. 59 new registrations and 18 awards for the Healthy Living Award.
- Substantial engagement with key stakeholders to build agreement on next steps and refine and develop approach in relation to using the

economic footprint of the NHS to contribute to a reduction in inequalities.

- Presented at a workshop at Joseph Rowntree Inclusive Growth seminar on the contribution of the NHS to inclusive growth.
- NHS Health Scotland's Evaluation Team agreed to support the Scottish Government by undertaking an evaluability assessment of the key strands of work making up the Single Gateway pilot.

Issues of note

- Development of healthy working lives website is taking longer than planned.
- Maternity leave and additional work in relation to the obesity strategy require discussion and reprioritisation of resource in the HLA team.
- A request by DWP for further work on the Single Gateway Pilot proposal has pushed back the project design phase from March to September.
- Housing briefing not yet scheduled due to competing priorities/ capacity issues.

Coming up next quarter

- Two substantial contributions at a forthcoming Royal Society for the Prevention of Accidents (ROSPA) conference from Health & Work.
- Meeting with the new Head of the New Social Security Agency.
- Two papers on sanctions for discussion at the next Scottish Government Health Impact Delivery Group (HIDG).
- Working with a territorial NHS Board to support engagement with the Fair Work Framework.
- Options for the HLA to be discussed with Scottish Government Education colleagues.
- HLA team meeting with the European Championships 2018 organisers to help understand expectations on the team as part of the Games Charter.
- Release of power animation (August 2017, in collaboration with GCPH) – online with social media promotion and targeted stakeholder activities.

Strategic Priority 4: Healthy and Sustainable Places

Performance Indicators achieved

Delivery Commitment	Performance Indicator
Commission the Scottish Community Development Centre (SCDC) to deliver a programme on community-led health that supports NHS Health Scotland's priorities	Programme of work agreed with SCDC and commissioned (Q1)

Performance Indicators due in the next quarter

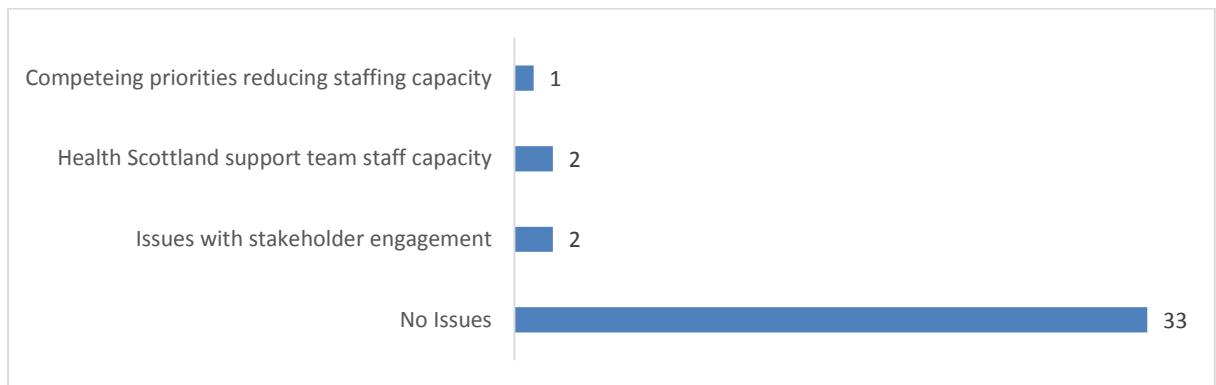
Delivery Commitment	Performance Indicator
Develop a Community Health Index-based linkage project and provide evaluation advice to the Clyde Gateway Urban Regeneration Company on measuring the impact of regeneration on health and health inequalities	Research proposal developed with stakeholders
Provide evidence and examples of good practice to ensure local housing strategies fully recognise and take account of their contribution to local health outcomes	National guidance on production of housing need and demand assessments reviewed
Provide joint national leadership with Shelter Scotland to develop and deliver training to inform joint planning and delivery on health and homelessness	Mapping of existing courses available on housing and health complete
Lead the planning and delivery of Action 17 (place and community engagement) of the National Joint Housing Delivery Plan	Guidance on community engagement in local spatial planning produced
In collaboration with Scottish (Managed) Sustainable Health Network (SMaSH) scope out the best available evidence, current policy and stakeholder activity to inform environmentally sustainable approaches to public health	Paper on the risk of climate change to public health in Scotland produced

Delivery Commitments at risk of not delivering on time

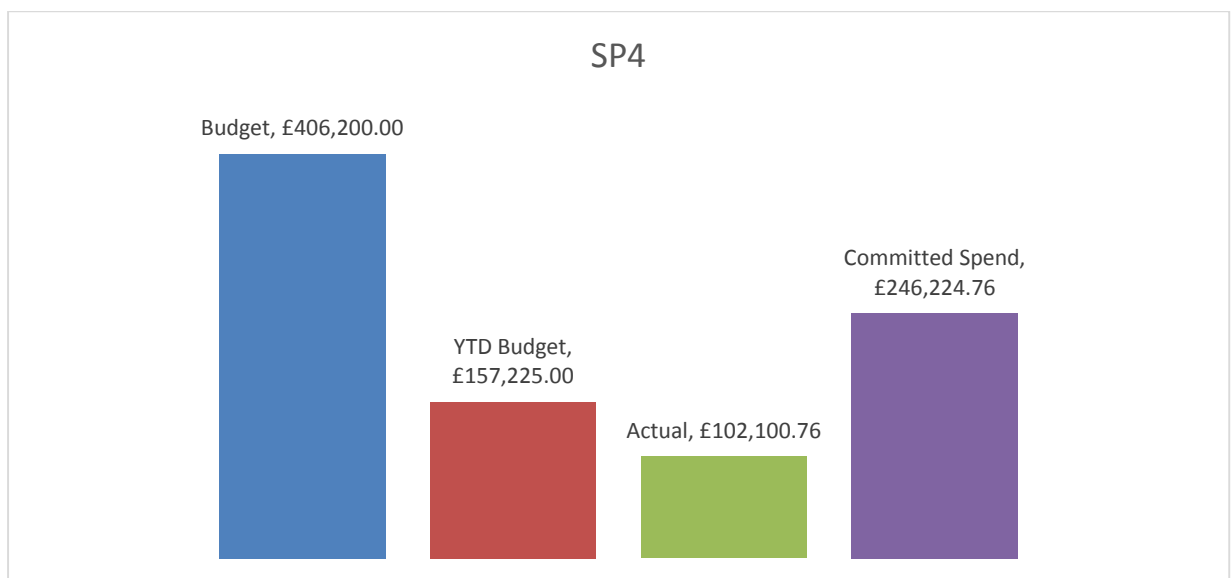
3 out of 11 delivery commitments due to be completed in future quarters have one or more outputs with a status that's not 'on track, no issues'.

- 4.1.1 Lead, support and advise on the coordination, delivery and governance of the Place Standard Implementation Plan
- 4.3.3 Provide evidence and examples of good practice to ensure local housing strategies fully recognise and take account of their contribution to local health outcomes
- 4.5.1 Lead the planning and delivery of Action 17 (place and community engagement) of the National Housing Delivery Plan.

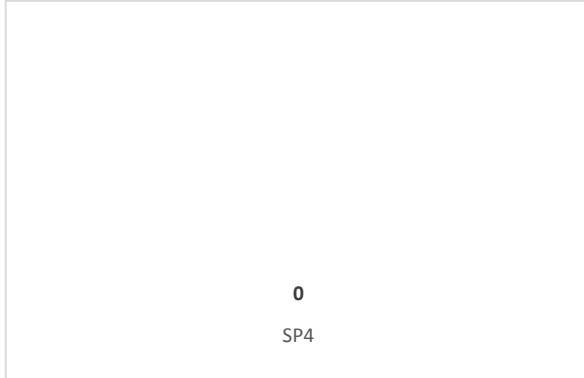
Issues affecting delivery



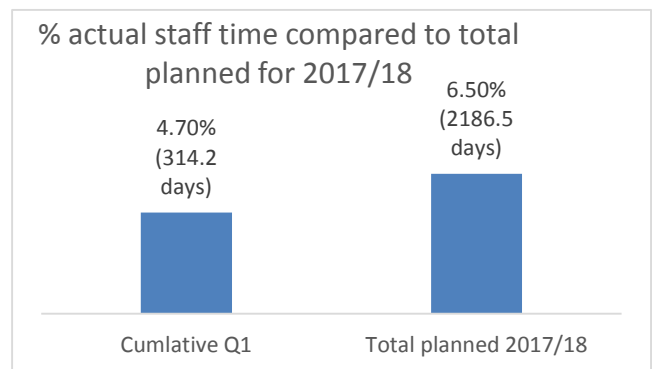
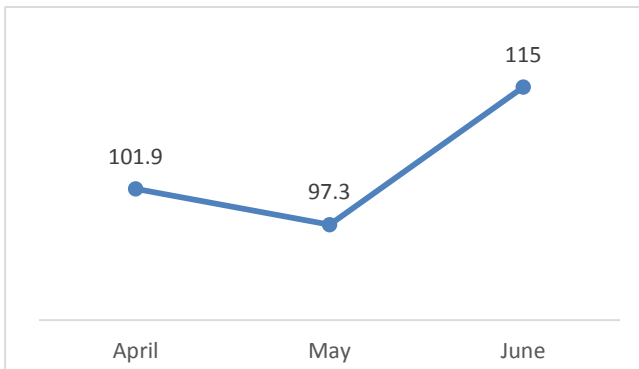
Financial data



High Interest/High Impact Stakeholders Engaged this Quarter



Staff time data



Highlights from the quarter

Place Standard

- Confirmed named Leads for the Place Standard (PS) in 29 of the 32 Local Authorities. First national PS Leads meeting held.
- Launched animated video of the Place Standard – see <http://www.healthscotland.scot/tools-and-resources/the-place-standard-tool>.
- Event held in June focussed on increasing the link between community and spatial planning, headlined with a key note speech from the Chief Planner for Scotland.
- Place Standard national team (NHS Health Scotland and partners) awarded the Royal Town Planning Institute Award for Planning Excellence in recognition of the tool's strength in Planning for Wellbeing.
- PS gone international, with the first application outwith the UK of “De Plekmonitor” being delivered in Terneuzen, Netherlands.

CFHS / Community Development

- Team contributed to two new Scottish Government working groups on food and fairness established by Social Justice.
- Learning from a realist review of cooking skills classes shared through the British Food Journal, British Sociological Association Food Study Group, an International Cook and Health Symposium, REHIS and practitioners' networks through papers, posters and presentations.

Housing

- Agreement reached with Scottish Government to help develop the next set of guidelines for the production of local housing strategies.
- Audit of existing local housing strategies completed. Will be used to assess the extent to which health outcomes are considered and shared with key partners.

Environmental Sustainability, Climate Change and Public Health

- Invited to be a member of the National Transport Strategy Review Greener and Healthier Working Group
- Written evidence provided to the National Transport Strategy Review Research and Evidence Working Group

Issues of note

- Scottish Government are seeking our support for the planned development and consultation on the new Diet and Obesity Strategy and implementation of the Fair Food Transformation Fund.

Coming up next quarter

- On 27th and 28th September Health Scotland will host a 2-day masterclass involving European Healthy City lead officers and politicians with representation from other World Health Organisation Healthy City regions. <http://www.euro.who.int/en/health-topics/environment-and-health/urban-health/activities/healthy-cities>
- A national networking event for Scotland's community café's and a summit for community retailers in Glasgow.
- The second Sustainable Health Scotland conference on 21st September at COSLA, co-hosted by NHS Health Scotland, NHS National Services Scotland and the Scottish Managed Sustainable Health Network.
- A climate change policy analysis will be completed and collaborations built with SMaSH and other partners to identify gaps for greater public health influence and priority actions.

Strategic Priority 5: Transforming Public Services

Performance Indicators due in the next quarter

Delivery Commitment	Performance Indicator
Working with key partners, provide support and input to national planning groups to influence community planning policy and guidance	Contribution to Improvement Service's Outcomes, Evidence and Performance Board agreed
Provide evidence and advice to Integrated Joint Boards and Health and Social Care Partnerships (HSCP) to influence planning and practice improvement	Portal for health and social care established
Lead agreed health and social care elements of the Scottish National Action Plan for Human Rights (SNAP)	Mapping of health and social care policies for human rights-based perspective completed
Lead a collaborative to produce and embed a 10-year research and evaluation framework and advise government on gaps and opportunities for transformation in primary care	Qualitative evaluation report on community hubs
Provide evidence and advice to embed inequalities into our national partners' programmes of support for local health and social care partnerships	Performance reports provided by integration authorities reviewed

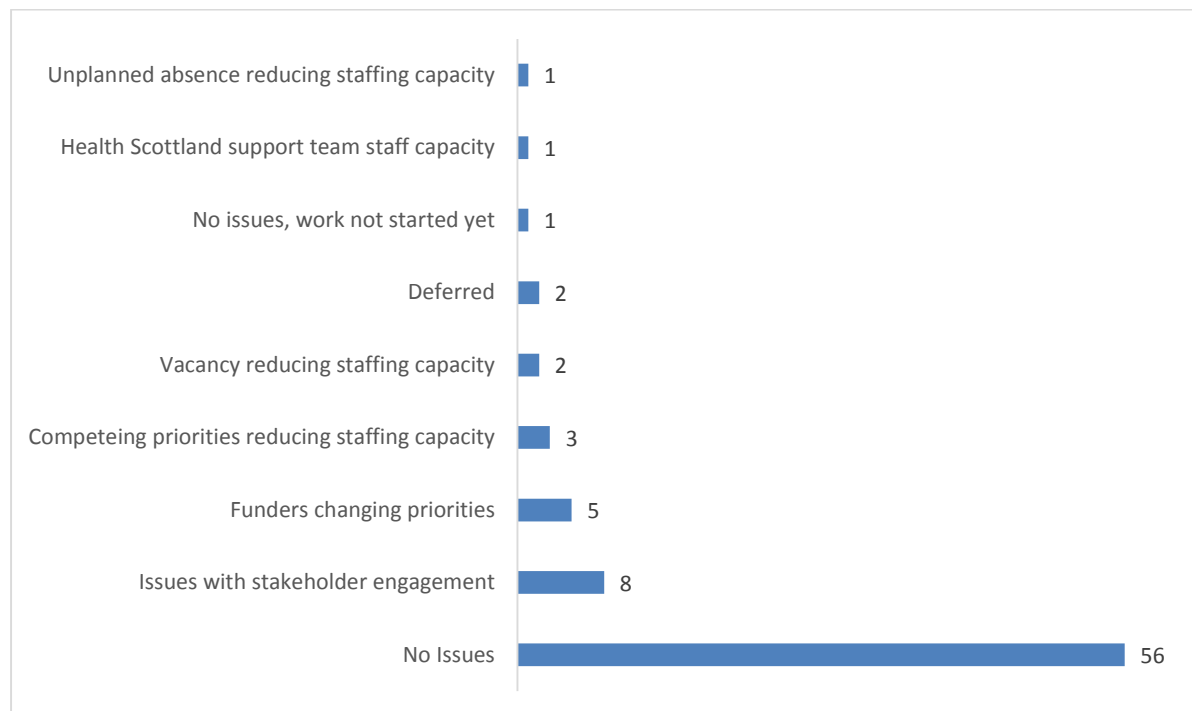
Delivery Commitments at risk of not delivering on time

9 out of 16 delivery commitments due to be completed in future quarters have one or more outputs with a status that's not 'on track, no issues'.

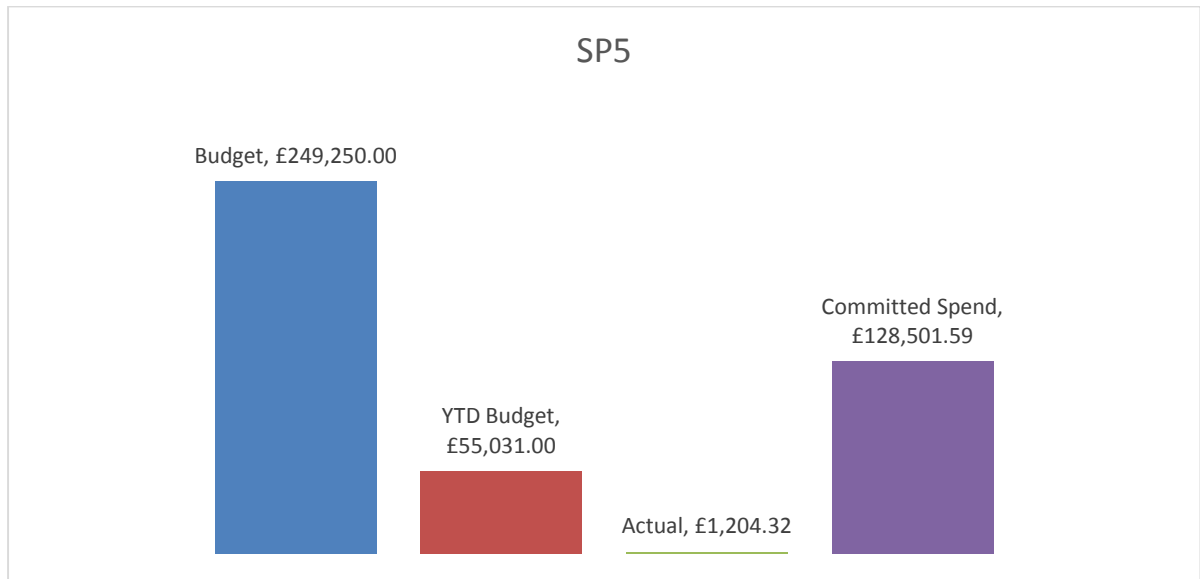
- 5.2.1 Working with key partners, provide support and input to national planning groups to influence community planning policy and guidance
- 5.3.1 Lead the development and implementation of a national programme to enable NHS boards to meet their statutory duties and produce action plans in response to the BSL Scotland Act 2016

- 5.3.2 Provide evidence and advice to Integrated Joint Boards and Health and Social Care Partnerships (HSCP) to influence planning and practice improvement
- 5.3.4 Lead agreed health and social care elements of the Scottish National Action Plan (SNAP) for Human Rights
- 5.5.1 Provide evidence and advice to embed inequalities into our national partners' programmes of support for local health and social care partnerships
- 5.5.2 Lead the redesign of the health promoting health service (HPHS) framework and performance structure to ensure a stronger inequalities focus.
- 5.7.1 Design and disseminate targeted learning programmes to the public service workforce on human rights and inequalities
- 5.7.3 Produce and make accessible a range of resources to strengthen knowledge and application of what works to reduce inequalities through primary care settings
- 5.7.6 Co-produce a plan that increases the third sector's contribution to the planning, commissioning and delivery of health and social care integration in Scotland

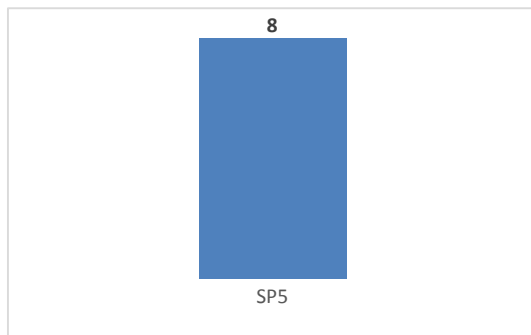
Issues affecting delivery



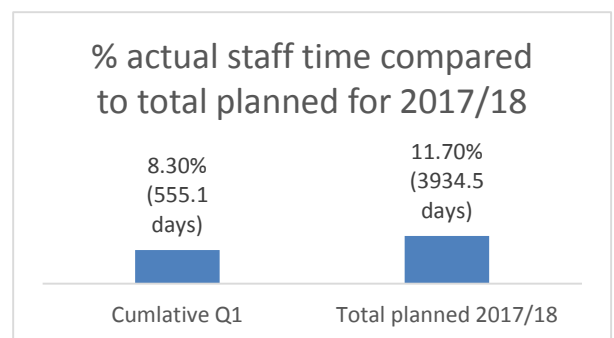
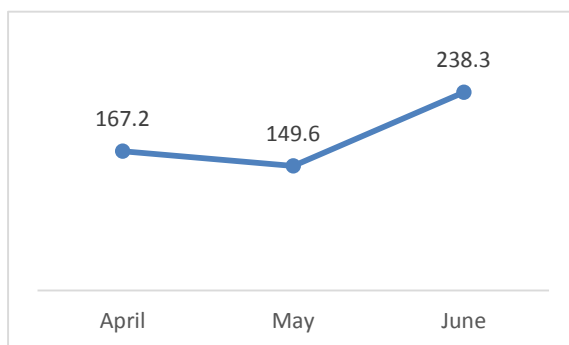
Financial data



High Interest/High Impact Stakeholders Engaged this Quarter



Staff Time Data



Highlights from the quarter

- Launched the publication 'Maximising the role of NHS Scotland in reducing health inequalities'.
- Finalised the Health, Mental Health & Wellbeing actions for the BSL National Plan with Scottish Government, NHS24, NSS, E&D Leads and other stakeholders.
- Saw an increase in NHS Fuel Poverty referrals to over 3,000 in 2016/17.
- Worked with Voluntary Action Scotland to support Third Sector Interfaces to improve their engagement and influence on decisions made in Health & Social Care Partnerships
- Health and Social Care section of the CPP portal work plan agreed and first phase completed.
- Completed a report for Parliamentary Equal Opportunities Committee on Social Isolation and Loneliness.
- Developed an improvement informed human rights based approach to all Health Scotland future work.

Issues of note

- There have been challenges in identifying evidence of what works to reduce inequalities through primary care settings.
- The Human Rights Budgeting project planned with the Western Isles IJB has been delayed.

Coming up next quarter

- Final report for the Evaluation of the Glasgow Deep End Link Worker Programme to be published.
- A report of NHS Board activity to mitigate the impacts of Welfare Reforms to be published.
- Event for Lanarkshire's H&SCPs on addressing inequalities through planning and commissioning.
- Reducing Offending, Reducing Inequalities (RORI) suite of resources to be published.

Strategic Change Priority 1: Leading Public Health Improvement

Performance Indicators due next quarter

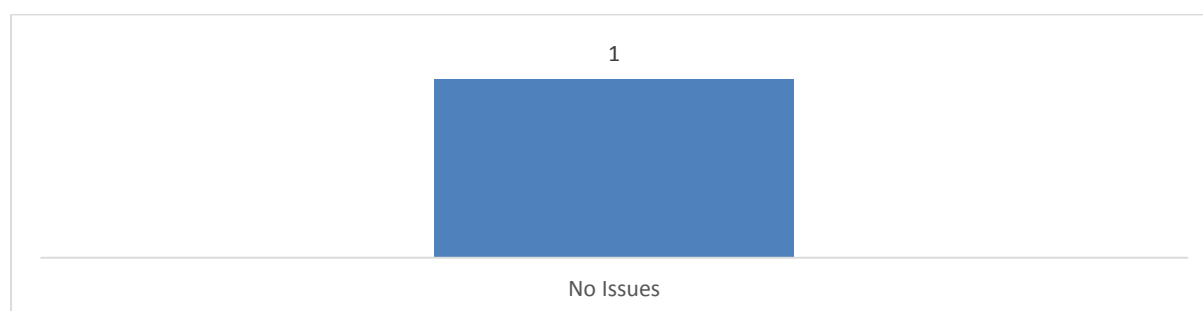
Delivery Commitment	Performance Indicator
Broker an agreement between NHS Health Scotland, COSLA and the Scottish Government that describes the local government contribution to improving public health and reducing inequalities	Agreement in place

Delivery Commitments at risk of not delivering on time

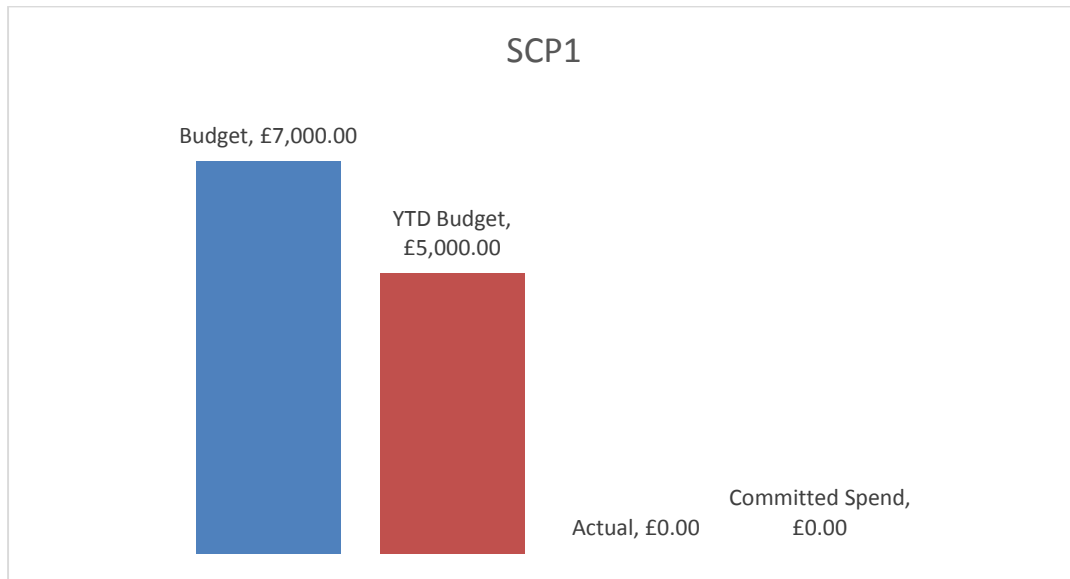
1 out of 5 delivery commitments due to be completed in future quarters have one or more outputs with a status that's not 'on track, no issues'.

- 6.3.1 We will develop better data on our stakeholders to improve decision making and practice

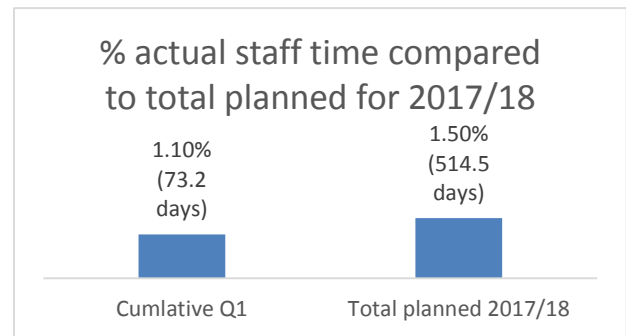
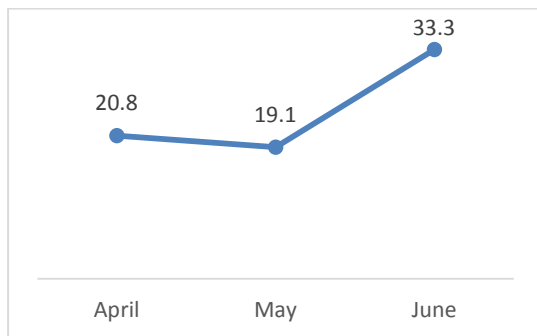
Issues affecting delivery



Financial data



Staff Time Data



Highlights from the quarter

- Number of sessions held for staff on best ways to work with Scottish Government as partners.
- ScotPHN focus on supporting the evolving role of Scottish Directors of Public Health in relation to supporting CPPs/IJBs and the Shared Services Programme for Public Health. ScotPHN has completed its update on the relationship between SDsPH and their local CPP/IJB. A report is in development.
- Work with Voluntary Health Scotland and others to facilitate third sector involvement in developments around public health.
- Series of briefings published with the Local Government Information Unit to engage local authorities in issues around fairer health improvement.
- Horizon scanning session held with CEO of North Ayrshire Council to explore the challenges and priorities for public health and reducing inequalities from a local government perspective.
- Corporate high influence, high impact stakeholder list revised and agreed as a standing item at the weekly directors meetings to ensure we are proactive in engaging with the right people.
- High Impact High Influence Stakeholders identified for each Strategic Priority, in order to support improved engagement, performance management, reporting and stakeholder survey.
- Improvements made to CRM tool to allow reporting against High Impact High Influence Stakeholders against each strategic priority and now included in quarterly reporting.
- Exploratory work undertaken for potential for shared approach to stakeholder engagement and management with leads from other national boards.
- Improvement project for networks showing tangible results, with several redundant networks closed and others reinvigorated around a shared common purpose
- Two Knowledge into Action improvement projects identified: stakeholder engagement and cross organisational delivery.

Issues of note

- Decision taken to postpone further Horizon Scanning sessions until we are in a position to run these with our partner organisations for the new public health body.
- Further work needed to achieve consistent identification and recording of engagement with high impact/high influence stakeholders.

Coming up next quarter

- New page to be launched on Healthscotland.scot to be the external home of all messaging around the changing public health landscape.
- Development of a 'think piece' to promote and position the reduction of inequality as fundamental to the emerging public health landscape.
- Continued improvement of the reporting process on CRM with training and support being rolled out across the organisation.
- Stakeholder survey tender to be awarded in August.
- Cross functional process mapping to identify improvement areas in how Health Scotland develops and delivers our products and services.

Strategic Change Priority 2: Making a Difference

Performance Indicators due next quarter

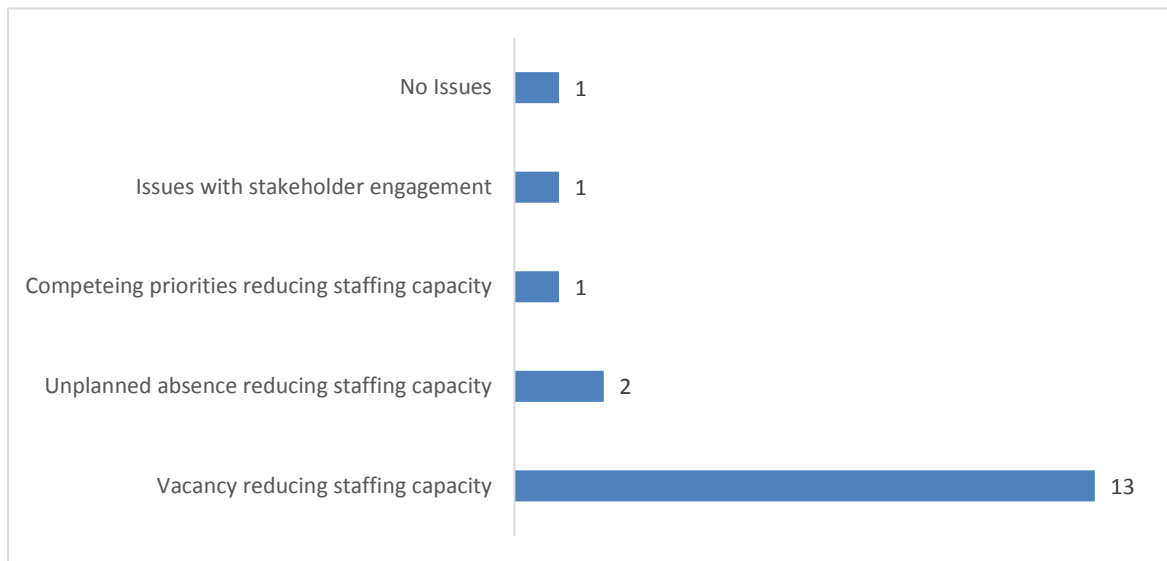
Delivery Commitment	Performance Indicator
Roll out across the organisation a consistent approach to impact and performance reporting that integrates National Performance Framework and health and social care targets	Performance Framework approved by board

Delivery Commitments at risk of not delivering on time

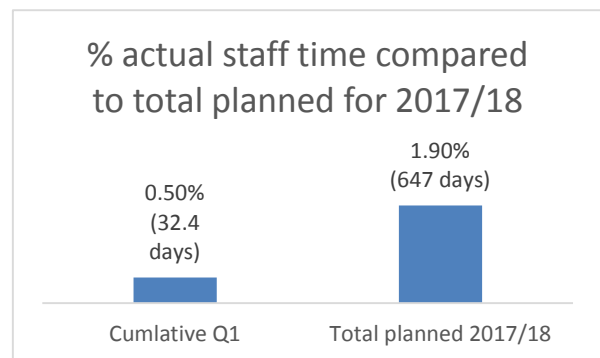
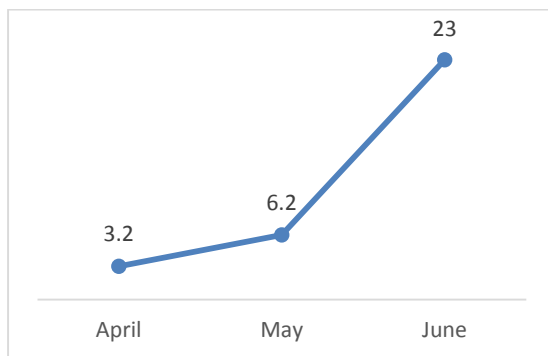
1 out of 3 delivery commitments (7.1.1) due to be completed in future quarters have one or more outputs with a status that's not 'on track, no issues'.

- 7.1.1 We will roll out a best practice 'life cycle' model for products and services.

Issues affecting delivery



Staff Time Data



Highlights from the quarter

- Draft products and services lifecycle model mapped and tested in several workshops with staff.
- Performance Framework 2017/18, which aligns with the outcomes and performance indicators within the National Performance Framework and the Strategic Framework for Action 2017-22, agreed by CMT.
- Good progress in developing the stakeholder feedback survey for distribution in the autumn.

Issues of note

- Health and social care targets have yet to be integrated into our performance framework.
- Although KPIs were agreed, further work on data sources is required to ensure accurate reporting against organisational performance indicators.

Coming up next quarter

- Further testing of processes of information booklets.
- Production of a full suite of KPIs with data sources.
- Guidance to be produced for commissioners on contribution analysis and the process for impact reporting this year to be agreed.

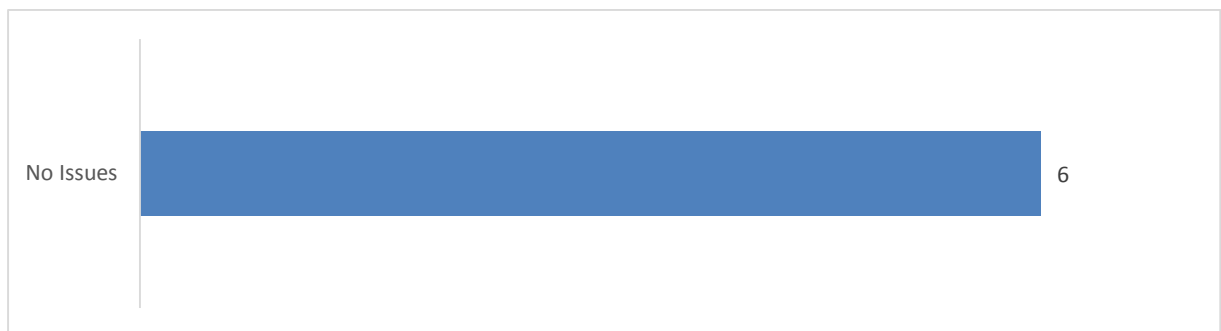
Strategic Change Priority 3: Fit for the Future

Delivery Commitments at risk of not delivering on time

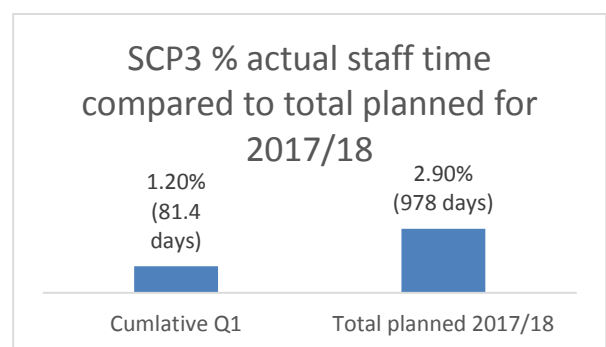
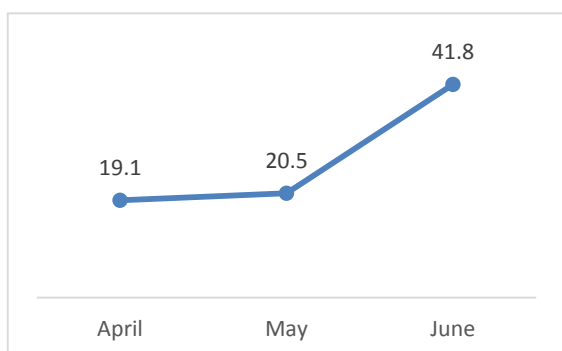
1 out of 4 delivery commitments due to be completed in future quarters have one or more outputs with a status that's not 'on track, no issues'.

- 8.3.1 We will implement a programme to strengthen the organisation's leadership skills and capacity to influence the emerging public health landscape.

Issues affecting delivery



Staff Time Data



Highlights from the quarter

- Reviewed the organisational change experiences of a number of organisations, including the Wheatley Group, City of Glasgow College, the Scottish Fire and Rescue Service, Skills Development Scotland and the Land Commission.
- Completed the evaluation of our own functional realignment.
- Established an online 'Change Hub' as one stop portal for information and updates for staff on the new public health body and related changes.
- Worked with the Management Essentials 3 cohort on effective management behaviours and Leading Change.
- Continued development of the CPT, including the integration of risk and the creation of more tailored dashboards.
- Project Office has established good-practice standard procedures and processes that are being employed on various identified transformation projects.
- Initial start made in collating information required for due diligence in transfer to new public health body.

Issues of note

- None to note.

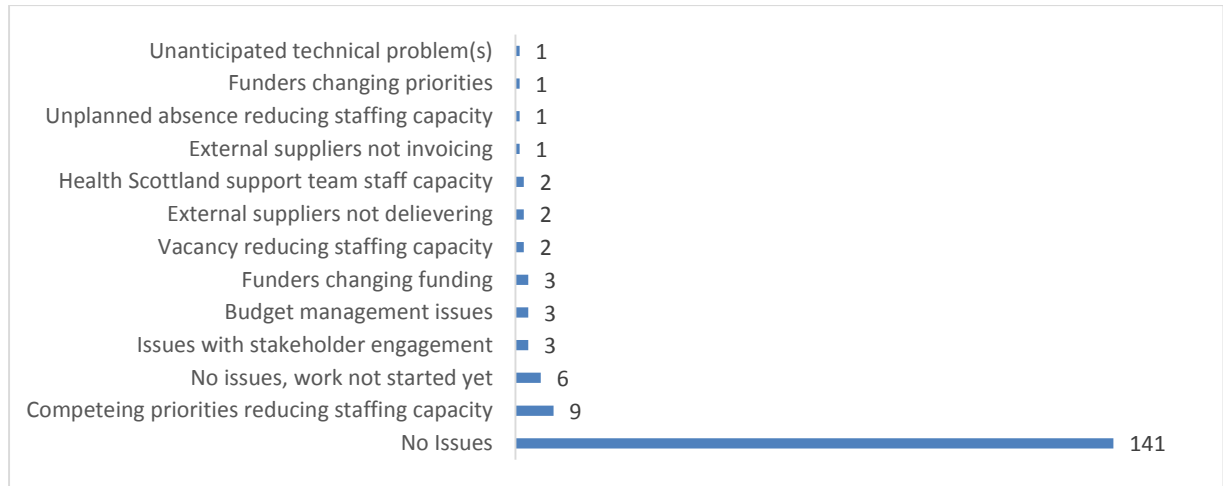
Coming up next quarter

- In Q2 and Q3 we will conclude our self-assessment of NHS Health Scotland against the EFQM excellence model and present a proposal to the Public Health Oversight Board in September on doing a similar exercise with other legacy bodies.
- New staff information update screens to be installed in both offices.
- Internal Change Oversight Group to start meeting.

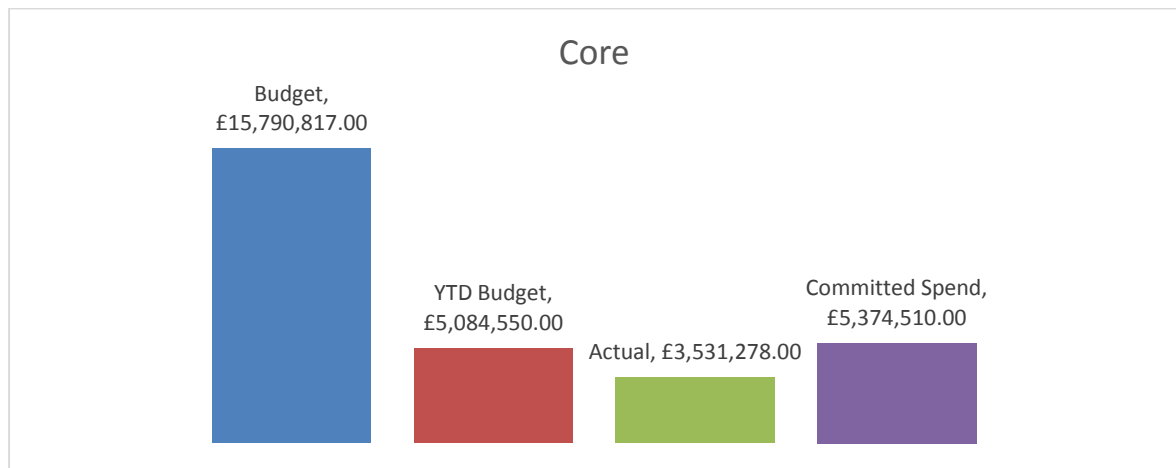
Part 3: Core Delivery Commitments

Core delivery and support work continues as usual, as the following graphs illustrate. Priorities have included improving how we redirect contacts from the public who confuse us with a headquarters or clinical function of NHSScotland.

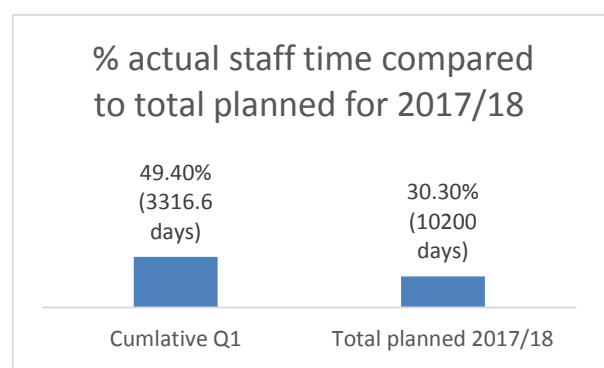
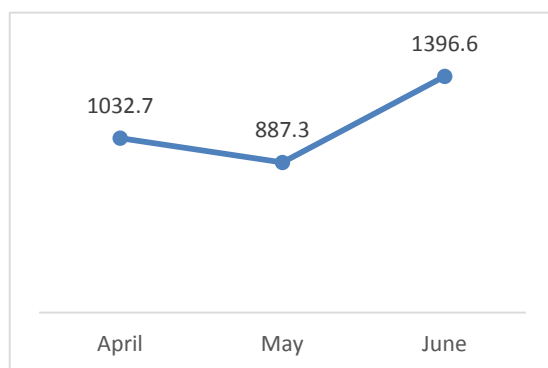
Issues affecting delivery

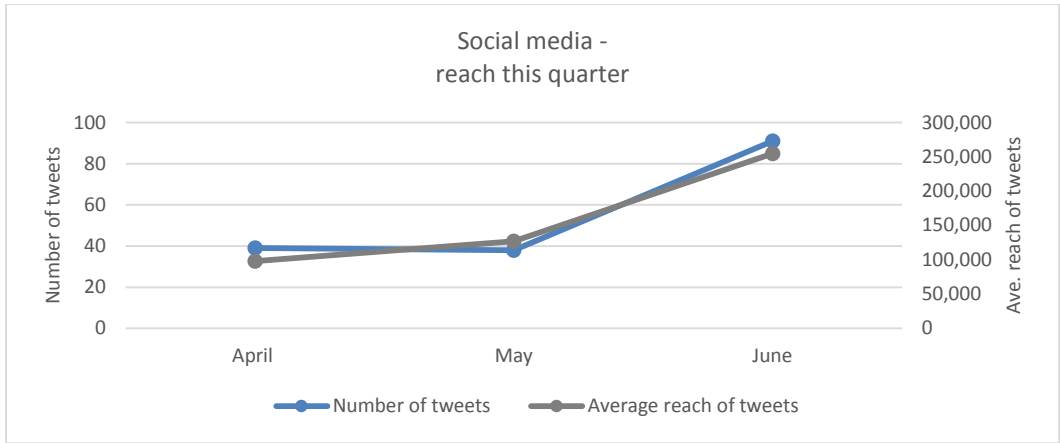


Financial Information

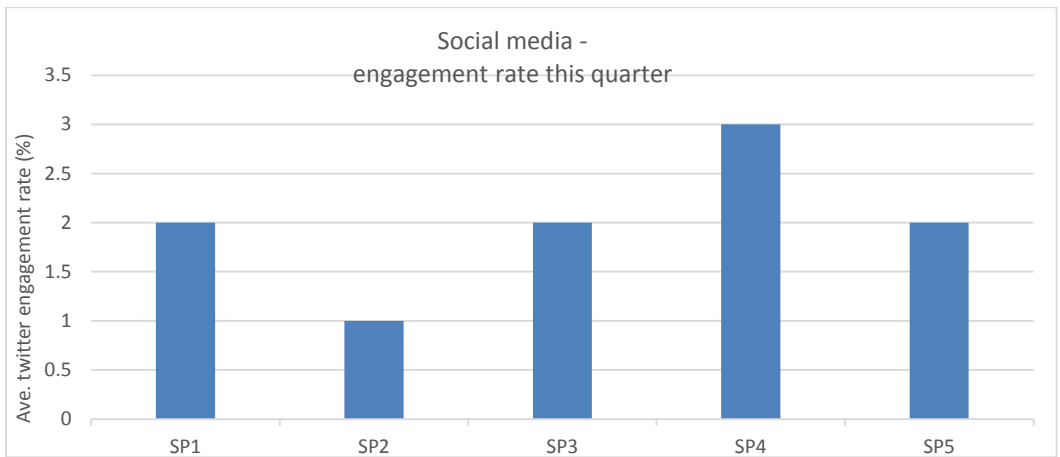


Staff Time Data

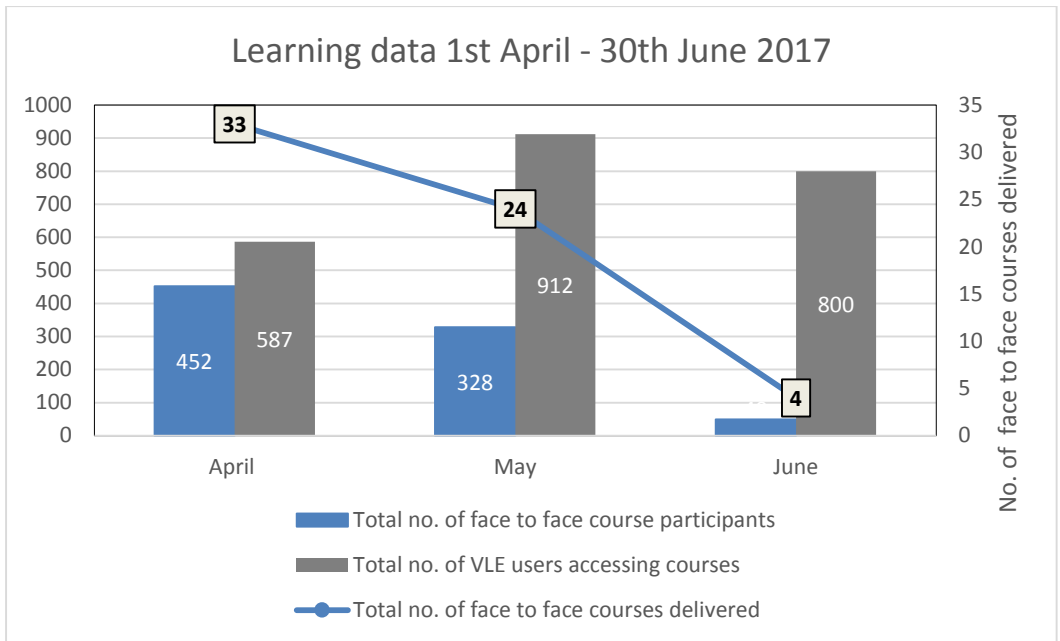




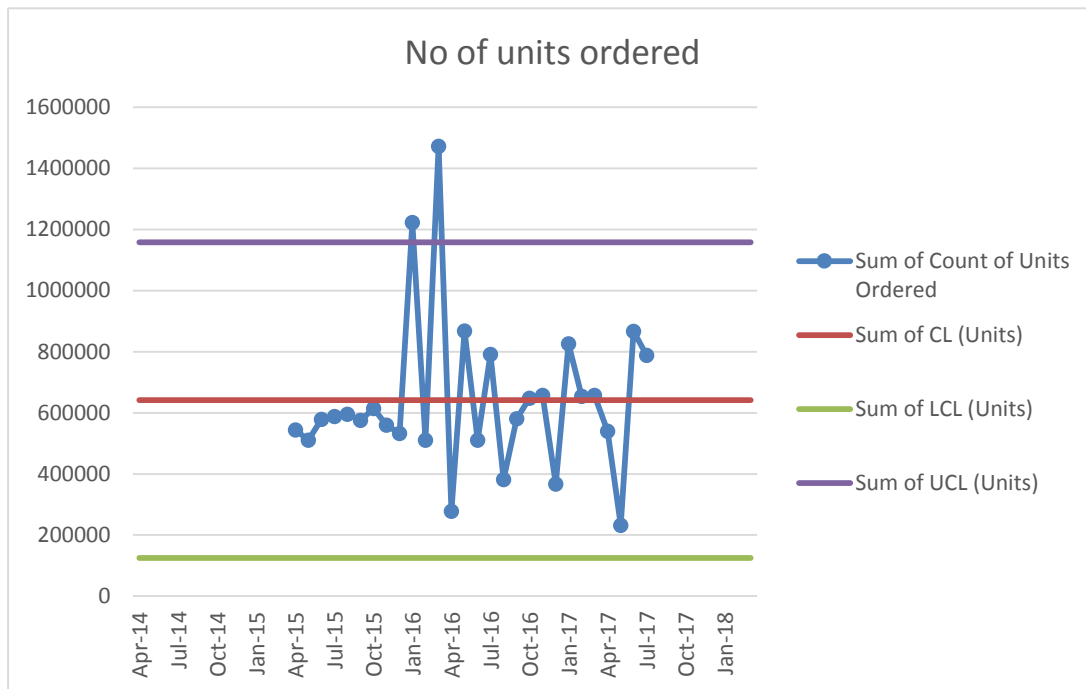
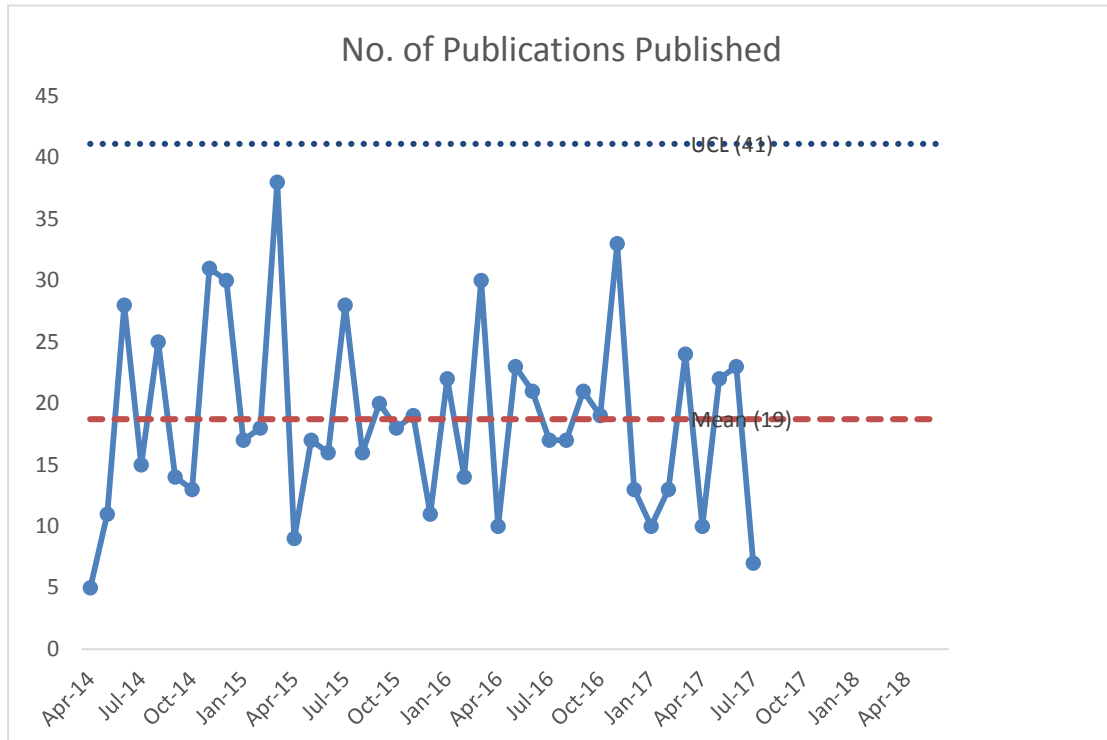
Social Media Engagement



Learning



Publishing



Part 4: Corporate Risks

Risk 17-1: National policy developments

Description

As a result of not being able to capitalise fully on the policy direction laid out in the Scottish Government's Health & Social Care Delivery Plan and other national policy developments:

- Momentum for reducing health inequalities stalls.
- Our influence, and impact in improving health equitably, is reduced.

Update

- Strategic Framework for Action 2017-22 and Delivery plan provides focus and support for engagement on new public health body and wider transformation.
- Overall, good progress being made with Scottish Government to support planning and development for the new public health body. Staff playing an active role supporting the public health reform (PHR) team around Engagement on public health priorities, development of options for National, Regional and Local public health services and planning for change and transition.
- This is supporting the PHR team's preparation for the next meeting of the Public Health Oversight Board on 27/09/17. Gerry McLaughlin and Andrew Fraser will attend.
- Strategy Directorate has met with Robert Skey, PHR team, to discuss future planning around change and transition and potential support for the key tasks to establish the new public health body. Also useful in seeking guidance and support from SG in negotiating shared services alignment in a way that meets future business needs.
- Stakeholder Engagement measures in place corporately. Strategic priority and stakeholder survey planned for September/October 2017.
- Gerry McLaughlin providing input to the COSLA Health and Social Care Policy Board's Induction session on 8 September 2017.
- Meeting on 11/09/17 with CEO of NHS NSS and NHS HS Chief Executive with relevant senior personnel from respective organisations to scope planning work required between the two bodies.
- David Crichton presented to NHS Chairs meeting on 28/08/17 attended by The Cabinet Secretary for Health, Minister for Mental Health and representatives from the NHS/Health & Social Care Management Board. Elizabeth Ireland, Chair NSS and Andrew Scott, Director of Population Health, SG, also gave input.
- Andrew Fraser, Della Thomas and Matt Lowther attended public health priorities/outcomes session on 30/08/17. Potential to support SG with stakeholder engagement on these priorities.

Measures

Engagement with High Influence/High Impact Stakeholders identified in Stakeholder Engagement plan with a target of 90% as measured on the SET CRM.

Risk 17-2: Supporting the development of a new public health body

Description

As a result of not being sufficiently astute or open in the management of our relationships with key national partners, including Scottish Government, in supporting the development of the new public health body:

- We harm our reputation and opportunities for influence.
- We do not make the most of the opportunities available in consolidating and building expertise, leadership and impact in improving Scotland's health equitably.

Update

- Gareth Brown and Robert Skey attended June CMT meeting and there have been several ongoing informal contacts since then.
- Stakeholder Engagement plan, including key messages and improvement themes approved by NHS HS board and shared with Strategic Priority leads.
- CEO and Director of Public Health Science (as Chair of DsPH) attended first meeting of new public body Oversight Group in June.
- Strategic Framework for Action 2017-22 and Delivery plan approved by Health Scotland board and endorsed by Scottish Government sponsor division.
- Forward planner May – Aug shared with Scottish Government sponsor division.
- System for non-exec board members involvement in national stakeholder events approved in May 2017 and implemented for all future Board meetings.
- Confirmed influence case studies for 2017/18 to key projects to maximise influence.

Measures

Engagement with High Influence/High Impact Stakeholders identified in Stakeholder Engagement plan with a target of 90% as measured on the SET CRM.

Risk 17-3: Reducing costs through share services (Appetite Exceeded)

Description

As a result of failing to engage with and effectively influence changes in the way roles are agreed and resources are allocated across NHSScotland national boards:

- We miss out on opportunities for greater efficiency and better ways of working.
- Our ability to deliver on our ambitions is hampered.
- Our organisational strengths, such as producing high quality information and evidence, are under-valued, under-played or misrepresented

Update

- Head of Finance and Procurement has contributed to national Director of Finance discussions
- Head of Finance and Procurement agreed a draft contingency plan with Chief Executive.
- Corporate Management Team and Partnership Forum appraised of progress.
- Head of Finance and Procurement proposed the initial contribution of £0.5m be taken from capital and not revenue to the Scottish Government. The Scottish Government took our initial savings of £500k from revenue, although confirmation has now been received that the revenue savings would be reinstated and our capital reduced with the appropriate adjustments in the allocation letter received on 4/9/2017.
- On the basis of this initial saving taken from capital HS would contribute a further £0.25m of revenue savings towards the collaborative target of £15m.
- We may need to provide a further £26k to increase our revenue savings to 1.5% of our baseline budget, with discussions still ongoing between all parties as to how to reach the £15m efficiency saving required. In order to protect our revenue position this further £26k would be offered from capital as we anticipate a shortfall on our revised capital spend.
- Contributions ongoing from across CMT and other officers to National Boards LDP and to Once for Scotland discussions.

Measures

- Monthly updates from individual plans and collaborative working

- CMT / Director updates on overall national NHS board progress towards the £15Mn required savings
- CMT and Director updates on contributing savings achieved by NHS HS

Risk 17-4: Stakeholder relationship management

Description

As a result of ineffective management of our stakeholder relationships:

- We limit our ability to influence key stakeholders to make the best use of the knowledge we generate.
- We do not meet the expectations of key customers and other stakeholders in terms of responsiveness of service.
- We do not maintain a national leadership position in public health improvement

Update

- Stakeholder engagement plan for 2017/18 agreed by NHS Health Scotland board in March 2017.
- Briefing on Stakeholder Engagement plan and key messages shared with Strategic Priority leads.
- Strategic Priority Leads completed mapping exercise to identify high impact/high influence stakeholders for reporting on engagement and inform stakeholder survey.
- Plan in place for improved 2017/18 Stakeholder Survey progressed and tender documentation agreed.
- Confirmed influence case studies for each strategic priority on 2017/18.
- Organisational Improvement developing CRM to include stakeholder engagement.
- Current improvement process mapping process is focusing on stakeholder engagement.

Measures

We have a performance measure specifically relating to measuring engagement with High Influence/High Impact Stakeholders with a target of 90% as measured on the SET CRM.

Risk 17-5: Managing our resources

Description

As a result of not sufficiently matching our resources to priorities, in planning, quality control, and responding to in year demands:

- We have limited impact in the things that matter.
- We do not get the best results from our resources.
- We create potential for error in information quality and governance.
- We fail to meet our staff efficiency target of 6.25%

Update

We have agreed to:

- Gather and share monthly data on the vacancy factor
- In year bids are now going through the commissioning group
- Reset the vacancy factor at 5%
- Publications team monitoring errors

Measures

- Change in the confidence of delivering on time and on scope monthly by comparison to 2016/17
- Comparison between the annual impact assessment reports for 2016/17 and 2017/18
- Rate of factual errors in publications
- Monthly vacancy factor as a percentage from April 2014 to present, monitoring in comparison to previous years

Risk 17-6: Staff engagement

Description

As a result of failing to engage staff effectively in plans to transition towards the new public health body by 2019:

- How we manage the change distracts from decision-making and delivery.
- Staff engagement and morale declines and we lose staff assets.

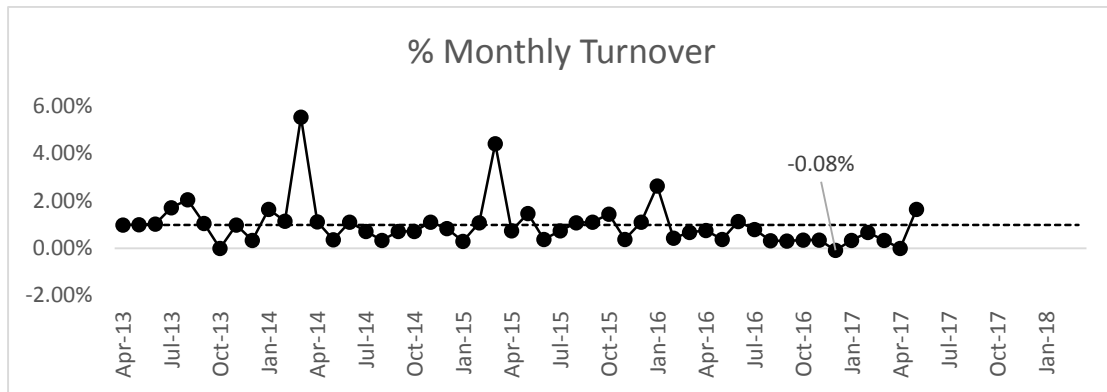
Update

- Two shared services staff update issued in last quarter
- Three updates (email and blog post) on progress to new organisation in the last quarter.
- Adjustment of exit interview to capture new public body related leavers
- Assessment of organisation iMatter scores on key factors
- Change Oversight group has been established and met in middle of September, membership has been agreed and shared with all staff via the Change Hub page on the Source.

Measures

- Monthly monitoring of outputs progress (comparison to previous year).
- Annual iMatter scores

Part 5: Workforce Statistics



Part 6: Finance Report

For unforeseen reasons, the financial position reported here is for the 4 month period ending 31 July 2017, rather than to 30 June 2017. Future reports will report to the end of the quarter period in question.

With regard to the revenue resource limit (RRL), at 31 July there was an overspend of £133k (2.3%) against the 4 month phased budget of £5,853k.

We committed to an initial £500k saving being our contribution to the £15m efficiency target required this year of the National Boards. Further to a request to the Scottish Government, our initial savings of £500k have been confirmed as coming from Capital. The National Boards collective savings target is still short of £3m. This may have further, as yet unknown, implications for our year end projections.