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UPDATE ON STRATEGIC CONTEXT AND PLANNING FOR 2018/19

Recommendation/action required:

The Board is asked to:

- Discuss the changes in strategic context relevant to this planning round
- Reaffirm NHS Health Scotland's strategic direction for planning
- Note the proposed improvements to the planning process and key dates in the governance of the planning process

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UPDATE ON STRATEGIC CONTEXT AND PLANNING FOR 2018/19

Purpose

1. This paper updates the Board on the strategic context to planning; seeks the Board's reaffirmation for NHS Health Scotland's strategic direction; notes the proposed improvements to the planning process from the Corporate Planning and Performance Group and advises of key dates in the governance process.

Strategic Context

2. This section updates the Board on the evolving strategic context of our work.

Programme for Government

3. Scottish Government published the Programme for Government: [A Nation With Ambition: The Government's Programme for Scotland 2017-18](#) in September 2017. An analysis of the programme indicates alignment with Health Scotland's Strategic Priorities (see Appendix A) with a strong focus on Child Poverty, Adverse Childhood Experiences, Social Security, Income and the publication of strategies on Diet and Obesity, Energy and Drugs.
4. The legislative programme includes further progressing the Child Poverty Bill through parliament and introducing new legislation on Climate Change, Planning, Transport and a Warm Homes Bill which will introduce a statutory target for fuel poverty reduction.
5. The programme for Government also reaffirms the Government's continuing commitment to reform in public services. This includes implementation of Public Health Reform, the development of NHS Regional Delivery Plans to set out services which can best be planned and delivered at regional level, and supporting national NHS Boards to develop a plan for delivering national services (which includes the adoption of 'Once for Scotland' approach wherever appropriate).
6. As the new public health body will involve closer working between the NHS, Scottish Government and COSLA, we are also paying close attention to COSLA's own analysis of the Programme for Government. This is attached for information in Appendix C and has been shared with our business plan Commissioners. As an overview, synergies in priorities include homelessness, human rights and child poverty.

National Delivery Plan

7. The Health and Social Care Delivery Plan confirmed a requirement for the eight National Boards to bring forward a National Delivery Plan demonstrating how they would collaborate to deliver common services and functions on a "once for Scotland" basis. The aim is to reduce unnecessary variation wherever possible,

whilst ensuring critical services are sustainable and realise value for reinvesting in direct patient care.

8. The plan sets out the initial priority areas identified for collaboration across the eight National Boards which will support delivery of high quality and sustainable health and social care services across Scotland. The plan identifies 6 key areas where effective collaboration and a new approach across the National Boards will enable the delivery of the Health and Social Care Delivery Plan. These are:
 - Service transformation focused on demand management;
 - Supporting the workforce through recruitment, retention and an improved employment experience.
 - Digital transformation;
 - Once for Scotland;
 - Support for intelligence-led national, regional and local planning; and
 - Public Health Capability

9. NHS Health Scotland will play an active role in framing the public health contribution to the development of regional planning and the national delivery plan workstreams set out above. This will include the public health intelligence contribution to regional planning and Once for Scotland which incorporates a focus on support services.

10. NHS Health Scotland, working with National Services Scotland will lead the Public Health Capability workstream to ensure alignment with the public health reform programme and future relationship with the new national public health body. As part of our contribution to the National Delivery Plan, we will:
 - Lead work to support and engage the National NHS boards, including NHS 24, NES and HIS to inform the future public health priorities and the contribution of the national boards
 - Progress and implement the shared services programme, including the public health workstreams, with a particular focus on Health Protection, agreeing and implementing sustainable on call arrangements
 - Co-ordinate work with other national boards to inform future national and regional public health structures to ensure public health contributes to the National Delivery Plan themes
 - Shape and influence employers and learning institutions to ensure the health and care workforce is orientated toward public health practice; and the core public health workforce is fit for purpose.

11. We are also actively engaging in other workstreams and discussions related to a range of shared services and collaborative options. Further updates will be provided in due course.

Public Health Reform

12. Led by the Scottish Government and COSLA, the programme for public health reform will implement the recommendations from the public health review published in February 2016.

13. The reform will be overseen by an oversight board and an Executive Delivery Group will be responsible for key aspects of the change and transition process. This will include planning and consultation on the new arrangements and commissioning the professional advice and support needed to shape and deliver the reform programme consistent with the COSLA and the Scottish Government's vision. Specifically, to:
- Ensure a clear and strong focus on reducing health inequalities, underpinned by agreed national priorities;
 - Deliver effective, credible and high quality leadership both nationally and locally for Public Health
 - Establish a national public health service that is recognised as the lead authority in relation to improving and protecting the public's health and wellbeing
 - Create a new body that applies public health data, expertise, intelligence and evidence to develop 'upstream' solutions in partnership with Local Government and the third and independent sectors;
 - Establish an approach which recognises Community Planning Partnerships as the key focus for local public health activity.
14. To deliver this vision there is a need for a public health function in Scotland that has a high profile, that is informed by high quality evidence, professional expertise and authoritative leadership across the public sector. This requires a focus on delivering improvements in the public's health across Scotland and at local level on issues that matter most to local communities. The reform programme in 2018/19 will focus on:
- National Leadership - Establishing a national leadership body to create a single organisation providing a clear vision, cohesion and critical mass of expertise and knowledge, and a single, independent and authoritative voice for public health in Scotland. The new body will be co-designed by Scottish Government, Local Government and NHS Scotland and will be accountable to both Local Government and NHS Scotland
 - Local Partnership - To ensure the public health function is better aligned and more accountable to local communities, Community Planning Partnerships should be the focus for local public health activity. A priority will be strengthening partnership working, building capacity and providing specialist expertise flexibly across Scotland to support effective decision-making.
 - Public Health Prioities - development of a Public Health Strategy and priorities to ensure a strong focus on the areas we need to address nationally and locally to improve health, reduce health inequalities and deliver improvements in public services. The public health priorities will be across the full spectrum of public health – health improvement, health protection and health service public health. Work is now underway to develop these, and Health Scotland is actively involved.

15. The new national public health body with a strong evidence-based approach, alongside the development of shared national public health priorities and the reinvigoration of local public health partnerships, will be the foundation on which the Scottish Government and COSLA, working with partners will deliver public health reform.

Local Delivery Plan and Review of Health and Social Care Targets and Indicators

Guidance from the Scottish Government on the Local Delivery Plan, relationship to the National Delivery plan and the [Review of Health and Social Care Targets and Indicators](#) published in November has not yet been published. The review includes a strong focus on reducing inequalities and improving early life, social and economic circumstances of people living with deprivation as well as improving health and social services as important factors in increasing healthy life expectancy.

The review is likely to feature in the Local Delivery Plan guidance for NHS boards and will be important in framing our approach and contribution to Public Health Reform and the national delivery plan.

Annual Review

16. The 2016/17 Annual Review took place on 22 September 2017. It recognised the significant progress NHS Health Scotland has made in implementing our Delivery Plan and provided an opportunity to review our overall performance and identify and opportunities and challenges for the future.
17. The Scottish Government recognised the significant period of change and transition the organisation will be involved in over the next 18 months which are important to consider in planning for 2018/19.
- **New Public Health Body** – It will be important for Health Scotland to continue to deliver against our strategic priorities, while allowing for sufficient flexibility to support the work on the new body in partnership with the Scottish Government and COSLA
 - **Strategic framework** – NHS Health Scotland’s Strategic Framework provides continuity, stability and reassurance for NHS Health Scotland’s staff through the transition as well as contributing to securing the legacy of Health Scotland inform the public health reform programme.
 - **Leadership** – NHS Health Scotland continues to have an important leadership role in public health and, in particular, in addressing persistent health inequalities. This should extend to identifying what practical support you can offer to local authorities and integrated bodies, and with NHS Boards to help them develop as public health bodies and .provide a strong voice for public health amongst National Boards. This should include a clear

commitment to public health within the joint Delivery Plan currently being developed by National Boards.

- **Health in all policies** – recognition that that Health Scotland has steadily extended its reach and influence into Scottish and local policy and strategy; for 2018/19, a priority will be maintain this progress and continue to shape health into policies across the range of matters highlighted in the Programme for Government that have a positive impact on health and well-being.
- **Workforce** – support for staff as they make the transition to the new public health body will be a priority and in particular, sustaining what is important in the values and culture of NHS Health Scotland and should be actively carried forward into the new body or not brought forward. The new organisation will take on a wider workforce leadership function in public health, and NHS Health Scotland is in a position to develop this capability in partnership with stakeholders in the public sectors, as well as education bodies.

18. The letter from the Minister of Public Health and Sport confirming the outcomes of the annual review has now been received and is in Appendix B.

19. **The Board is asked to reaffirm NHS Health Scotland’s strategic direction as set out in our Strategic Framework for Action, A Fairer Healthier Scotland 2017-22, noting the strategic contextual factors above.**

Improvements to Planning for 2018/19

20. After each planning round, we get feedback from staff on what worked well and what could be improved. Based on our changing strategic situation and this feedback, we have identified three areas to improve in planning for the next financial year:

- Streamline processes
- Free up time for change
- Improve availability and quality of information

21. **Streamline processes.** We will make three changes to streamline processes this planning round

- **Refine and update our plans.** Last year we set out our five year strategic framework for action. We plan to build on that by refreshing and updating the commitments we made in our Delivery Plan 2016/17 rather than develop a new set of priorities or actions.
- **Asking for data once, and keeping it in one place.** We will help staff avoid having to put lots of information into different systems and forms with improved questions on the planning tool and designing to act as a one-stop-shop for information from the start of the planning process.
- **Carry forward of priorities.** In recent years we have gone through a thorough and comprehensive peer review prioritisation process. We have simplified the process for this year and are restricting to new information or projects.

22. **Free up time for change.** While we are getting better at planning how our staff spend their time, with the pressure on our people's time from the transition to a new public body, we need to get better still. Therefore, we will share better analyses on how time is actually spent and being planned with senior managers so that they can make sure we do not commit to more than we can deliver. We are also asking staff to leave a greater proportion of time 'unplanned' at the start of the year.
23. **Improve availability and quality of information.** We are changing how we use the planning tool and share budget information so that senior managers making decisions can make them earlier and being better informed. We will do this by opening the Corporate Planning Tool earlier for staff and giving commissioners budget projections earlier on in the process. This will let commissioners start work earlier on how they will use the resource available to them.

Key Dates for Board level Planning Governance

24. The key dates where the Board will be involved are as follows:

- 1 December 2017: **Board Seminar** – Draft National Delivery Plan, draft vision for new public health body will be shared and discussed. Scottish Government Sponsor and member of Public Health Reform Team will attend to discuss governance perspectives with Board members
- 2 February 2018: **Board Seminar** – Draft 2018/19 Health Scotland Delivery Plan will be shared and discussed. Opportunity for Commissioners to be involved in this Seminar.
- 23 March 2018: **Board Meeting** – Board will be invited to approve the National Shared Delivery Plan and Health Scotland's 2018/19 Delivery Plan

Finance and Resource Implications

25. The proposed improvements in this paper have few financial consequences. While, like all improvements, there is the potential for some upfront costs in terms of the time involved in staff making the changes, we fully expect them to result in less time being spent on planning this year overall, enabling staff to have more quality engagement with partners and stakeholders in framing our delivery commitments and ensure a continued focus on delivery.
26. Our working assumption is that the financial settlement for 2018/19 will include a similar level of efficiency savings to this year and also that there will be limitations to the extent to which we can plan to contain workforce or running costs, putting additional pressure on project funds. We are consequently asking business plan commissioners to plan with an indicative budget that would be 10% less than this year for each Strategy Priority and Strategic Change Priority. These are indicative figures only and we will work with Commissioners as details and priorities become clearer.

Staff Partnership

27. There are no direct implications for this paper from a staff partnership perspective. The impact of both the National Boards Collaboration Plan and Public Health Reform on staff and on partnership working are an active source of discussion and management.

Communication and engagement

28. We are sharing the changes to the planning process with staff in two planning update events in November. In addition, we have proactively shared our and COSLA's analysis of the Programme for Government with staff and will cover the wider strategic context set out in this paper as part of the planned updates.
29. Feedback from our annual stakeholder survey will be important in framing our approach to engaging our stakeholders. Along with improvements to the planning process, this will reinforce to commissioners and delivery commitment leads the need to engage with partners and stakeholders to inform our 2017/18 delivery commitments. The importance of engagement is a central element of our planning sessions.

Corporate Risk

30. The proposals in this paper help manage CRR risks:
- 17-1 ("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 and our influence, and impact in improving health equitably, is reduced")
 - 17-3 ("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.")
 - 17-6 ("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.")

Promoting Fairness

31. The Practice Improvement team, who lead on Health Inequalities Impact Assessment for NHS Health Scotland, have been working closely with

Organisational Improvement and Strategic Development teams to ensure that our planning process integrates HIIA in a proportionate and effective way.

Sustainability and Environmental Management

32. There are no direct implications for the environment arising from the proposals in this paper.

Action/ Recommendations

33. The Board is asked to:

- Discuss the changes to the strategic context of planning for this year
- Reaffirm NHS Health Scotland's strategic direction
- Note the proposed improvements to the planning process and key dates in the governance process

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Appendix A



A Nation with Ambition

The Government's Programme for Scotland 2017/18

Headline news... SG published the Programme for Government: [A Nation With Ambition: The Government's Programme for Scotland 2017-18](#) on 5th September 2017. The Programme for Government is SG's plan to "shape the kind of Scotland we all seek – an inclusive, fair, prosperous, innovative country, ready and willing to embrace the future." Actions specific to the NHS include ensuring at least a real terms increase in the frontline NHS budget, as part of SG's commitment to increase health resource funding by £2 billion over the life of this Parliament. This document outlines how the Programme for Government corresponds to NHS Health Scotland's strategic priorities.

Fairer and Healthier Policy

Tackling poverty

- SG is exploring ways to put the Poverty and Inequality Commission on a statutory footing with a broad remit that enables it to consider the full range of factors that contribute to levels of poverty and inequality in Scotland.

Prevention

- "We must expand our focus on the prevention of ill health, matching our past actions on smoking and alcohol with new initiatives to reduce obesity, boost active travel, improve mental health and tackle air pollution."
- SG will invest an increasing proportion of the budget in primary, community, mental health and social care services – to support the shift in the balance of care that is required.
- SG will take forward a new Mental Health Strategy and implement the Health and Social Care Delivery Plan.

Personal Care

- SG will begin the implementation of 'Frank's Law' providing free personal care to those under 65 who need it.

Diet and obesity

- On diet and obesity, SG will limit the marketing of products high in fat, sugar or salt.

Children, Young People and Families

Child Poverty

- "Our Child Poverty Bill – setting statutory targets to tackle child poverty – is also due to complete its passage through Parliament later this year."
- SG will establish a new £50 million fund to tackle child poverty.
- To give children the best start in life, this year, SG will also:
 - deliver a Baby Box to all newborns
 - reform the support given to mothers and their babies in light of the maternity and neonatal services review
 - ensure all eligible first-time mothers benefit from the support of a Family Nurse Partnership
 - increase the number of health visitors as part of the reform and improvement of health visiting services
 - prepare for the introduction of the new Best Start Grant for low income families by summer 2019
 - take the next steps towards the near doubling of funded early learning and childcare, including setting out minimum levels of multi-year funding to deliver the expansion and provide certainty to our councils and providers
- To break down barriers beyond school, SG will implement the recommendations made by the independent advisor on poverty and inequality in her second report, 'The Life Chances of Young People'.
- SG will undertake a comprehensive audit on the most effective and practical way to further embed the principles of the UN Convention on the Rights of

- SG will conclude the review of school food regulations and implement changes to reflect the revised scientific advice on nutrition. It will also:
 - invest in a new targeted supplier development programme to enable more food and drink suppliers to compete for public sector contracts.
 - facilitate attendance of public sector buyers and catering managers at ‘Showcasing Scotland 2017’
 - invest more in the ‘Food for Life’ programme to get all 32 local authorities achieving its Catering Mark in their schools.

Equalities and human rights

- On equalities and human rights, actions include:
 - establishing an expert advisory group to lead a participatory process to make recommendations on how Scotland can continue to lead by example in human rights, including economic, social, cultural and environmental rights.
 - implementing a new Race Equality Action Plan.
 - progressing our Gender Representation on Public Boards (Scotland) Bill through Parliament, making Scotland the only part of the UK with requirements for gender parity on public boards.
 - introducing the Sexual Offences (Pardons and Disregards) Bill to pardon same-sex activity that should never have been criminalised.
 - consulting on reforming gender recognition legislation.

Alcohol and drugs

- SG has begun an overhaul of the drugs strategy, guided by a principle of ensuring the best health outcomes for people who are, or have been, drug users, our aim being to seek, keep and treat those who need our help. SG will also deliver a refreshed alcohol framework to continue to take on Scotland’s often problematic relationship with alcohol misuse. This renewed focus on alcohol and drugs will be backed by additional investment of £20 million in treatment and support services.

Mental health

By the end of this year, SG will begin:

the Child into policy and legislation, including the option of full incorporation into domestic law raising the minimum age of criminal responsibility from 8 to 12 through our Minimum Age of Criminal Responsibility Bill.

- SG will also provide access to free sanitary products to students in schools, colleges and universities and considering further action to ensure those on low incomes are assisted in light of the findings of the current Aberdeen pilot.

Physical punishment

- SG will support the proposals in the Member’s Bill to introduce a legislative ban on the physical punishment of children.

Young Carers

- SG will bring forward a new package of support for young carers, including through implementation of the Carers (Scotland) Act 2016.

ACES

- On Adverse Childhood Experiences, SG will embed a focus on preventing ACEs and supporting the resilience of children and adults in overcoming early life adversity across all areas of public service, including education, health, justice and social work.
- SG will focus effort on preventing ACEs and on addressing their impact on our children, young people and adults, in particular parents. It will build on existing interventions, including:
 - measures to reduce parental incarceration by moving to a presumption against short sentences
 - more support for children and families in the very earliest years, through expansion in Health Visitor numbers and roll-out of Family Nurse Partnerships
 - the expansion of high quality early learning and childcare, including action to increase take-up of provision for 2 year olds
 - investment in projects and services which support parents and families to cope better, keep children safe and prevent children going into care
 - providing funding direct to schools to tackle the attainment gap.

Designing and delivering services for children

On designing and delivering services for children, and through the Children and Young People Improvement Collaborative, SG will:

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| <ul style="list-style-type: none"> • a review of Personal and Social Education (PSE), the role of pastoral guidance in local authority schools, and services for counselling for children and young people • to carry out an audit of CAMHS rejected referrals, and act upon its findings • a review of whether the provisions in the Mental Health (Care and Treatment) (Scotland) Act 2003 fulfil the needs of people with learning disability and autism, with a view to determining what future legislative measures may be necessary • work with stakeholders to examine the scope of reform required to the Adults with Incapacity legislation Delivering better | <ul style="list-style-type: none"> ○ continue to support local authorities, health boards and the third sector to embed quality improvement in their work through a team of advisers. ○ help local authorities, health boards and the third sector to train their own improvement experts so that activities to improve outcomes for children and families are embedded in their services. ○ showcase good practice and share learning about approaches that are making a difference. |
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A Fair and Inclusive Economy

Economy

- On the economy, SG will work to establish a Scottish National Investment Bank to provide patient capital for growth and support our overall economic strategy.

Taxation

- Ahead of setting the budget for 2018-19, SG will publish a discussion paper on income tax and possible options for using our powers to ensure the sustainability of our public services and give long-term certainty to taxpayers.
- SG will explore how responsibility for a broader range of taxes would enable the Scottish Parliament to take more balanced budget decisions, grow the economy and tackle poverty more effectively.

Social security and employability

- “We will use new social security powers coming to the Scottish Parliament to transform the service people receive through a system based on dignity and respect.” SG will also set out in a discussion how more comprehensive devolution of social security and employment support would allow the Scottish Parliament to deliver a more joined up system for those in and out of work; tackle poverty more effectively; and consider more fundamental options for long-term reform, such as a citizen’s basic income scheme. A separate discussion paper will look at tackling issues of low pay and poor working practices, and protecting workers’ rights against post-Brexit.
- “We will deliver the manifesto commitment to increase Carer’s Allowance from next summer, backdating it to April 2018. After that, the first benefits to be devolved will be the Best Start Grant and Funeral Expense Assistance. We will deliver improved versions of these existing UK benefits by summer 2019. In the coming year, we will announce a package of support for young carers, which will include financial and non-financial elements.”

Community empowerment

- “We will empower communities to take more decisions themselves, placing greater control of budgets in the hands of the people who know best what a community needs – those who live in the community itself.” Actions include:
 - a comprehensive review of how local decisions are made and how local democracy is working.
 - continuing to support Community Choices to encourage the spread of participatory budgeting across Scotland.
 - introducing a Bill to establish a framework for the management of the Crown Estate in Scotland.

- continuing to implement the Land Reform (Scotland) Act 2016, including publishing a final version of a Land Rights and Responsibilities Statement and guidance on engaging communities in decisions relating to land.
- supporting the publication by the Land Commission of its first strategic plan in September, setting out its priorities over the next three years and a major programme of research to examine options for further reform.

Income

- “We will fund research into the feasibility of a citizen’s basic income scheme.”
- SG will provide a financial health check to families on low incomes.

Employment

- “New powers under the Scotland Act 2016 enable us to provide employment support to disabled people and those at risk of long-term unemployment. We will commence our devolved employment service Fair Start Scotland in April 2018. We are seeking to provide employment support to a minimum of 38,000 people who are out of work in the next three years. This will be a voluntary service to ensure participation – it is not part of the UK’s benefit conditionality regime.”
- “We will establish a Just Transition Commission to advise Scottish Ministers on adjusting to a more resource-efficient and sustainable economic model in a fair way which will help to tackle inequality and poverty, and promote a fair and inclusive jobs market.”
- On youth employment, “we welcome our progress towards the target to reduce youth unemployment by 40% by 2021, with the youth unemployment rate now one of the lowest in Europe. We continue to implement the Developing the Young Workforce (DYW) strategy and the network of regional industry-led Developing the Young Workforce Regional Groups is now complete.

Regeneration

- “We will invest in regeneration activity including delivery of the Regeneration Capital Grant Fund (RCGF) in partnership with local government. The RCGF has invested in over 90 projects across Scotland since 2014 and, in 2017-18, it is anticipated to support or create more than 2,000 jobs, refurbish and bring back into use a number of historic and landmark buildings, create more than 18,000 square metres of business space, support over 50 community facilities and services and bring long-standing vacant land and buildings back into use. We will assist, through the SPRUCE infrastructure investment loan fund, the Vacant and Derelict Land Fund and sponsorship of the Clyde Gateway.”
- A new enterprise agency for the south of Scotland to drive inclusive growth in that region will be established.
- From October, the new Strategic Board for Enterprise and Skills will oversee the work of the enterprise and skills agencies (Scottish Enterprise, Highlands and Islands Enterprise, the new south of Scotland Agency, Skills Development Scotland and the Scottish Funding Council).
- On City deals and regional economies, SG will work with regional partnerships to make the most effective use of existing city deal investment to tackle labour market challenges and skills shortages. City region deals act as enablers to drive inclusive economic growth. The deals enhance alignment between national, regional and local ambitions, strategies and resources and they enhance partnerships focused on long term strategic approaches to improving regional economies. SG has committed over £1 billion over the next 10-20 years for city region deals for Glasgow, Aberdeen, Inverness and Edinburgh and South East Scotland. Next, it will seek to secure deals for Stirling and Clackmannanshire; the Tay Cities; and deliver a regional deal for Ayrshire.
- SG will also use European Structural Funds to help tackle regional inequality by focusing funding on post-industrial areas of Scotland. Looking carefully at skills gaps which exist in those communities, we will focus our efforts on filling those and encouraging inward investment. An additional £12 million of European funding will be invested in this work to develop the skills needed for new and emerging industries and markets.

Healthy and Sustainable Places

Climate Change

- On climate change, SG will support the circular economy and tackle climate change by:
 - Introducing a new Climate Change Bill to set even more ambitious targets to reduce greenhouse gas emissions
 - Creating a Low Emissions Zone (LEZ) in one of our cities by the end of next year – and working with local authorities to introduce LEZs into our four biggest cities by 2020 and to all Air Quality Management Areas by 2023.
 - Doubling investment in active travel from £40million to £80 million a year from 2018-19
 - Introducing a Transport Bill to provide local authorities with flexible options to improve bus services in their local areas.”
- SG will take a range of actions to improve the quality of the air that we breathe and boost active travel and physical activity.
- The Air Departure Tax (Scotland) Act provides for Air Departure Tax (ADT), which will replace UK Air Passenger Duty (APD) in Scotland. Revenue Scotland will be responsible for collecting and managing the tax. Tax bands and tax rate amounts for ADT will be brought forward through secondary legislation. SG is committed to reducing the overall burden of ADT by 50%, abolishing the tax altogether when resources allow and seeking a fair deal for the Highlands and Islands, where an exemption from APD currently applies.

Green space

- On green space, SG will build on its support for the Central Scotland Green Network (CSGN), Europe’s largest greenspace project, we will improve the quality of people’s lives and help tackle inequalities. Activities will include:
 - targeting improvements in the most disadvantaged areas
 - improving the quality of publicly owned greenspaces for recreation and community use, for example, community growing
 - delivering 25 pollinator projects along the John Muir Way to create Scotland’s first pollinator friendly urban corridor.

Transforming Public Services

Justice

On justice, actions include:

- extending the presumption against short sentences from 3 to 12 months. We will commence this change after the provisions of the Domestic Abuse Bill are fully in force so as to secure safeguards for people who are victims of those crimes
- continuing the development of the new estate for female offenders, with far greater community focus and support for these offenders and their families, who often have complex needs
- introducing a Management of Offenders Bill which includes extending the use of electronic monitoring of offenders in the community and enabling the use of new technology where appropriate
- modernising the existing law on the rehabilitation of offenders
- SG will improve public sector resilience against cyber attacks
- create a new criminal offence of drug driving to come into force in 2019
- complete the passage of the Domestic Abuse Bill, further underlining our determination to eradicate violence against women and girls.
- On community justice, during 2017-18, SG will continue ring-fenced funding of around £100 million to local authorities for criminal justice social work services, including the delivery of community sentences. An additional £4 million was provided in 2016-17 to expand access to community sentences and this is being maintained in 2017-18.
- “Interventions which address the underlying causes of offending are the most successful. Diverting people, particularly young people, from the formal mechanisms of the criminal justice system can be effective in reducing their reoffending. It can also be associated with positive long-term impacts in their lives such as reduced drug use.” Actions include:
 - continue our efforts to make criminal justice interventions occur earlier, promoting the least intrusive intervention at the earliest possible time, and free up resources to be reinvested in the community.
 - work with partners in criminal justice social work and the Crown Office and Procurator Fiscal Service to maximise the availability and appropriate use of diversion schemes.

Planning

- SG will introduce a Planning Bill to streamline the planning process.

Housing

- On housing, “we will deliver more high-quality affordable homes and commit to ending rough sleeping”.
- “Over the life of this Parliament, we will invest more than £3 billion in delivering 50,000 affordable homes.” Actions on housing include:
 - making further progress towards our target of 50,000 affordable homes by the end of the Parliament
 - introducing a Warm Homes Bill to set a statutory fuel poverty target
 - introducing new energy efficiency standards for the private rented sector.”

Energy and fuel poverty

- SG will publish a final Energy Strategy by the end of 2017 that builds on Scotland’s existing strengths and supports the development of a modern, integrated clean energy system, delivering reliable energy supplies at an affordable price in a market that treats all consumers fairly.
- SG will introduce a Warm Homes Bill to set a new statutory target for fuel poverty and determine how supplier obligations in relation to energy efficiency and fuel poverty are designed and implemented in Scotland.

Active Travel

- On active travel, SG will;
 - make our towns and cities friendlier and safe spaces for pedestrians and cyclists by increasing investment that supports active travel from £40 million to £80 million per year from 2018-19.
 - appoint an Active Nation Commissioner to ensure delivery of world-class active travel infrastructure across Scotland.
 - deliver projects which help older people benefit from our network of walking and cycling routes.
- SG will also launch a new Active Scotland Delivery Plan

Supporting victims of rape and sexual abuse: forensic examination services

- In March 2017, SG established the Taskforce for the Improvement of Services for Victims of Rape and Sexual Assault, chaired by the Chief Medical Officer. Working with that group, SG commissioned Healthcare Improvement Scotland to develop National Standards for Healthcare and Forensic Medical Services for people of all ages who have experienced rape or sexual assault, including a series of consultation events across Scotland and specific sessions for people with lived experience. SG is working with NHS Education Scotland to achieve a workforce which meets the needs of victims in being able to choose the gender of their examiner, encouraging the uptake of specialised training by female doctors, and delivering at least 50 new trained forensic medical examiners by the end of 2018-19.

Domestic abuse

SG will:

- establish a specific offence of domestic abuse covering both physical and psychological abuse.
- implement a delivery plan for ‘Equally Safe’, our strategy for preventing and eradicating violence against women and girls.
- take steps to comply with the Istanbul Convention in reparation for it being ratified by the UK Government.
- expand the innovative Caledonian Programme so that more male perpetrators of domestic abuse can receive specific rehabilitation services designed to address the issues giving rise to their offending behaviour.
- consult on changes to the law to prevent direct cross-examination of victims of domestic abuse by their alleged abusers in child contact cases before the civil courts.

Public Sector pay

- Lift the 1% pay cap for NHS and other public sector workers to raise living standards and aid recruitment

Workforce

“We are investing in the workforce by:

- increasing the number of pharmacists with advanced clinical skills, creating 50 more community link workers, training more paramedics, health visitors

and advanced nurse practitioners, investing £2 million in additional training for GP nurses and delivering an estimated 2,600 more training places for nurses and midwives.”

- negotiating a new General Medical Services contract, to support multi- disciplinary community care teams around a renewed leadership role for GPs.
- SG will introduce a Safe Staffing Bill to enshrine safe NHS staffing in law, starting with nursing and midwifery.”

Homelessness

- The ‘ending homelessness together’ fund of £50 million over a five-year period will support anti homelessness initiatives & pilot solutions to drive faster change. Actions on homelessness include:
- Setting a clear national objective to eradicate rough sleeping, recognising that it requires more than just the provision of housing and that every individual will have their own unique needs and challenges.
- Establishing a homelessness and rough sleeping action group to lead change in this area and identify the actions, services and legislative changes required to end rough sleeping and transform the use of temporary accommodation
- Investing an additional £20 million in alcohol and drug services.

International development

- On sustainable development in developing countries, “we aim to improve Scotland’s trade and investment performance and contribute to inclusive and sustainable development in developing countries, in support of ‘Global Citizenship: Scotland’s International Development Strategy’. We will do this by helping business play its part in promoting and respecting human rights; working with partner countries to support development through trade; and internationalising Scotland’s world- leading approach to social enterprise to help others realise the benefits of the social enterprise model.”

Delivering better services

SG is continuing the approach of investment and reform, including:

- developing Regional Delivery Plans to set out services which can best be planned and delivered at regional level, and support services that can best be delivered closer to home.
- supporting national NHS Boards to develop a plan of where improvement in national services should be focused, including where appropriate a 'Once for Scotland' approach.
- examining opportunities for greater sharing of support services away from the delivery of frontline care.
- developing a Digital Care Strategy to support a digitally-active population and workforce and make better use of the opportunities of modern technology.

Legislative Programme

- SG Plans to introduce 16 Bills over the next year:
 - **Budget Bill** – will lift the 1% public sector pay cap and include detail on income tax.
 - **Climate Change Bill** – will introduce more ambitious greenhouse gas reduction targets.
 - **Crown Estate Bill** – for the management of assets and to ensure local communities benefit from the devolution of these powers.
 - **Damages Bill** – will amend the law on the Personal Injury Discount Rate.
 - **Education Bill** – to include school reform, new responsibilities for head teachers, investment in modern apprenticeships, proposals to widen access to university and reforms to student support.
 - **Land and Buildings Transaction Tax Bill** – giving retrospective effect to the application of the LBTT (Additional Amount – Second Homes Main Residence Relief) (Scotland) Order.
 - **Management of Offenders Bill** – to support new methods of monitoring offenders in communities.
 - **Minimum Age of Criminal Responsibility Bill** – will propose moving the age from eight to 12 in line with international norms.
 - **Organ And Tissue Donation Bill** – will introduce a soft opt-out system to save more lives.
 - **Planning Bill** – to support vital infrastructure and housing development.
 - **Prescription Bill** – to ensure the fairness and clarity of the law of negative prescription.
 - **Safe Staffing Bill** – focusing on NHS staffing.
 - **Sexual Offences (Pardons And Disregards) Bill** – to issue an automatic pardon to those wrongly convicted and remove any associated criminal records.
 - **Transport Bill** – with a focus on smart ticketing and improving local bus services.
 - **Vulnerable Witnesses And Pre-Recorded Evidence Bill** – to support vulnerable victims giving evidence, especially children.
 - **Warm Homes Bill** – introduce a statutory target for fuel poverty reduction.

Promote

Promoting knowledge of what works to reduce health inequalities.

Position

Engaging with the right people, groups and organisations.

Protect

Managing risk within the Board's open appetite for reputational risk.

The Week that Was

This is a special edition of the Week that Was – the current affairs news service offered to NHS Health Scotland staff and Board members by the Communications and Engagement team. To sign up please contact nhs.healthscotland-publicaffairsteam@nhs.net.

Appendix B: Annual Review Letter

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Your ref:
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25th October 2017

NHS HEALTH SCOTLAND ANNUAL REVIEW 2017

I am writing to you following the NHS Health Scotland Annual Review on 22 September 2017. This year was one of the biennial non-Ministerial reviews. I am pleased to note that, again, you invited a stakeholder panel to lead the review which was conducted in public.

I understand that the approach taken by you enabled a valuable discussion which challenges your Board sufficiently as well as generating ideas for the future. I would like to pass on my thanks to the panel members for a successful review.

General Points

Scottish Government officials attended the review and, based on their conclusions from the discussions, I will offer the following feedback and recommendations.

New Public Health Body – you are now in a period of major organisational change as the shape and form of the new public health body for Scotland is developed. This will clearly present challenges for you and your staff. It will be important for your Board to continue to deliver on your priorities, while allowing for sufficient flexibility within your resources to support the work on the new body. I know that the Scottish Government and CoSLA team leading work on public health reform is already engaging with NHS Health Scotland, and I am grateful for the support and cooperation they have received so far.

New 5-year strategic framework – you have published a new 5-year strategic framework which will run into the establishment of the new public health body. I hope

that this will allow for continuity and stability of your current activities until the new body is ready to take on responsibility, and that it can provide a degree of reassurance for NHS Health Scotland's staff through the transition. As we look to the future I am keen that the legacy of Health Scotland is recognised and informs our thinking – your strategic plan and the priorities that you have identified will help with this.

Leadership – NHS Health Scotland continues to have an important leadership role in public health and, in particular, in addressing persistent health inequalities. This should extend to identifying what practical support you can offer to local authorities and integrated bodies, and with NHS Boards to help them develop as public health bodies. NHS Health Scotland should anticipate changing relationships with local NHS Boards as public health reform works through toward implementation. We will still look to Health Scotland and its successor organisation to provide a strong voice for public health amongst National Boards, starting this year with an expectation of a clear commitment to public health within the joint Delivery Plan currently being developed by National Boards. We will look to Health Scotland to influence a modern style of leadership that is effective in meeting public health aims, supporting the Programme for Government, and Scotland Performs outcomes.

The Place Standard – I would like to single out the success of the Place Standard that you developed with the Scottish Government and Architecture and Design Scotland. Since its launch at the end of last year it has been widely praised, winning the Royal Town Planning Institute's award for Excellence in Planning for Wellbeing. I have also noted that the World Health Organisation European Healthy Cities Network held a masterclass on place-based approaches in Edinburgh recently, featuring the Place Standard. This is a sign of the exceptional quality of the work undertaken by NHS Health Scotland with others.

Health in all policies - We recognise that Health Scotland has steadily extended its reach and influence into Scottish and local policy and strategy; colleagues across Government value the quality of the work that underpins this influence. We would like NHS Health Scotland to continue to shape health into policies across the range of matters highlighted in the Programme for Government that have a positive impact on health and wellbeing.

Workforce – As I have previously noted, you will need to support your staff as they make the transition to the new public health body. It will be challenging to maintain staff engagement while there remains a lack of clarity on the new body. However, you will need to work with your leadership team and the staff themselves in sustaining the important values and culture of NHS Health Scotland over this period of change and into the new body that succeeds it. We also expect you to use this period to work with your Board and staff to determine what has been successful about Health Scotland's work and should be actively carried forward into the new body, but also what has not been successful or is no longer relevant and should not be brought forward. We will help you with these processes in any way we can. We also anticipate that the new organisation will take on a wider workforce leadership function in public health, and we would expect you to develop this capability in partnership with stakeholders in the public sectors, as well as education bodies.

Conclusion

I would like to thank you and your Board, and the staff of NHS Health Scotland, for their continued commitment and hard work over the last year.

This year's Annual Review has shown the benefits of engaging in open dialogue with key stakeholders. It has allowed you to demonstrate the range of good work you have delivered over the last year while also highlighting opportunities for the future. I am pleased to note that you have already recognised the challenges ahead.

I feel assured that you are well aware of the work that will be required from all of you as the new national public health body begins to take form over the next 12-18 months. My thanks also for the open spirit in which you continue to bring you and the staff's expertise and advice to bear as we continue to develop public health in Scotland.

Yours sincerely




AILEEN CAMPBELL

Appendix C: CoSLA's Analysis of the Programme for Government (Please see separate paper "Leaders Programme for Government")