

COSLA/Scottish Government Public Health Reform Programme

Leadership for Public Health Workforce Development Commission

Stakeholder Engagement Plan



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Public Health Reform

Leadership for Public Health Workforce Development Commission

Deliverable 3:

Approach to customer engagement, including stakeholder mapping

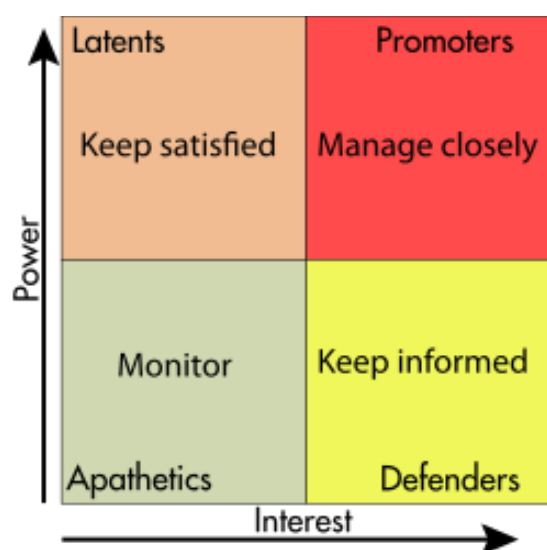
As part of the process of public health reform and creating Public Health Scotland, a high level of customer and stakeholder engagement is being planned which, if done well, will help to create strong cross-sector collaboration and ultimately a system that can more confidently deliver public health outcomes and priorities.

The public health workforce is central to delivering across all commissions. We have the expectation that the workforce itself (broadly defined), and bodies that represent and or have an interest in developing the workforce, will be engaged by many or all of the commissions. We are therefore keen to take a consistent approach to customer and stakeholder engagement that builds on the work already started so have adapted the work of the Underpinning Data & Intelligence commission¹ and applied a workforce perspective to the mapping and analysis.

The Underpinning Data and Intelligence commission have used the Mitchell and Agle approach to classifying stakeholders using two dimensions: power and interest (Figure 1), but with an additional component around need.

¹ Paper 4 - PHR UDI Deliverable 3 Engagement Approach, 23/07/18

Figure 1 – The Mitchell and Agle stakeholder classification



Our stakeholder list is in appendix 1. This includes our staff. The key stakeholders for the Leadership for PH Workforce Development commission are listed under group 1 “Manage closely”. From this list we have identified some stakeholders with whom we are undertaking early engagement during September and October. With these key stakeholders we want to understand their views about what is needed and what can be done better to achieve the public health priorities. We have considered that there may even be an element of marketing and role exploration with those who have a less considered position on their workforce’s future role in public health. This will inform our early thinking to develop the framework we will offer to achieve Deliverable 4 (customer requirements) and Deliverable 5 (defining the future state). These proposals will subsequently be the focus of further customer and stakeholder engagement.

The Scottish Public Health Workforce Development Group (SPHWDG) is the Leadership for Public Health Workforce Development Commission’s wider reference group and also forms a key vehicle for customer and stakeholder engagement. Membership is listed in Deliverable 2 ‘Current Leadership Arrangements’ and covers many of the specific groups listed here. Engagement with SPHWDG has started and is ongoing throughout the process.

Process of engagement

A series of customer and stakeholder engagement meetings will occur between September and October 2018. This will help us to gain insight and ultimately co-design the ambition statement and framework we are developing to take forward deliverables 4 and 5.

We will invite the other commissions to record and feed in their intelligence on workforce issues as they undertake stakeholder engagement (expected to continue up to the end of October).

We will undertake wider customer and stakeholder engagement up to November 2018 where we will test the ambition statement and framework, review and refine it in line with feedback. We will submit detailed proposals for this wider stakeholder by the end of September 2018. It is likely to include at least one event as well as electronic/web-based opportunities for stakeholders to engage. We will consider whether engagement opportunities should be designed differently for the specialist and practitioner workforce (stakeholders who recognise their place in the public health workforce) and people/organisations in the wider workforce who may not see themselves as part of the public health workforce.

Appendix 1: Stakeholder mapping and draft engagement plans

Group1:Manage Closely

(1a) We want to understand reactions - influence			
Stakeholder	Representing	What we need from them	Method of engagement
COSLA	Local Government	Understanding of workforce requirements Leadership Advocacy in LA system for PH roles	Early engagement in August and ongoing through commission rep - A Fraser
Improvement Service	Local Government	Understanding of workforce requirements Advocacy Leadership	Engagement through IS commission rep - D McLaughlin
SOLACE	Local Government	Understanding of workforce requirements Leadership Advocacy in LA system for PH roles	Engagement TBC
Voluntary Health Scotland, The Alliance, SCDC/CHEX, SCVO/CCPS	Third Sector and community led health	Understanding of workforce requirements Advocacy Leadership	Early engagement in August with VHS and ongoing through Third Sector commission rep
NES	Health	Understanding of workforce planning and development requirements Advocacy Leadership	Engagement through NES commission reps
Scottish Social Services Council (SSSC)	Social Care	Understanding of workforce planning and development requirements Advocacy Leadership	Engagement through commission rep - W Reid
Skills Development Scotland	Skills and careers development sector	Understanding of workforce requirements	Engagement through commission rep - W Reid

		Advocacy Leadership	
National Services Scotland Board and NHS Health Scotland Board	NHS Health Scotland, National Services Scotland Board and NHS Health Scotland Board	Endorsement of direction of travel Leadership Consistent messaging	Engagement through commission rep - A Fraser
Community Planning Partnerships	Community Planning	Understanding of workforce requirements Advocacy Local leadership Engagement with partnership and local communities	Engagement through CPP commission rep - M Coghlan
CP Managers Network			
NHS Health Scotland staff	Staff Engagement	Understanding of workforce requirements Leadership Consistent messaging Engagement	Engagement through staff side commission rep - M Craig
National Services Scotland staff			
Employee Directors			

(1b) We want to understand their needs			
Stakeholder	Representing	What we need from them	Method of engagement
Scottish Government Policy leads	Scottish Government	Co-ordination across PH priority policy areas Advocacy Leadership	PHR team
HR Leads - NHS	NHS Boards	Understanding of workforce planning and development requirements	Engagement through NES commission reps
Society for Personnel and Development (SPDS)	Local Government	Understanding of workforce planning and development requirements	Engagement through commission rep – R Lawrence

Health and Social Care Partnership Chief Officers	Health and Social Care Partnerships	Understanding their workforce requirements Advocacy Leadership Co-ordination across policy areas Consistent Messaging	Engagement TBC
SOLACE/ Local Authority Chief Executives	Local Government	Advocacy Leadership Co-ordination across policy areas Consistent Messaging Engagement Understanding their workforce requirements	Engagement TBC
Healthcare Improvement Scotland	QI in health and social care	Advocacy Leadership Consistent messaging of public health role in inspection and improvement Understanding their workforce requirements	Engagement through commission rep - W Reid
Scottish Directors of Public Health	Public Health	Understanding their workforce requirements Advocacy Leadership Co-ordination across policy areas Engagement	Engagement through commission rep - A Fraser
Scottish Health Promotion Managers	Health Improvement	Understanding their workforce requirements Advocacy Leadership Co-ordination across policy areas Engagement	Engagement through commission rep - W Reid and through linking in with the Improving Health Commission

Academic Public Health	Academic Public Health	Understanding their current and future plans for provision of PH education Engagement	In collaboration with the Research and Innovation Commission.
Health Protection	Health Protection	Understanding their workforce requirements Advocacy Leadership Co-ordination across policy areas Engagement	Engagement through Health Protection commission
Healthcare Public Health	Healthcare Public Health	Understanding their workforce requirements Advocacy Leadership Co-ordination across policy areas Engagement	Engagement through Improving Services Commission
Police, Fire & Rescue, partners	CPP statutory bodies	Understanding Case for Change Endorsement of direction of travel Engagement with members Innovation Consistent messaging Understanding their workforce requirements	Engagement TBC
Professional and regulatory bodies – TBC related to key workforce groups and PH priorities.			TBC
People in UK Public Health (PIUKPH)	Public health workforce development in UK	Understanding their current and future plans for provision of PH education and regulation Engagement	Engagement through membership of PIUKPH – W Reid

		Learning from UK systems	
Faculty of Public Health (Scotland)	Public Health	Understanding their current and future plans for provision of PH education and regulation Endorsement on direction of travel Advocacy	Engagement through commission rep - A Fraser

Group 2: Keep satisfied			
Stakeholder	Representing	What we need from them	Method of engagement
Deputy Directors, Agency sponsor, currently Gareth Brown for NHSHS, Christine McLaughlin for NSS	Scottish Government	Co-ordination across policy areas Advocacy Leadership	Through PHR team
COSLA H&SC executive lead	Local Government	Endorsement Advocacy Leadership	Through PHR team
NHS Scotland Chief Executives	NHS Scotland Territorial Boards	Advocacy Leadership	Through PHR team

Group 3: Monitor			
Stakeholder	Representing	What we need from them	Method of engagement
COSLA Health and Social Care Committee	Local Government	Endorsement Advocacy Leadership	Through PHR team
Health and Sport Committee	Scottish Parliament	Endorsement of direction of travel	Through PHR team
MSPs		Understanding of the need for change Endorsement Advocacy	Through PHR team
Scottish Collaboration for Public Health Research and Policy	Public Health	Endorsement on direction of travel Leadership Advocacy	TBC with other commissions
Academic Public Health		Engagement with network Innovation	
Glasgow Centre for Population Health (GCPH)			
Poverty and Inequality Commission	Scottish Government	Endorsement Advocacy Leadership Spokesperson	Through PHR team

Group 4: Keep Informed			
Stakeholder	Representing	What we need from them	Method of engagement
NHS Scotland Nursing Directors	NHS Scotland	Delivery Leadership	Through NES commission reps
Integration Joint Boards Chairs	Health and Social Care Partnerships	Advocacy Leadership	Through PHR team
NHS Scotland Board Chairs	NHS Scotland	Advocacy Delivery Leadership	Through PHR team
NHS Scotland Medical Directors		Delivery Leadership	
NHS Scotland Planning Directors		Delivery Leadership	

