

## **PUBLIC HEALTH REFORM (PHR)/PUBLIC HEALTH SCOTLAND (PHS)**

### **COMMUNICATIONS, ENGAGEMENT AND MARKETING PROJECT**

#### **OBJECTIVE & DELIVERABLE 2**

##### **Purpose**

1. This document sets out the approach to engaging key stakeholders and partners to help identify and determine a communication ambition for the new body going forward and to develop an effective communications, engagement and marketing structure for Public Health Scotland consistent with this ambition.
2. This document provides a proportionate and targeted approach for engaging with key partners and stakeholders.

##### **Background**

3. An audit of current communication structures, skillsets and deliverables has been completed to inform this PID (Deliverable 1), with a report being provided to the Programme Board in February 2019. This outlines the current communications, engagement and marketing structure, resources and assets in National Services Scotland/ Public Health Intelligence and NHS Health Scotland.
4. It is important that we engage with key stakeholders and partners across Health Scotland, Public Health Intelligence and National Services Scotland to gain views on current communication capability and what is needed going forward. This will not only provide an informed perspective, but will encourage buy-in from the various communication colleagues who are involved.
5. Wider engagement is recommended beyond the three bodies involved including an element of public consultation. The key stakeholders would include NHS boards, local councils, and voluntary and community organisations consistent with the reform programmes ambitions for a whole systems approach.

6. Consultation of this type would normally take 3 to 6 months to complete, but given the constraints, our recommended approach is both pragmatic and deliverable within the required timescales.

## Approach

7. The proposal is to split the engagement into two channels, one which is workshops that can be delivered by the project group and, secondly, focus groups/depth interviews that are undertaken by a combination of the project group and an independent research agency. This independent research is important to ensure all issues, challenges and opportunities are clearly identified.
8. We feel it is important to carry out engagement with mixed groups of communications professionals (from different organisations) to encourage integrated and innovative thought.
9. Our stakeholders will include organisations who are regularly working with HS/NSS and/or PHI in either a support or client capacity to understand their challenges and future requirements.
10. Existing corporate intelligence on stakeholders and insights from other projects will inform our approach and development of a communication, engagement and marketing structure for the new body. The Corporate Services project in particular will be a key focus and it is proposed to work closely with this project to engage staff from the respective organisations.

## Focus Groups/Depth Interviews

11. The project has identified the need to gather customer insights from across the system to support the development of the communications and engagement function for the new body. This will be a qualitative process drawing on existing customers from NHS Health Scotland and Public Health Intelligence as well as potential new customers identified from across the system.

<u>Audience</u>	<u>Proposed Engagement Method</u>	<u>Associated cost</u>
Public engagement and consultation	Review of feedback and insights developed from NHS HS and PHI and	£In kind from group

	stakeholder feedback received via commission process	
Public Health Scotland existing and new customers from across the system and communication, engagement and marketing leads from Health Scotland, NSS and PHI communications staff (corporate comms, marketing, digital, media relations, publishing and public affairs)	A series of 6 focus groups to be held across Scotland. Mix of geographies, specialisms and new and existing customers by independent research agency	£15,000
Communications staff in connected organisations – territorial boards, SG, Food Standards Scotland.	8 depth interviews to be carried out by independent research agency	£6,400
3 <sup>rd</sup> Sector and COSLA	8 depth interviews carried out by Group.	£In kind from group
Public Health Leads	5 depth interviews carried out by Group	£In kind from group
Behavioural Science experts	5 depth interviews carried out by Group.	£In kind from group
<b>GRAND TOTAL</b>		<b>£21,400</b>

## Workshops

12. Given the timescales associated with the project, it is proposed to engage stakeholders through a series of workshops timed to support the project achieve key milestones. The workshops will be attended by representatives from key stakeholders identified as part of our stakeholder analysis and will ensure input from across the key communications, engagement and marketing specialists as well as drawing on expertise relating to stakeholder and public engagement. The workshops will provide an opportunity to draw on expertise and insights from across the system and provide sufficient challenge to develop an operating model consistent with best practice and the reform programmes ambitions.

13. It is proposed that a maximum of four workshop sessions are scheduled up until June 2019. The workshops will be attended by the same stakeholders to ensure continuity, commitment and ownership of the final product. Where appropriate, additional input relative to the workshop theme will be secured.

Workshop 1: Vision and Mission for Public Health Scotland (March 2019)

- Workshop 2: Target Operating Model - Future State Communications, Engagement and Marketing (April 2019)
- Workshop 3: Design Future Communications and Engagement Structure (May 2019)
- Workshop 4: Launching Public Health Scotland (June 2019)

14. The Group has identified the key stakeholders, partners and audiences who should be consulted as part of this process. A list is provided in [Annex A](#) with details on how we would engage with each audience.
15. A review of existing stakeholder feedback currently held by both NHS Health Scotland and NSS/PHI will be undertaken to determine stakeholder needs. The Corporate Services project will undertake engagement with staff on Communications, Engagement and Marketing for the new body and it is proposed this is aligned with workshops 1 and 2 outlined above to inform vision and future state.

### **Timings**

16. We would envisage that a draft communications, engagement and marketing structure will be presented to the Programme Board by the end of May 2019 with a final communications plan for launch being ready by end of June 2019

### **Funding**

17. The majority of engagement will be managed from within existing resources and capacity with any additional costs associated with venue hire for workshop sessions. Additional financial resources will be required to appoint independent research agency.

### **Conclusion**

18. The Group is seeking Programme Board agreement on the qualitative research proposals and on the approach to engage with key stakeholders listed in Annex A.

## **COMMUNICATIONS, ENGAGEMENT AND MARKETING GROUP**

## **Annex A – Workshop Stakeholders**

<b>Stakeholder</b>	<b>Area of Expertise</b>	<b>Method/ Channel</b>	<b>Lead</b>
Scottish Government Policy Lead	Policy	Workshop	CEM
Scottish Government Marketing Lead	Communications, Engagement and Marketing	Workshop	CEM
COSLA	Policy	Workshop	CEM
Local Authority Communications Lead	Communications.	Workshop	CEM
Improvement Service	Local Government	Workshop	CEM
Community Planning Manager	Community Planning	Workshop	CEM
NHS Scotland Communication Lead Communications and Engagement lead	Communications, Engagement and Marketing	Workshop	CEM
Health and Social Care Partnership Communications and Engagement Lead	Communications, Engagement and Marketing	Workshop	CEM
NHS Health Scotland Communications, Engagement and Marketing	Communications, Engagement and Marketing	Workshop	Corporate Services
National Services Scotland/ PHI Communications, Engagement and Marketing	Communications, Engagement and Marketing	Workshop	Corporate Services
National Education Scotland	Communications, Engagement and Marketing	Workshop	CEM
Scottish Health Council	Public Engagement	Workshop	CEM
Scottish Directors of Public Health	Public Health	Workshop	CEM
Scottish Health Promotion Managers	Health Improvement	Workshop	CEM
Edinburgh University	Research on Public Engagement	Workshop	CEM
Stirling University	Behaviour Science		
Glasgow Centre for Population Health	Public Health	Workshop	CEM
Scottish Public Health Observatory	Public Health	Workshop	CEM

Creative Scotland	Communications, Engagement and Marketing	Workshop	CEM
Local Government Digital Office	Digital	Workshop	CEM
Food Standards Scotland	Communications, Engagement and Marketing	Workshop	CEM
Scottish Environmental Protection Agency	Communications, Engagement and Marketing	Workshop	CEM
Audit Scotland	Communications, Engagement and Marketing	Workshop	CEM
Scottish Council for Voluntary Organisations	Third Sector	Workshop	CEM
Voluntary Health Scotland	Third Sector	Workshop	CEM
Scottish Community Development Centre	Community Development	Workshop	CEM
Health and Social Care Alliance	Service User Engagement	Workshop	CEM
Scottish Coalition on Tobacco	Policy Advocacy	Workshop	CEM
Joseph Rowntree Foundation	Policy Advocacy	Workshop	CEM
Carnegie Trust	Policy Advocacy	Workshop	CEM
Oxfam Scotland	Policy Advocacy	Workshop	CEM
Mental Health Foundation	Public Engagement	Workshop	CEM