

**Public Health Reform**

**Leadership for Public Health Workforce Development  
Commission**

**Deliverable 4: Customer Requirements – A Public Health Workforce  
Development Framework for Action**

**Contents**

Introduction..... 1  
Vision and mission..... 2  
Ambition..... 2  
Scope ..... 2  
Realising our ambition: the workforce development challenges of the 21<sup>st</sup> century.... 2  
Responding to the challenges: building and maintaining knowledge and skills ..... 3  
Building on existing work ..... 3  
Public Health Scotland’s leadership role ..... 3  
Suggested next steps ..... 4

**Introduction**

The Leadership for Public Health Workforce Development Commission has been tasked with developing “documentation outlining customer requirements”. This is Deliverable 4 of the Commission brief.

The Commission Project Team has chosen to set out customer requirements in the form of an outline Public Health Workforce Development Framework for Action. This framework will help signpost future national and local action planning in relation to workforce development. We will engage our stakeholders, including the other Commissions, in the draft framework in the coming weeks and months as set out in our Stakeholder Engagement Plan.

The short-term intention is that the draft framework is used to engage with stakeholders on their support for such a framework and to help inform the content. The longer term aim is that the framework will provide the basis for Public Health Scotland and stakeholders to develop and implement a robust action plan for workforce development.

## Vision and mission

The draft vision of the Public Health Reform programme is “A Scotland where everybody thrives”.

The draft mission is “To lead, drive, support and enable a public health system fit for the challenges of the 21st century”.

## Ambition

The draft ambition for this Commission is:

“A resilient, competent and agile workforce that is able to tackle inequalities and enact system change to meet current and future public health challenges and improve and protect the health and wellbeing of the population of Scotland.”

This ambition supports the vision and mission of the reform programme and draws from the following outcome in the reform programme [blueprint](#):

“Strong workforce that can respond to the challenges to ensure a robust, resilient and competent workforce of the future, and that new talent can be attracted to the field of public health” (BP59)

## Scope

The LPHWD Commission covers the core workforce and wider workforce, defined in [Deliverable 3: Current Landscape](#) as:

**Core workforce:** “All staff engaged in public health activities that identify public health as being the primary part of their role.”<sup>1</sup>

**Wider workforce:** “Any individual who is not a specialist or practitioner in public health but has the opportunity or ability to positively impact health and wellbeing through their paid or unpaid work”.<sup>2</sup>

## Realising our ambition: the workforce development challenges of the 21<sup>st</sup> century

*To be worked up but likely to include:*

- *Principles from Christie: workforce to deliver on prevention and equity; services build around people and communities; partnerships and integration; improvement and cost saving*
- *Reducing inequalities*
- *Emerging global threats*
- *Challenges emerging from the other Commissions*

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<sup>1</sup> [Mapping the core public health workforce in Scotland](#); Centre for Workforce Intelligence (2015)

<sup>2</sup> [Rethinking the Public Health Workforce](#); Royal Society for Public Health (2015)

- *Scotland's demography and increasing demand for personal health and social care*
- *Utilising digital and new technologies*
- *Integration and complexity in service provision across sectors*
- *Required resources*

## **Responding to the challenges: building and maintaining knowledge and skills**

*To be worked up but likely to include consideration of:*

- *Increasing awareness of the public health contribution of the wider workforce*
- *Increasing engagement with and support for the wider workforce contribution*
- *Developing generic and specialist areas of public health knowledge and skills across disciplines in core and wider workforce*
- *Further enhance knowledge and skills for research, intelligence, technology, systems thinking, advocacy, influencing and leadership*
- *Scoping and development of career pathways to attract and retain staff and allow mobility within the core workforce at a local and national level*
- *Support for professional registration of the core workforce*
- *Effective and coordinated workforce planning*
- *Link to Scotland's Digital Strategy*
- *Explore workforce needs with other PHR Commissions*
- *The development of a learning and development framework relating to the Public Health Priorities for the workforce engaged in public health activity which would articulate proficiencies required across informed, skilled, enhanced and expert levels*
- *Delivery of prioritised workforce education opportunities including quality assured CPD resources*

## **Building on existing work**

The Framework will build on a significant body of work already being undertaken in this area. The existing workforce development arrangements for the core and wider workforce are set out in the LPHWD Commission [Deliverable 3: Current Landscape](#). The Framework will take into account all of this work, but especially:

- *A Place to Be leadership programme*
- *The Public Health Skills & Knowledge Framework*
- *Faculty of Public Health standards*
- *Grassroots developments already in place across Scotland*
- *Existing partnership model arrangements in specific public health areas e.g. health protection NES/HPS model and associated strategic plan*
- *Existing learning partnerships and provision for the wider workforce*
- *The implementation of the NES education and learning framework approach to the Public Health Priorities*

## **Public Health Scotland's leadership role**

As stated above, the short-term intention is that the draft framework is used to engage with stakeholders on their workforce development requirements as relates to the

Public Health Priorities. The longer term aim is that the framework will provide the basis for Public Health Scotland to develop and implement a robust action plan for workforce development. The action plan will be developed by Public Health Scotland, together with stakeholders, and will be rolled out with national and local partners.

### **Suggested next steps**

*To be worked up but likely to include:*

- *Extensive Stakeholder engagement on the core and wider workforce development needs in relation to the implementation of the Public Health Priorities and appropriateness of the framework*
- *Clarify the roles and responsibilities of PHS and other organisations in relation to the framework considering existing and potential models*
- *Clarification of options for how Public Health Scotland might further develop and support implementation of the Public Health Workforce Development Framework for Action with key partners.*