

## NHS Education for Scotland

### Board Paper Summary

#### 1. Title of Paper

A summary of *Renewing Scotland's Public Services: Priorities for Reform in Response to the Christie Commission* - the Government's response to the Christie Commission report on the Future Delivery of Public Services.

#### 2. Author(s) of Paper

Karen Fielding – Strategic Engagement Project Manager  
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#### 3. Purpose of Paper

To provide the Board with the key points and an analysis of the Government's response to the Christie Commission report.

This paper follows on from Donald Cameron's previous report to the NES Board, covering an analysis of the Christie Commission report (July 2011).

#### 4. Key Issues

The Christie Commission was published on 29<sup>th</sup> June 2011. It states that public services are facing serious challenges brought about by an ageing population, long term health problems and a persistent failure to tackle inequalities. The report argues that these drivers of demand will require huge investment if we do not change now and it recommends that the Scottish Government takes immediate action on major public service reform. The Christie Commission report makes specific mention of education, training and workforce development, which further reinforces the 'integration' theme running throughout the report and which is of particular interest to NES.

*Renewing Scotland's Public Services: Priorities for Reform in Response to the Christie Commission* (referred to in this paper as 'Renewing Scotland's Public Services'), was published by the Scottish Government in September 2011 and describes their approach for achieving public sector reform. As a result of the Christie Report, the government plans to accelerate the improvement agenda, speed up cycles of innovation and focus on value for money.

There are a number of important themes emerging from this report, including workforce development and promoting collaborative working – both of which will be examined in more detail with particular relevance to NES. The clear message for public service organisations is to ask ourselves whether our existing way of operating is efficient and delivers public value and to change in order to deliver in a better way.

**5. Educational Implications**

This paper describes in summary the potential implications of the Christie Commission highlighting the sections on education, training and workforce development.

**6. Financial Implications**

None at present.

**7. Which NES Strategic Objective(s) does this align to?**

This paper is relevant to all the six strategic themes and ten objectives within the NES strategic framework approved by the Board on 18<sup>th</sup> November 2010.

**8. Relevance to 'Better Health, Better Care'**

This paper reflects the current Scottish healthcare policy framework.

**9. Key Risks and Proposals to Mitigate the Risks**

Some of the challenges facing our future planning priorities are as follows:

- financial resourcing issues
- organisational culture, capacity and capability

Policy analysis is an on-going feature of the planning process along with strong feedback from stakeholder engagement. We are also now engaged in planning and delivering a range of service improvement programmes which are designed to reduce our costs and improve integration and efficiency as one of the key objectives within our strategic framework for 2011-14.

**10. Equality and Diversity Impact Assessment**

Not required.

**11. Communications Plan**

A communications plan has been implemented and a copy sent to the Head of Communications for information and retention:

Yes

No

**12. Recommendation(s) for Decision**

This paper is for information and discussion.

# Renewing Scotland's Public Services: Priorities for Reform in Response to the Christie Commission

## 1. Introduction

The Christie Commission report was published in June 2011, and makes a major contribution to the debate on the future direction of public services. In response to this report, the Scottish Government have produced a document, *Renewing Scotland's Public Services: Priorities for Reform in Response to the Christie Commission*, which outlines the government's approach to, and priorities for, public service reform.

In response to the recommendations from the Christie Report, the government proposes a focus on four main areas to drive improvement and reform. The following four 'pillars' form the basis of the report and will be examined in turn:

1. a decisive shift towards **prevention**
2. **greater integration** at local level driven by better partnership;
3. **workforce development**;
4. a more transparent focus on **performance**.

To take forward this agenda over the next five years, a recently established Cabinet Sub-committee on Public Service Reform has been set up, to be supported by a Public Service Reform Board (comprising key Executive leaders from across public services).

The top priority of tackling waste, duplication and inefficiency will remain, but the government will encourage the swifter adoption of proven strategies for improvement and reforms. Another key message from this report is that leadership and cultural change matter more than organisational structures in achieving better outcomes and value for money. Attitudes and behaviours will be crucial to achieving these changes and leaders will have to be visible and share their vision.

This short paper summarises the key points in the report and provides an analysis of the potential implications for the work of NES.

## 2. Prevention

The focus on prevention is considered essential to tackle inequalities, help address the current tightening of budgets and ensure the sustainability of public services in the longer term. The sustainability is challenged by austerity measures set by Westminster as well as demographic factors (e.g. improved health and life expectancy of the older population). The adoption of preventative approaches to contribute towards sustainability will include:

- building prevention into the design and delivery of all public services

- focus support on the first few years of life (biggest impact for the most vulnerable in society)
- unlock resources currently invested in dealing with acute problems
- tackle inter-generational cycles of inequality
- better utilise the talents and capabilities of people and communities.

Although work to support this approach has been underway for several years (e.g. the Early Years Framework), *Renewing Scotland's Public Services* suggests that this needs to be taken to the next stage. The government has therefore identified “significant funding” to support transition across public services away from dealing with the symptoms of disadvantage and inequality, towards tackling their root causes.

As part of their approach, three new funds to support preventive spending will be introduced:

1. a continuation of the Change Fund for older people's services – The fund will increase to £80million (currently £70million) within the NHS budget for 2011-12.
2. an Early Years and Early Intervention Change Fund – to be overseen by the Early Years Taskforce. Resourcing of this fund will be provided by NHS Boards and local authorities – working together to agree local contributions and maximise value for money. The Scottish Government will provide £50million of resource over the lifetime of this Parliament
3. a Reducing Reoffending Change Fund.

These funds in total amount to over £500 million of investment in preventative spending. Other health-related priorities outlined in this section of the report include:

- a major new programme for the early detection of cancers (£30 million investment)
- new legislation that supports councils, the NHS and government to deliver the early years services.

### **3. Integrated Local Services**

The Christie Commission report emphasised strongly that effective, locally integrated service provision is crucial to the achievement of outcomes. The report describes a “patchwork” public sector hampered by poor coordination and duplication. It argues that the government is dominant which results in services provided to individuals rather than designed ‘for and with them’, so serving the interests of existing institutions and professions. Furthermore, this is described as being delivered ‘within a political cycle which hampers long-term reform’.

*Renewing Scotland's Public Services* claims to want public service organisations to:

*“break through bureaucratic barriers and operate across organisational boundaries to produce integrated services that deliver better value for money and improve the social and economic wellbeing of the nation”.*

The report then goes on to describe the type of partnership they envisage – comprehensive and participative, harnessing capacity from across public bodies, citizens, third sector organisations and local businesses. This is obviously a huge agenda but in light of the Christie Commission’s observations regarding the “patchwork” public sector and current political context hampering reform – the government response does not detail the practicalities of how collaborative working will be achieved.

A key theme from this section of the report is the integration of health and social care – particularly to ensure that older people in light of demographic changes over the next 20 years. Reform is considered necessary to help address this huge challenge.

*Renewing Scotland’s Public Services* then outlines key examples of achievements to showcase its recent work in this area, such as the *Reshaping Care for Older People* Programme, the Patients’ Right (Scotland) Act 2011, and the £70 million Change Fund to deliver joined-up services across health and social care.

The report highlights the priorities for improving partnership during this Parliament:

- Continue to provide a Change Fund for NHS Boards and local authorities to invest in partnership and redesign of services
- Integrating health and social care to ensure that services are designed around the needs of the individual (supported by Change Fund)
- Continuing closer joint working between GPs, pharmacists and other community services
- Supporting continuous improvement of Community Planning Partnerships and Single Outcome Agreements as key drivers for partnership working
- Enactment of the Social Care (Self-directed Support) Bill to underpin new models of support
- A legal duty to work together and place the child at the centre of service delivery planning for health boards, councils and other agencies – irrespective of bureaucratic boundaries
- More effective alignment of capital programmes.

The report calls for public services to be inclusive and involve the workforce at all levels: *“we want all public servants to have the opportunity to have a say in how their organisations operate and be encouraged to contribute ideas about how improvements might be made”.*

The government will continue the commitment of a no compulsory redundancy agreement to provide job security for public sector workers. It will also continue to invest in workforce engagement and development to support

leadership collaborations across public service organisations. Evidence supporting this is highlighted in a large section on 'achievements' of the Scottish Government, including:

- Scottish Leaders Forum – making workforce engagement and development a core priority of public service Chief Executives
- Supporting multi-professional children's services leadership retreats – participation of senior leaders from local authorities and health boards
- Postgraduate Certificate in Leadership and Management – 73 new staff have completed the course in 2011
- Collaborating for Outcomes programme – to bring together emerging leaders from across public services on an intensive leadership development programme.

Aside from these examples of recent achievements, the report sets out the top priorities for improving workforce and leadership during this Parliament:

- **Shared capacity** – Community Planning Partnerships have a key role
- **Scottish Leaders Forum** – commitment to building collaborative leadership capacity
- Sharing the core learning of the UK **Employee Engagement Taskforce** through targeted events
- **Driving workforce and leadership development** – across the whole social services workforce, in particular through the collaborative approach to workforce development between NES and Scottish Social Services Council (SSSC)
- Developing the skills of those working in the **third sector**, through appropriate skills development opportunities.

#### 4. Improving Performance

*Renewing Scotland's Public Services* sets out its commitment for an open and rigorous performance culture, ensuring greater clarity around the objectives of public organisations as well as clearer lines of accountability. An Improvement Framework will emphasise the importance of the following factors within the public service: clear aims, improvement priorities, transparent measurement and benchmarking, building stronger improvement capability, and spreading best practice and innovation.

Once again, the report highlights recent achievements under the Improving Performance heading, including the work of the following:

- National Performance Framework
- Public Procurement Reform Programme
- Simplification Programme
- Public Services Reform (Scotland) Act 2010.

Specific priority areas highlighted within the report include:

- Establish Children's Hearings Scotland (moving from 32 separate Children's Panels to a new national body)
- Take forward *Scotland's Digital Future* strategy – to increase the proportion of services online
- Take forward recommendations of the McClelland Review of public sector ICT infrastructure
- Reduce running costs of Scottish Government by £42.5 million per annum by 2015 and reduce management costs within senior civil service and NHS management by at least 25% by 2014-15.

## 5. Conclusions and Implications for NES

The Christie Commission describes four key objectives, and associated recommendations, for a radical reform programme and 'roadmap' for better public services. These are described in Appendix 1. Although the *Renewing Scotland's Public Services* report sets out four 'pillars' aligned with the Christie Commission objectives – the report does tend to focus on current/recent achievements (subsequently building on these achievements to create priority areas for future work). The overriding themes of the report are: doing things **smarter and better**, working more **collaboratively** with public service partners, and embracing **leadership and cultural change**.

These themes are supported by the message delivered by Cabinet Secretary John Swinney MSP at an event held on 7<sup>th</sup> October 2011 entitled '*A Roadmap for Change – Making Christie a Reality*'. In his address John Swinney emphasised the need for integration and unity in public services so that we can design services to fit reduced funding. The clear message is that public services cannot operate the way that they have been and we must challenge the way we have always done things. Public services must become more efficient and we do not need to spend more money to improve them.

For all public service organisations, and NES in particular, there are important questions to be addressed on how transformation can be achieved within a context of no compulsory redundancies, salary freezes, closer joint working with partner agencies (who may have totally different structures and ways of working), whilst involving local communities in decision making - all within a financial and political context that is both challenging and complex.

The Government response to Christie puts a strong emphasis on integration and a key priority for NES going forward will be to develop and appropriately resource our work which supports better integration between health and social care, and indeed across primary and acute care. Within our organisation we must also continually seek to improve and to ask ourselves whether our existing way of delivering education, training and workforce development is efficient and delivers best public value. We must drive quality improvement through areas such as our property strategy; activity based costing (ABC) and LEAN, as well as better integration of information communication technology (ICT) and less duplication in our support services.

There are also specific areas of the report which have implications for NES. While quality improvement will remain a key health policy driver for our organisation, the Christie report and the Government's response has highlighted the need to build on our already successful and established working relationship with SSSC and the Institute for Research and Innovation and Social Services (IRISS), supporting health and social care professionals who work with older people and children and young people. Also our work on, health improvement, health inequalities, long term conditions (LTC) and the development of community based teams and practitioners is important in order to support service redesign and a review of resources with the aim of reducing demand for services and enabling people to live healthier lives in their community. Finally, NES is also well placed to support the development of a single public sector leadership and management development programme through the national leadership function that we already provide for NHSScotland.

In summary we are in a good position to play a wider role across the public sector in closer joint working and partnership for workforce development with other organisations and in particular to support the ambition for better integration across health and social care and also between primary and acute care. We should be prepared to build on our already successful joint working initiatives to help achieve these priority areas outlined in the report.

## **References**

1. Renewing Scotland's Public Services: Priorities for Reform in Response to the Christie Commission, Scottish Government, September 2011
2. The Commission on the Future Delivery of Public Services ('The Christie Report'), June 2011.
3. NES Board Paper Summary: The Christie Commission on the Future Delivery of Public Services; Donald Cameron; July 2011



## **Appendix 1: Key Objectives from the Christie Commission Report**

### **KEY OBJECTIVE 1**

#### **PUBLIC SERVICES - 'are built around people and communities'**

- 'build services around people and communities' and 'work to build up their autonomy and resilience'
- a 'Community Empowerment and Renewal Bill' to improve participation
- a 'systematic and coordinated approach to workforce development' across public services to empower staff in community involvement

### **KEY OBJECTIVE 2**

#### **PUBLIC SERVICES - 'work together to achieve outcomes'**

- 'a local partnership' (beyond the current) to involve communities and a 'political agreement' and 'plan' for how partners will achieve integration and outcomes
- local participation (i.e. more than the local authority area) and an 'agreement' which enables all partner organisations to account for their contribution to outcomes
- a 'set of common powers and duties' for organisations
- review funding to increase flexibility and to develop models which 'require integrated provision of services'
- a joint 'long-term asset management plan' for the 'local partnership'

### **KEY OBJECTIVE 3**

#### **PUBLIC SERVICES - 'prioritise prevention, reducing inequalities and promoting equality'**

- action to reduce demand for services with the 'common powers and duties' prioritising prevention and inequalities
- job search and support fully devolved to the Scottish Parliament, to achieve integration of service provision in the area of employability
- partners develop public service approaches for deprived communities
- identify equality gaps and further develop outcomes and indicators within the National Performance Framework

### **KEY OBJECTIVE 4**

#### **PUBLIC SERVICES - 'seek to improve performance and reduce costs'**

- demonstrate how expenditure is driving better outcomes through integration and benchmarking and reporting on outcomes achieved and financial performance
- a stronger and more proactive role for Audit Scotland in improving performance and reducing costs
- amalgamate the functions of the Auditor General and the Accounts Commission, to support an integrated approach to oversight
- a rolling programme of outcomes-based reviews across service areas, to improve performance and reduce costs
- procurement and commissioning moving from cost efficiency towards effectiveness and outcomes