# Y&H Directors of Public Health timeout 2018

Aims of the Away Time:

- To explore thinking about the 21st Century Public Servant and implications for Public Health in the future
- To explore the implications of austerity policies from differing perspectives
- To discuss our broad advocacy role, and to consider and agree
    - Shaping our thinking and developing a set of ideas that could translate into advocacy positions
    - How we develop our focus, priorities, audiences and collective/individual roles and vehicles for delivering this with traction
- To work together on the peer review (Sector Led Improvement) tool to reflect upon the principles and application of the tool into our differing contexts going forwards
- To develop and agree our work programme and budget

The time out was facilitated by Donna Bradshaw of Prospect Business Consulting.

Professor Catherine Needham led a session on the 21st Century Public Servant as the evening session.
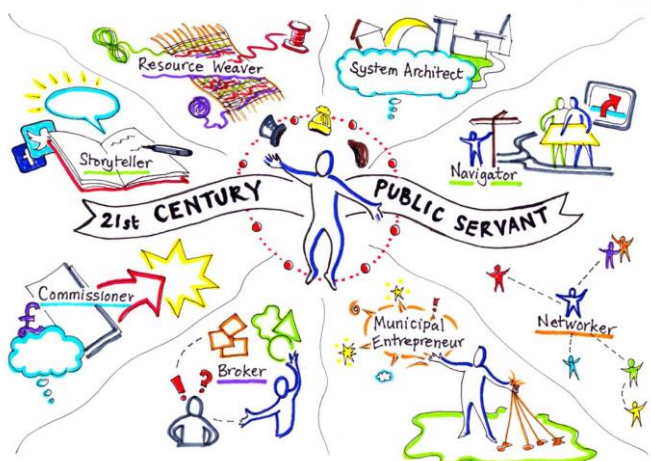
Some of the DsPH were more familiar than others with this research but it stimulated much debate and discussion when looking at the roles applied to some key public health issues. There is also work underway on the 21st Century Elected Member.

We were left with a number of questions identified by the research:

1. Roles: how can people be trained and supported into the broader range of roles that we have identified here?
2. Engaging with citizens: how can staff engage with citizens in a way that feels human, and supports people's assets rather than highlighting their deficiencies
3. Do recruitment practices get the right balance between generic and technical skills? How can people be recruited on the basis of values as well as skills?

> **Donna Bradshaw**
>
> *My reflections are very positive – as a network, my observations are that it is very collegiate with high levels of trust and respect, and humour. There's a good flow of ideas and commitment seems high. Of course I know about the long term investment in development and relationships in your area and have been privileged to be part of that – it really does show, and it isn't the same in other areas.*
>
> *It was interesting to observe the debate on peer review and what to do if an area is challenged and not meeting the basics, exploring the role of the network here – I was curious what would happen if there was risk of failure somewhere and how the network saw its role. It was clear in the discussion there was push back for intervention other than support and holding up the mirror, and that would require engagement in the review process.*

4. Career development: What opportunities can be created to encourage sabbaticals and secondments, into and out of the organisation?
5. Is there a strong ethos of publicness and do staff know what it means to combine this with more commerciality?
6. Perma-austerity: are honest conversations going on about what the organisation can and can't do in an era of austerity, and do people understand their own role in that future?
7. Organisational redesign: are systems-based approaches being considered as an alternative to repeated cycles of organisational restructuring?
8. Leadership: what is being done to develop leadership at all levels of the organisation, and how is that being facilitated through incentives such as the appraisals system?
9. Place: how are feelings of identity and loyalty to place supported so that public servants feel like citizens of the place not just officers in an organisation?
10. Do appraisal, mentoring and peer support give people scope for reflective practice, to share and learn from mistakes and to take on new challenges (such as using social media) in effective ways?

To see more visit http://21stcenturypublicservant.wordpress.com/

The second day began with a thought provoking and challenging look at austerity, welfare reform and its impact on the most vulnerable. This session was led by Simon Duffy from the Centre for Welfare Reform.

His take on our role in reconstructing the approach to social determinants challenged us with a number of concerns

- Social determinants of health are critical, but we constantly avoid addressing them
- Taking poverty as a case study, we can see that the reason is not their 'technical' difficult
- It is the 'politics' of the issue that makes what is most important the most difficult to address
- Public health leaders will need to reframe their concerns in ways that enable potential solutions to emerge
- Is there a way of describing social determinants that is political engaging and avoids ideological dead zones?

The presentation that followed challenged how poverty and its impact has been framed, its impact and offered a reimagined approach to the economy that resonated with the inclusive growth perspective that was evolving in the network.

The ensuing debate and consideration of our potential role, the recent work we had undertaken on constructing our narrative on public health and inclusive growth all informed a workshop discussion on the networks approach to advocacy and influence.

One of the principles being pursued by the Centre for welfare reform is universal basic income and Simon identified a number of resources to enable further exploration.

Citizen Income's Trust

➢ Research & Analysis – Citizen's Income

Basic Income UK - growing campaigning group

➢ Articles - Basic Income UK

Centre for Welfare Reform

➢ Basic Income | Our Work | The Centre for Welfare Reform
➢ Basic Income Plus | Our Work | The Centre for Welfare Reform
➢ Basic Income Sheffield | Our Work | The Centre for Welfare Reform

Basic Income Earth Network

➢ BIEN | Basic Income Earth Network
➢ BIEN Congresses | BIEN

Basic Income Scotland

➢ Citizen's Income - Parliamentary Business : Scottish Parliament

Workshop topics

Developing our advocacy focus

Introduction from the Advocacy Group

- *Sources of issues – emerging, reactive, communities of practice*
- *Scoping ideas and prioritising these*
- *Agreeing what is done, how and by whom?*
- *Confirming our principles of working and how we QA*

Sector Led Improvement – updating our Peer Review Tool

- *What is important in keeping this tool fit for purpose?*
- *How does the tool apply to differing and diverse contexts?*
- *Deep dive into the six areas*
- *How do we support performance as a group?*

Workplan and Budget

- *Moving to a longer term approach*
- *What do we continue, change, stop and start?*
- *Reality check*
- *How will we know this is working?*

This work informed the development of the network annual plan

Network Development

We need to optimise use of our Friday meetings given collective cost of attendance.

How much can we do utilising technology for information sharing etc. Focus our meetings more on discussion and debate.

Consider additional time out for DsPH (inc evening overnight option)

Revisit and consider the recruitment of a resource to build the use of the web and social media to increase our profile and influence.

Develop our relationship with PHE Senior Teams

Development of the website as a means of communication and sharing of information and good practice. Use podcasts/filming for events

Consider more reflective education sessions open to consultants and part of our succession planning as a network

Continue to organise evening/ late afternoon events using LGI speakers

Create a space at every network meeting for private discussion

Action	Budget	Who/When
Network Meeting: Friday am meetings venue etc. 2 x away times (24hrs – varied locations)		Sept 18/March 19
Evening Events/ Speaks (use LGI facilitators)		
Reflective, speaker sessions ?? up to consultants – part of succession plan		
Film/Podcast events		
Produce Annual Report		Rupert and Marc (Tim)

Sector Led Improvement

Building on the SLI framework (advocacy element also developed as separate work programme)

Review our approach to peer review and its relationship to other LGA peer review processes.

Consider member involvement in the team and external SLI involvement in delivery

Influence and shape the LGA approach to H&WB / system peer reviews

Review the SLI conference, the feedback and focus for next year. Move away from information sharing of what we are doing – good practice (can do via website) towards more challenge and what needs to change

Reset relationship with COIs and SLI. See above. If communities of practice for PH what are they and what should they consider? Share good practice or identify areas of challenge and development?

Have we got the COIs right? Are there other tools in our tool box – eg task & finish group? What are our areas of practice that we benefit from SLI.

Develop an overarching DPH sponsor role for the COIs

Develop agreement about contribution to SLI/COI/ and specific pieces of work. Should all CPHs be part of SLI?

Explore the creation of a CPD budget and programme?

Action	Budget	Who/When
Peer reviews – overnights – budget for each review		
Invite SLI external people		
Consider Portfolio Holder Member inclusion in review		
Discuss SLI conference feedback		
Reset relationship with CoIs and involve in SLI		
Develop ground rules/agreement about our contribution to specific pieces of work – CoIs/SLI		
Explore CPD budget		

Advocacy

Develop the approach to advocacy and influence, design the process and devolve responsibility down into the COIs and other appropriate groups. Allocate budget

Consider the adoption of a weekly blog on a rotational basis by DsPH

Create time and space for DsPH to develop their thinking and approach to key issues (?another end of summer timeout)

Revisit our narrative in light of Duffy session and put it to further use.

Review the role of Minding the Gap as a network mechanism for advocacy and influence.

Action	Budget	Who/When
Explore how we capture linkage between academia/practice – CoIs, PHE		
Horizon scanning approach		
Develop narrative regarding advocacy – wider audience		
Create the space event		
Advocacy group work up plans and budget		
Explore how we take forward Due North, Air Quality and Transport and Yorkshire Devolution		
Review what we can now delegate to CoIs		
Minding the Gap – needs to change and adapt to our advocacy approach, link to long term £ planning and review how it fits.		

Developing the STP approach

How do we reframe the narrative being used around integrated commissioning and shift it to a more population health outcome focus?

Develop better links between the NHS, PHE and the network

Action	Budget	Who/When
Revisit STP Workplan (carry fwd) PHE and Y&H relationship with NHS England – invite Moira to a meeting		
Discuss integration/share at network meeting eg. Commissioning For outcomes		
Develop narrative regarding H&SC integration – explore "currency" of what is valued and what it encompasses		