

Mental Health and Social Care Directorate Consolidate and Stabilise

Discussion Paper/Report 6th August 2020



Scottish Government
Riaghaltas na h-Alba
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Executive Summary

Purpose of this report

Context

Following the COVID-19 Pandemic, multiple groups within Mental Health and Social Care Directorate have been working to provide support, oversight and management throughout the crisis. This workload has been in addition to 'business as usual', resulting in some challenges around alignment of priorities and a lack of coordination between the various groups.

The MHSC Directorate is seeking to consolidate and stabilise its current activities, and to look at other improvements to inform and to build a more stable, sustainable and efficient Directorate.

Purpose of the project

1. Support **consolidation and stabilisation** of the Directorate
2. Identify **improvements to how the Directorate works**
3. Produce a **transition and implementation plan** to deliver the improvements

Purpose of this report

This report describes the current position of the Directorate as at July 2020, including findings and recommendations. It also includes other considerations that will influence and inform the development of the new Directorate. It sets out a proposed plan for the next three weeks to support the 'launch' of the restructured Directorate, a proposed plan to deliver the improvements – to be refined and agreed with the new leadership team during this period, and the immediate next steps.



[Redacted]

[Redacted]

Summary findings: looking forward

The overall summary of how the Directorate can move forward is set out below:

The Directorate needed a refresh and the new structure will support this...

- The demands of the crisis, the merger of the mental health and social care divisions and other immediate pressures need addressing

...but the structure alone will not deliver the changes needed

- The findings highlighted issues around governance, data, team skills and capabilities, ways of working and purpose and vision which require addressing the whole 'operating model' and not just leadership

The delivery of the new structure should sit within an overall change programme...

- The change programme can support the initial 'launch' by preparing and engaging people, whilst laying out the plan for the longer term improvements, and prioritise the right things

...to include addressing fundamental areas like the strategy and delivery approach

- Whilst these are big issues, there are also 'quick wins' that can help build buy-in and momentum

The change plan should take account of new leadership input...

- The leaders in the new structure should be involved in the shaping and detail of the plan, including SMT agreement and alignment on the key foundations

...and be sensitive to the pressures the team have been working through

- There has been immense pressure on many Directorate staff, and some of the changes will include thinking about sustainable workloads and availability of support

The plan will need commitment from the leadership

- The leadership will need to provide the time and input own, control and shape the change programme and what it delivers

Quick wins and no regrets

Alongside the development of the overall improvement activity, the review also identified a number of opportunities to improve ways of working that can be quickly implemented. These 'no regret' actions can rapidly improve the functioning of the Directorate in advance of the wider changes needed to release the potential of the organisation.

[Redacted]

Quick wins and no regrets (cont.)

Alongside the development of the overall improvement activity, the review also identified a number of opportunities to improve ways of working that can be quickly implemented. These 'no regret' actions can rapidly improve the functioning of the Directorate in advance of the wider changes needed to release the potential of the organisation.

[Redacted]

Making the change happen

As outlined in the previous slides, the development of the Directorate should sit within a change programme owned, controlled and shaped by the MHSC Leadership.

This change programme would be formed by five core workstreams:

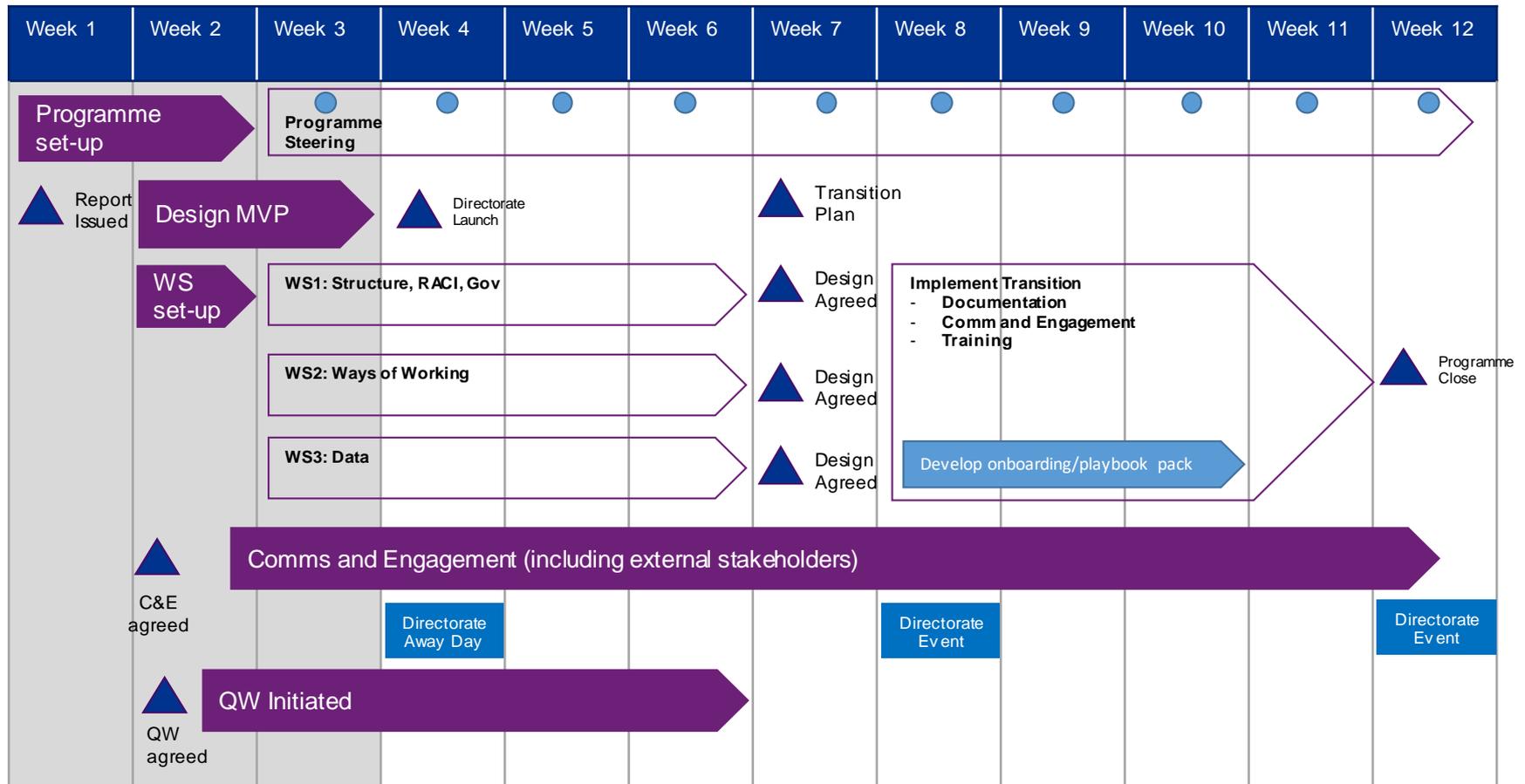
	Key activities	Implementation
Workstream 1 Structure	This workstream would focus on the detailed design under the proposed MHSC structure, including confirmation of the Vision and Purpose, RACI and Governance structure. This includes clarity on how different divisions may operate if they are Programme based or BAU based.	Depending on the designs agreed, a transition plan to implement and deliver the desired changes would need to be agreed
Workstream 2 Ways of Working	This workstream would identify and build the new ways of working to support the Directorate ambition, from Co-production to Programme Management.	
Workstream 3 Data	This workstream would define the role data will play to enable data-led decision making and performance management in the Directorate.	
Workstream 4 Comms and Engagement	Comms and Engagement are a key part of any change programme, and this activity would focus on key events and communications needed to support the change. This includes consulting with external stakeholders where appropriate.	
Workstream 5 Quick Wins	Define the detail behind each quick win and how to implement them.	

We also propose that in light of the restructure announcement, there is a 3 week sprint of activity to support the Directorate launch on 24th August. There would also be programme activity required to set up this change activity as a programme of change.

The project plans on the next slides outline this logic.

Directorate Development project plan

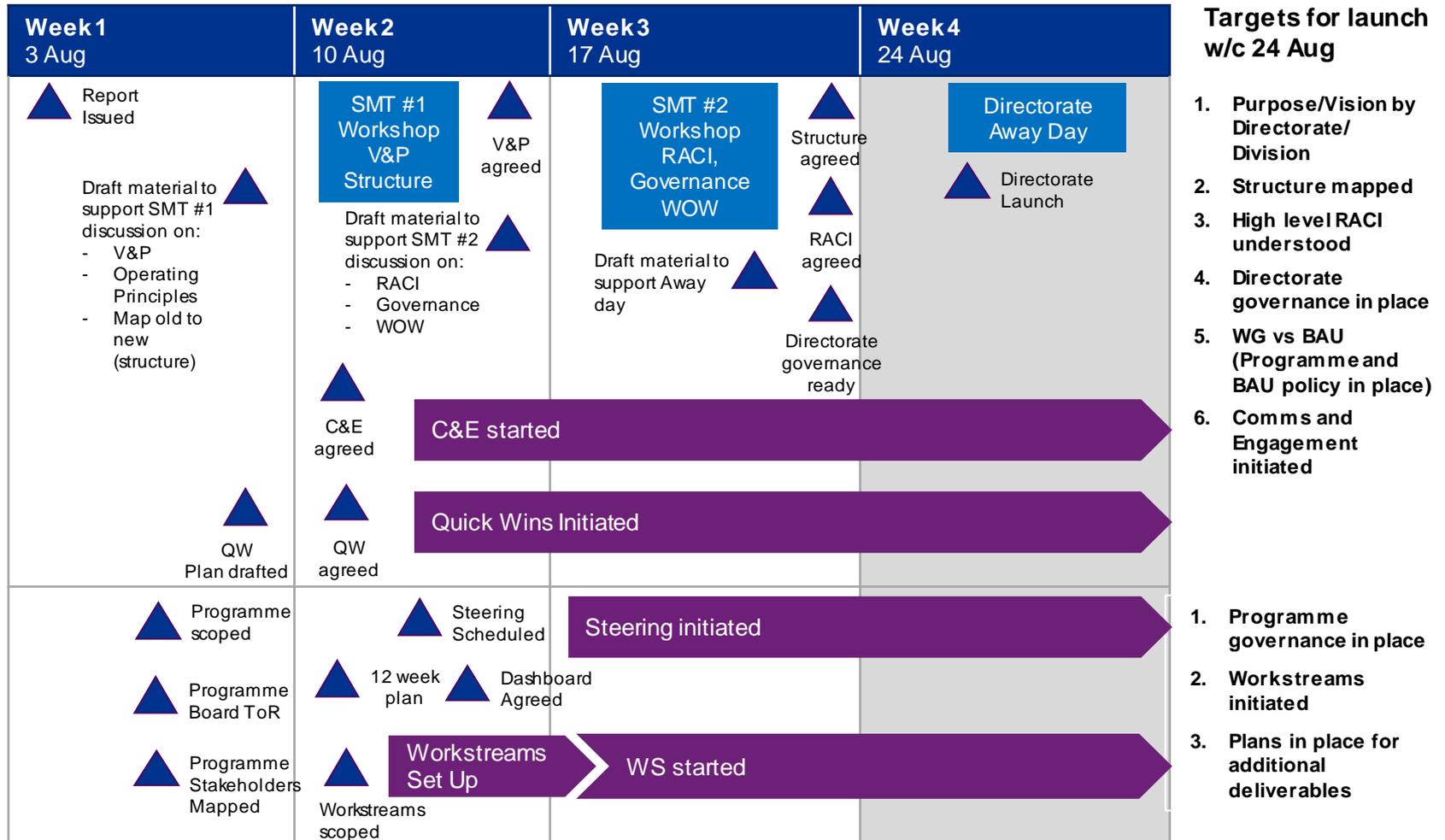
The plan below sets out an overall structured approach to delivering the recommended changes. The plan is based on a focussed three week exercise in the run up to a formal 'launch' of the new structure. During this process the plan will be set out in more detail through engagement with the new leadership team, and then delivered over an expected 9-10 week period. The initial three-week plan is shown on the following slide.





New Directorate structure go-live plan for w/c 24th August

The plan below sets out the key activities to drive a successful 'launch' of the new structure, whilst working with the Deputy Directors and others to refine the longer-term plan to drive the wider improvements.



[Redacted Slides 13-114]