

PUBLIC HEALTH REFORM OVERSIGHT BOARD (Paper 3.7)

PROGRAMME GOVERNANCE

Purpose

1. This paper outlines a revision to the governance structure for the reform programme in order to support the more detailed planning and delivery needed in the next stage of the work.

Background

2. The Oversight Board was established in June 2017 to help guide our reform thinking, both in a reference and advisory capacity. It meets quarterly (at most) and undertakes a strategic role in supporting and providing challenge to the work of the programme team and the recently established Executive Delivery Group. It also currently acts as the dedicated Programme Board for all related deliverables.

3. As we move into the next stage of reform, we would like to enhance these governance arrangements. Based on previous experience and lessons learned work, we have identified that an additional smaller, more agile Programme Board would help us deliver the momentum necessary to progress the detailed work ahead.

Proposed Governance

4. Annex A describes the proposed new arrangements and Annex B sets out a diagram for these new arrangements. The Oversight Board will remain as is (with no reduction in its membership) and retain its reference and advisory role, but would be enhanced by the creation of a smaller Programme Board meeting every six weeks to address specific decisions needed in relation to delivering the new arrangements.

5. The Oversight Board are asked to:

5.1 Note the rationale for these changes and agree to the creation of the new Programme Board, noting the specific roles and responsibilities set out at Annex C (which also detail related support roles for clarity).

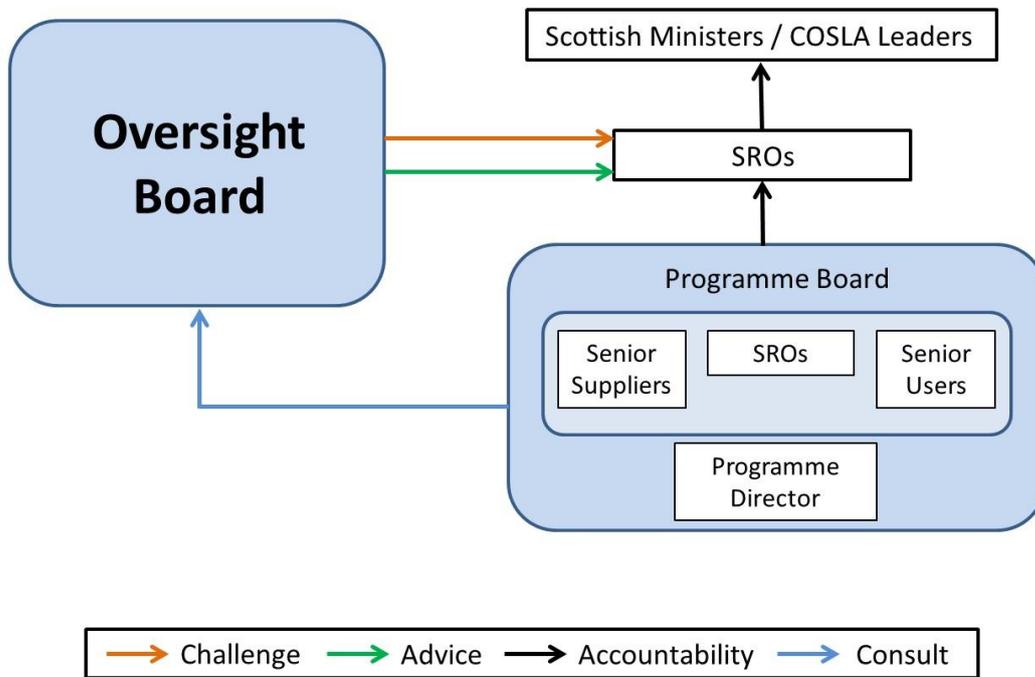
5.2 Discuss the membership, which we suggest includes both SROs, representatives from NSS, Health Scotland and Local Government as Senior Suppliers and the Executive Delivery Group as Senior Users (during the transition period to the establishment of the new board arrangements).

ANNEX A

Group	Remit	Responsibilities
Oversight Board - Reference Role	<p>The Oversight Board will provide challenge around the delivery of the programme.</p> <p>The Programme Board will consult the Oversight Board around various aspects of the delivery of the Programme.</p>	<ul style="list-style-type: none"> • Challenge the thinking of the overall programme to ensure that the work remains viable. • Advise on sources of evidence and best practice. • Provide independent opinion and ensure relevant sectoral and professional perspectives are brought to bear on decision-making.
Oversight Board - Advisory Role	<p>The Oversight Board will provide advice and guidance around the delivery of the programme.</p> <p>The Programme Board will consult the Oversight Board around various aspects of the delivery of the Programme.</p>	<ul style="list-style-type: none"> • Provide advice and assistance to the programme when required to guide progress against key actions. • Review and approve / reject proposed tests of change. • Undertake a quality assurance role. • Provide reassurance to the Programme Board as requested. • Help quality assure commissioned outputs from various project teams. • Promote the public health reform agenda within organisations / sectors / professions and provide a mechanism for communicating and engaging with stakeholder groups.
Programme Board	<p>The Programme Board will manage the delivery of the reform programme, reporting to Scottish Ministers and COSLA leaders on related outcomes, benefits and risks.</p> <p>The Board is ultimately accountable for ensuring the programme and its constituent projects achieve the required outcomes.</p>	<ul style="list-style-type: none"> • Agree and own the vision for the reform programme. • Providing collective leadership and expertise to shape and guide the delivery of programme objectives. • Ensuring the overall alignment of the programme with wider SG and COSLA strategic objectives. • Own and be accountable for the delivery of programme outcomes to realise the vision. • Take spending decisions associated with creating the new arrangements – including resource and asset management; • Responsible for monitoring and giving detailed scrutiny to all programme documentation. • Resolve strategic and directional issues between projects. • Ensure robust programme management control and organisational governance is in place. • Define the acceptable risk profile and risk thresholds for the programme and its constituent projects.

		<ul style="list-style-type: none"> • Own the resolution of programme risks and issues and help remove barriers. • Approve the scope and agree work packages, associated plans and deliverables at programme level. • Ensure the programme delivers within its agreed boundaries. • Assure the integrity of benefit profiles and realisation plans. • Understand and manage the impact of change. • Make resources available as needed for planning and delivery purposes. • Report progress to the Oversight Board, Ministers and COSLA leaders. • Effectively engage and communicate with all stakeholders. • Work collaboratively with others to ensure the successful delivery of reform.
Executive Delivery Group	The Executive Delivery Group are responsible for the successful delivery of the programme, with special focus on the establishment of the new body and related risks, issues and challenges.	<ul style="list-style-type: none"> • Provide leadership and expertise to shape and guide the delivery of the Programme. • Own and be responsible for the delivery and ensure the programme delivers within its agreed boundaries. • Working collaboratively with others in the public health domains to ensure the successful delivery of the reform programme. • Act as principal advisers to the Oversight Board and Programme Board on the effective day to day pursuit and public presentation of the emerging vision, aims and policies across all in-scope activities to ensure the smooth transitioning (handing over) of the services, systems and operations of the predecessor bodies to the new Board, management and organisational structure. • Commission the professional advice and support needed to shape and deliver the new arrangements in partnership. • Lead the preparation of in-scope strategy, policies and standards for the new body, including positively influencing partner and stakeholder organisations to work towards new national public health priorities. • Establish a mechanism to ensure regular dialogue with predecessor bodies to promote problem solving,

		<p>team working and risk sharing. Secure resources and expertise from the Programme Board as required.</p> <ul style="list-style-type: none"> • Lead on transition management, ensuring business as usual work is maintained during the transition and the changes are effectively integrated into the new arrangements. • Manage the transitional arrangements to ensure the new body has appropriate systems and procedures in place to allow it to act in accordance with the highest standards of governance and probity. • Contribute to the initial strategic leadership of the new body, inspiring trust in staff and ensuring those who wish to can meaningfully contribute to the change process.
Programme Team	<p>The Programme Team are responsible for supporting the successful delivery of the programme.</p> <p>The Executive Delivery Group will report to the Programme Board on a six-weekly basis on progress within the programme, highlighting any risks, issues and challenges.</p>	<ul style="list-style-type: none"> • With support from the Executive Delivery Group, prepare all proposal and programme documentation for the new arrangements – including risk management, commercial management, financial management, change management, quality management and issue resolution. • Consult on the new arrangements – including stakeholder and staff engagement. • Plan for the new arrangements – including service and technical design assurance (including user experience) and all related due diligence.



Programme Board Roles

Role	Responsibilities
SROs (Chair)	<ul style="list-style-type: none"> • Ultimately responsible for the delivery of the programme and associated project delivery. • Reports progress to Scottish Ministers / COSLA Leaders on behalf of the programme. • Provides strong leadership, overall guidance and direction to the programme, workstreams and projects ensuring they remain viable within any specified constraints. • Champions the vision of the programme.
Senior Users	<ul style="list-style-type: none"> • Specifies the needs (requirements) of the Users that will use the supplied products. • Liaises between the Programme Management Team and the Users. • Ensures the solution will meet the needs of the Users, especially in terms of quality and ease of use and against requirements. • Supplies the benefits information for the Benefits Review Plan.
Senior Suppliers	<ul style="list-style-type: none"> • Represents the interests of those developing, facilitating and implementing the programme and associated projects. • Provides supplier resources to the programme and associated projects. • Ensures that the right people, tools, equipment and knowledge are in place. • Ensures that the products will meet the expected criteria, including quality criteria.

Programme Board Support Roles

Business Change Managers	<ul style="list-style-type: none"> • Obtains assurance for the SROs that the delivery of new capability is compatible with the realisation of benefits. • Reports on progress to the Programme Board against the plan • Identifies, defines and tracks the benefits and outcomes required of the programme. • Leads the activities associated with benefits realisation and ensures that continued accrual of benefits can be achieved and measured after the programme has been completed. • Establishes and implements the mechanisms by which benefits can be delivered and measured. • Takes the lead on transition management, ensuring that business as usual is maintained during the transition and the changes are effectively integrated into the business. • Prepares affected business areas for transition to new ways of working. • Optimises the timing of the release of project deliverables into business operations.
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Finance Lead	<ul style="list-style-type: none"> • Provide updates on programme costs and forecasted costs.
Programme Director	<ul style="list-style-type: none"> • Responsible for the co-ordination of the programme. • Oversees the preparation of key programme documents. • Secures resources and expertise. • Co-ordinates and fosters teamwork. • Assists the Programme Board in the resolution of problems. • Reports on progress of the overall programme to the Programme Board. • Establishes and maintains a mechanism to ensure regular dialogue with all those involved in the programme to promote problem solving, team working and risk sharing.
Programme Manager	<ul style="list-style-type: none"> • Undertakes all programme management associated responsibilities. • Produces programme documentation. • Provides the Programme Board with a programme level Risks and Issues summary. • Supports Strand/Workstream/Project Leads in the delivery of each strand/workstream/project. • Supports the delivery of the expected benefits.
Programme Support	<ul style="list-style-type: none"> • Provides secretariat support to the programme. • Establishes document control procedures. • Updates programme documentation such as Programme Plans, Risk and Issue Registers. • Arranges Programme Board meetings including VC access as required. • Issues all Programme Board meeting documentation.
Trade Union representative	<ul style="list-style-type: none"> • Provides subject matter expertise on trade union business and practices