

Minutes & Actions

Meeting: Public Health Reform Programme Board
Date: Wednesday 29th August 2018, 2:00pm to 4:00pm
Location: Hilton Edinburgh Carlton, North Bridge, Edinburgh EH1 1SD

In Attendance:

Members

- (MB)** Marion Bain, Co-director, Public Health Reform Executive Delivery Group
- (GB)** Gareth Brown, Policy and Programme Director Public Health Reform - Chair
- (PC)** Patricia Cassidy, Integrated Joint Board (IJB) Chief Officer Representative
- (PCO)** Phil Couser, Business Change Manager, Director of Public Health and Intelligence, NHS National Services Scotland
- (MC)** Michael Craig, Trade Unions' Representative
- (PD)** Paul Dowie, Improvement Services Representative
- (EM)** Eibhlin McHugh, Co-director, Public Health Reform Executive Delivery Group
- (GM)** Gerry McLaughlin, Business Change Manager, Chief Executive, NHS Health Scotland
- (SP)** Susan Paxton, Scottish Community Development Centre (SCDC)
- (JW)** John Wood, Senior Responsible Owner, Public Health Reform

Subject Matter Experts

- (MA)** Mahmood Adil, Clinical Professionals' Representative, NSS and Health Scotland
- (LD)** Linda DeCaestecker, Directors of Public Health Representative
- (MM)** Martin McNab, Society of Chief Officers of Environmental Health Representative (representing Alan Morrison)
- (AR)** Andy Robertson, Corporate IT Project Lead
- (RR)** Ruth Robertson, National Education for Scotland Representative (representing Karen Wilson)
- (JO)** John O'Dowd, Faculty of Public Health Representative (representing Louise Wilson)

Support

- (CF)** Catherine Flanigan, Public Health Speciality Registrar, Public Health Reform Team
- (BH)** Beth Hall, Policy Manager for Health and Social Care, COSLA
- (MMC)** Mark McAllister, Communications Lead, Public Health Reform Team
- (CM)** Chris McGrogan, Programme Support Officer, Public Health Reform Team
- (RS)** Robert Skey, Head of Public Health Reform, Scottish Government

Apologies:

- Julia Egan, Public Health Nursing Representative
- Andrew Kerr, SOLACE Representative
- Alan Morrison, Society of Chief Officers of Environmental Health Representative
- Geoff Ogle, Public Body Chief Executive, Food Standards Scotland
- Maggie Sandison, SOLACE Representative
- Andrew Scott, Senior Responsible Owner, Public Health Reform
- Amanda Trolland, Programme Manager, Public Health Reform Team
- Karen Wilson, National Education for Scotland
- Louise Wilson, Faculty of Public Health Representative

1. Welcome and Apologies

GB welcomed attendees to the 6th meeting of the Public Health Reform Programme Board. Apologies were noted.

GB welcomed Andy Robertson to his first meeting as Corporate IT Project Lead.

2. Minutes of the Last Meeting (*Paper 1*)

The Board agreed the minutes as an accurate reflection of the previous meeting and noted the following action point updates:

Action 1 (23/07/2018)	Complete
Action 2 (23/07/2018)	Review
Action 3 (23/07/2018)	Complete
Action 4 (23/07/2018)	Complete – but continue to pay attention to this matter
Action 5 (23/07/2018)	Complete
Action 6 (23/07/2018)	Carried over
Action 7 (23/07/2018)	Complete
Action 8 (23/07/2018)	Complete
Action 9 (23/07/2018)	Complete
Action 10 (23/07/2018)	Complete
Action 11 (23/07/2018)	Complete
Action 12 (23/07/2018)	Carried over
Action 13 (23/07/2018)	Complete
Action 14 (23/07/2018)	Complete

3. Programme Performance Monitoring / Management (*Paper 2 & 3*)

Executive Delivery Group – General Update

MB provided her reflections on activity surrounding the commissioning process and related progress. She noted that we are now reaching the stage where the need for tangible deliverables is creating some challenges and tensions and that this was anticipated. She advised that these would be managed by the Executive Delivery Group (EDG) with the Board's support and a range of actions are planned to help resolve the difficulties that have been highlighted. Board members noted that those leading and contributing to the commissions also have busy day jobs. The task for the EDG is to ensure appropriate support is available in order to manage related tensions. The Board discussed the difficulties and agreed that the EDG should prioritise these support needs in the short-term.

Action 01 (29/08/2018) - EDG to meet more frequently with Commissions Leads to understand what the challenges are and what would additional support is needed.

The Board noted specific tensions and resistance to change within some commissions. GB agreed that the EDG and Programme Team need to monitor these and, where appropriate, have related conversations to encourage people to be bolder in making progress. Board members agreed.

Action 02 (29/08/2019) – EDG and Programme Team to discuss and address any resistance within commissions

Action 03 (29/08/2019 – EDG to create conditions where the Commissions discuss where they are and the challenges they are facing.

Summary Report – Paper 2

RS advised the Board that Improving Health had submitted their 2nd Deliverable but had also highlighted an issue in relation to Deliverable 4 regarding related challenges with making recommendations on organisational structures.

Board members discussed the challenge of making such cross cutting decisions within a single commission and thanked the Improving Health team for highlighting this issue. They noted that all commission leads should feel confident to bring forward issues such as this.

The Board concluded that the commissioning approach developed by the Programme Team remained fit for purpose but was challenging to deliver. They hoped the actions which the EDG have planned would address related concerns, but also encouraged commission leads to feel confident to bring forward additional issues to their attention through GM and PCO in their role as Senior Suppliers.

Action 04 (29/08/2018) – GM / PCO to assist commissions leads in bringing forward related issues confidently.

Action 05 (29/08/2018) – EDG and Programme Team to offer support to Commissions as a full group rather than leads.

It was noted that the Commission for the Specialist Workforce Arrangements paper had not been circulated to the Programme Board.

Action 06 (29/08/2018) – AT to circulate the specialist workforce arrangements paper to the Programme Board members.

On human resources matters, it was noted that the specialist advisor for this work (Kenny Small) should be added to the Programme Board membership.

Action 07 (29/08/2018) – AT to invite Kenny Small to join the Programme Board.

Milestone Chart- Paper 3

The Board were content with the milestone chart.

4. Specific Commission / Project Updates

Designing Public Health Scotland

GB advised the Board that Scottish Ministers and COSLA Leaders had now approved the establishment of Public Health Scotland as a Special Health Board.

Improving Services - Deliverable 1 (Paper 4) – For input

The Board confirmed that they were happy for this Commission to progress to the next stage.

Protecting Health – Deliverable 3 (Paper 5) – For input

Board members noted the challenges this commission faces in relation to identifying meaningful change at local and national levels. MB also noted that the proposal for stakeholder engagement was attempting to address the interests of a large list of stakeholders through one engagement event only.

The Board noted the challenges faced by this commission and agreed that these are natural tensions when embarking on organisational change. The Board hoped to see related progress when they next meet in September. It was agreed that the EDG should provide related feedback to this commission while being clear on what is being asked of them.

Action 08 (29/08/2018) – EDG to provide feedback to this commission around the approach to stakeholder engagement and what is needed to help shape the Target Operating Model.

Improving Health - Deliverable 3 (Paper 6) – For input

The Board agreed that this deliverable was well thought through and simply asked that the commission leads ensure staff side representation is included on page 8.

Action 09 (29/08/2018) – EDG to provide related feedback

Leadership for Public Health Workforce development – Deliverable 1 (Paper 7) – For input

The Board agreed they were content with Deliverable 1.

Organisational Development – developing values – Deliverable 1 (Paper 8) – For input

The Board approved this paper.

Corporate Arrangements for Public Health Scotland

Governance and accountability PID (Paper 9) - For approval

RS provided an overview of the key milestones, which are to have the Board Chair in post by April 2019 and the Chief Executive in post by June 2019.

Public Health Priorities

Public Health Priorities Handover report (Paper 10) – For approval

RS advised the Board that product handover was an important aspect of the programme approach. The Board agreed they were content with the paper.

5. Whole System Reference Group

EM provided an update on the Whole System Reference Group (WSRG) and noted the establishment of a Public Health Priorities Team within Scottish Government. She confirmed that representatives from digital and the voluntary sector would be invited to join the WSRG soon.

EM noted that from now until mid October the team were undertaking stakeholder mapping and identifying emerging engagement opportunities. They were also looking at opportunities in relation to EU funding and innovation.

6. Risks and issues (paper 11)

RS highlighted two specific risks (Risk ID 8 and 16).

The Board noted that GB was progressing related financial management arrangements. Overall, the Board were content with the responses to the risks and issues.

Action 10 (29/08/2018) – GB to provide an update on financial management arrangements at a future Programme Board meeting.

7. AOB

The Board noted the need to consider Estates Management soon. They noted that there are opportunities on estates and accommodation that could be realised.

The also discussed internet and web presence and services and highlighted the need for a pragmatic approach to bringing a solution online for vesting day. AR advised that work has started and he would present early findings at the next Programme Board.

Action 11 (29/08/2018) – AR to present progress on the IT project at the next Programme Board meeting.

8. Date of Next Meeting

Tuesday 25th September from 10:00pm at Room 4E01, St Andrews House, 2 Regent Road, Edinburgh EH1 3DG

Action Ref.	Action	Due Date	Revised Due Date	Owner	Update
August Programme Board					
01 (29/08/2018)	EDG to meet more frequently with Commissions Leads to understand what the challenges are and what would additional support is needed.	25/09/2018		MB/EM/ RS/AT/	
02 (29/08/2018)	EDG and Programme Team to discuss and address any resistance within commissions	25/09/2018		MB/EM/ RS/AT/	
03 (29/08/2018)	EDG to create conditions where the Commissions discuss where they are and the challenges they are facing.	25/09/2018		MB/EM/ RS/AT/	
04 (29/08/2018)	GM / PCO to assist commission's leads in bringing forward related issues confidently.	25/09/2018		GM/ PCO	
05 (29/08/2018)	EDG and Programme Team to offer support to Commissions as a full group rather than leads.	25/09/2018		MB/EM/ RS/AT/	
06 (29/08/2018)	AT to circulate the specialist workforce arrangements paper to the Programme Board members.	25/09/2018		AT	
07 (29/08/2018)	AT to invite Kenny Small to join the Programme Board.	25/09/2018		AT	
08 (29/08/2018)	EDG to provide feedback to this commission around the approach to stakeholder engagement and what is needed to help shape the Target Operating Model.	25/09/2018		MB/EM/ RS/AT/	
09 (29/08/2018)	EDG to provide related feedback to the Improving Health Commission on Deliverable 3	25/09/2018		MB/EM/ RS/AT/	

10 (29/08/2018)	GB to provide an update on financial management arrangements at a future Programme Board meeting.	25/09/2018		GB	
11 (29/08/2018)	AR to present progress on the IT project at the next Programme Board meeting.	25/09/2018		AR	
July Programme Board					
02 (23/07/2018)	PHRPT to ensure future meetings provide protected time for the Programme Board to review the outputs from the Commissions and to consider this against the vision and ambitions of the programme.	29/08/2018	25/09/2018	AT/CM	Under review
06 (23/07/2018)	GM to produce a narrative around the new public health Priorities and the national framework linkages.	29/08/2018	25/09/2018	GM	Carried over
12 (23/07/2018)	AT to speak to PHR Comms team around the production of a checklist for documents to be published.	29/08/2018	25/09/2018	AT	Carried over