

# Minutes & Actions

**Meeting:** Public Health Reform Programme Board  
**Date:** Tuesday 27<sup>th</sup> November 2018, 1pm – 4pm  
**Location:** Hilton Edinburgh Grosvenor, Grosvenor Street, Haymarket, Edinburgh, EH12 5EF

## Attendees:

### Members

- (GB)** Gareth Brown, Policy and Programme Director Public Health Reform (**Chair**)
- (MB)** Marion Bain, Co-director, Public Health Reform Executive Delivery Group
- (PCa)** Patricia Cassidy, Integrated Joint Board (IJB) Chief Officer Representative
- (PCo)** Phil Couser, Business Change Manager, Director of Public Health and Intelligence, NHS
- (MC)** Michael Craig, Staffside representative, Health Scotland
- (PD)** Paul Dowie, Improvement Services Representative
- (GM)** Gerry McLaughlin, Business Change Manager, Chief Executive, NHS Health Scotland
- (EM)** Eibhlin McHugh, Co-director, Public Health Reform Executive Delivery Group
- (AS)** Andrew Scott, Senior Responsible Owner, Public Health Reform

### Subject Matter Experts in attendance

- (MA)** Mahmood Adil, Clinical Professionals' Representative, NSS and Health Scotland (TC)
- (LD)** Linda DeCaestecker, Directors of Public Health Representative
- (GO)** Geoff Ogle, Public Body Chief Executive, Food Standards Scotland
- (AR)** Andy Robertson, Corporate IT Lead
- (KS)** Kenny Small, HR Lead
- (TA)** Tim Andrew, Target Operating Model Lead
- (LW)** Louise Wilson, Faculty of Public Health Representative (TC)

### Support

- (MM)** Mark McAllister, Communications Lead, Public Health Reform Team
  - (RS)** Robert Skey, Head of Public Health Reform, Scottish Government
  - (AT)** Amanda Trolland, Programme Manager, Public Health Reform Team
  - (PR)** Paula Robertson, Programme Support Officer, Public Health Reform Team
- (Minutes)

### Apologies

- (MM)** Mary Morgan, National Services Scotland
- (RR)** Ruth Robertson, National Education for Scotland
- (KW)** Karen Wilson, National Education for Scotland
- (SP)** Susan Paxton, Scottish Community Development Centre
- (RG)** Robert Girvan, Public Health Reform Policy Team
- (JW)** John Wood, Senior Responsible Owner, Public Health Reform

**Paper 2 – PHR Programme Board Minutes (November) – December 2018**  
**Public Health Reform Programme Board – 17<sup>th</sup> December 2018**

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- (JE)** Julia Egan, Public Health Nursing Representative
- (AM)** Alan Morrison, Society of Chief Officers of Environmental Health Representative
- (MS)** Maggie Sandison, SOLACE Representative

## 1. Welcome and Apologies

GB welcomed those present and noted the apologies. Paula Robertson was introduced as a new Programme Support Officer within the Public Health Reform team.

## 2. Minutes of the Last Meeting 23<sup>rd</sup> October 2018 (Paper 1)

The action log was reviewed and amended and actions outstanding are;

**Action 07 (25/09/18)** - RS to provide a timeline on PHS legislation activities to the Board.

**Action 09 (25/09/18)** - RS to provide timelines for the recruitment of the PHS Board to the Programme Board.

Action 7 and Action 9 have been combined and both completed, it is with GB for sign off and will be circulated shortly.

**Action 01 (27/11/18)** – GB to sign off timelines for PHS legislation activities and PHS Board recruitment.

With the above noted amendments, the Minutes were agreed as a true and accurate reflection of the meeting.

## 3. Update from October PHOB meeting

GB provided an update from the October PHOB meeting, advising of the helpful presentation on Behavioural Science provided by David Halpern of Public Health England, an update on progress of the establishment of Public Health Scotland by Marion Bain and an overview of Whole System activities from Eibhlin McHugh. GB also highlighted key messages and talked about the proposed format of the workshop in January. The next Public Health Oversight Board (PHOB) will take place in January 2019 with the focus on Whole System.

**Action 02 (27/11/18)** – GB to follow up on the PHOB Minutes.

## 4. Programme Performance Monitoring / Management (Paper 2)

*Executive Delivery Group (EDG) – General Update*

MB provided an EDG update with regards to the co-directors view on the recent commission/project leads meeting, progression of the corporate services work and confirmed that a presentation of the target operating model work would be delivered by Tim Andrews, Health Scotland later in the day.

With regards to the commission/project leads meeting it was noted by MB that it was starting to make progress and that the EDG team appreciated the effort that was being put in by all involved. Things are really beginning to shape even at the pace it is being delivered.

MB continued to advise that the Corporate Services would focus on what PHS needs whilst considering the needs of staff and union concerns.

The SPHWA commission are making progress and plan to hold a 2 day residential workshop in December to address some of the questions they have been given.

The OD commission held a series of staff engagement events recently which were very positive and well attended.

The recent Commission and Project Leads workshop was also a positive event where it felt that the commissions and projects were really starting to work together. Some of the challenges faced were around engagement with CPPs and local government. Overall though, the work completed on the day will be a good start to make links into the TOM and whole system work going forward.

EM advised that the Whole System work will see a workshop being held in January for further engagement around what needs to be different across the whole system. The Whole System Support Group will meet again in December and will start to look at the challenges faced around capacity and leadership along with the role of PHS in addressing them. There are a lot of strategic changes taking place across the landscape and it is important we bear these in mind.

The Board agreed that it is important to maintain the ambition we began with throughout the transition period.

There was a discussion around the challenges with engagement and the support of the Directors of Public Health was offered to disseminate key messages.

The Board were reminded of the challenges around capacity in supporting the work to deliver the Commissions and that it was important to consider the remote and rural perspective in engagement activities.

Lastly, the Board agreed that December to January would be a good time to engage with staff and the whole system in order to deeper develop people's understanding of PHS using the Target Operating Model.

#### *Summary Report including milestone chart (Paper 2)*

AT provided a summary of progress to date for the programme highlighting the following:

#### *Programme Activity*

Commissions and projects are progressing well, working on key deliverables and engaging with each other to drive forward the work and deliver the ask of the programme.

The Branding and Identity and Finance PID has been drafted and submitted to the Programme Board for approval.

The Corporate Services work has commenced with a number of key stakeholders identified to join the project team.

The TOM work is well underway, with a number of workshops in place to engage with Commissions and projects about the future structure of PHS.

A strategic Communications and Engagement group is in the process of being established to support ongoing necessary engagement activities throughout implementation.

Overall the programme still reporting as green. A number of deliverables have been delayed however this does not impact of the remaining timescales:-

- Legislation (Annex A) is reporting as amber. The consultation document is almost complete however there are challenges around legal support for the work, that GB is in discussion about within Government
- HR (Annex B) is reporting as amber. A steering group has been established however the original timelines have slipped. Revised timelines are outlined in Annex B. KS confirmed that the timelines for delivery on the November progress report would be met.
- Underpinning data and intelligence (Annex C) finalising the functions and scenarios for deliverable 5 however deliverable 4 has been delayed. This is due to the dependency between the other commissions finalising their deliverable 4. This is now due mid-December.
- Improving Services (Annex D) has advised that Deliverable 4 is delayed and is now expected beginning of December. The Board discussed the challenges faced by this commission and agreed that this one is proving more difficult due to the concerns being raised by those involved. The Board agreed that having a communication produced with positive messages would help to alleviate some of the concerns.

**Action 03 (27/11/18) – AT to share the IS commissions deliverable that outlines the definition and scope of Improving services with the Programme Board.**

## **5. Specific Commission/ Project Updates**

### **Designing the body**

#### *Branding and Identity - PID (Paper 3)*

RS outlined the objectives and deliverables of the PID and how that aligns with the vision of PHS. GB confirmed that he will chair this PID.

GM noted that NHS Board is not in scope which was confirmed by MB as an oversight.

GB confirmed that there is no requirement for PHS to have a public presence until 1<sup>st</sup> December 2019. GB also advised that the PHS branding and identity was key to ensuring that it 'felt different' and was credible with a range of stakeholders. Options produced by the project would be presented to PHS's shadow Board in the summer.

The Board the PID can be approved once the discussed amendment was made.

**Action 04 (27/11/18) – AT to amend the Branding and Identity PID to include NHS Boards in scope.**

*Target Operating Model - Product description (Paper 4)*

TA took the Board through a presentation which covered the product description and his approach to pulling it all together.

TA explained that the rest of the year would involve helping the commissions and projects share progress and drafting the TOM. January 2019 would bring together all the commissions' deliverables, identify gaps and contradictions and prepare the draft TOMs which will be presented to the Board end January. February 2019 would further fill the gaps and resolve the contradictions with March producing the final TOMs to the Board. TA clarified that the TOMs could not be late.

There was agreement from the Board that the approach was the right approach although stakeholders and engagement should be included in the TOM. The Board also felt the value chain should be changed.

The Board advised that they approved the product descriptions once the necessary changes were made.

*Corporate Arrangements*

*HR*

- *Deliverable 1 – Terms of Reference (Paper 5)*

KS outlined the remit of the group including members.

The Board approved the HR Steering group terms of reference.

- *Deliverable 3 Product Description (Paper 6)*

GB outlined the product description for deliverable 3.

KS confirmed that the HR team were confident that they would deliver to the timescales outlined in the November progress report however would confirm this at the December Board.

There was some discussion around the timeline for staff consultation and KS agreed to revisit these and submit a final timeline to the December Board.

The Board approved the product description.

- *Deliverable 4 Product Description (Paper 7)*

KS outlined the product description for deliverable 4.

The Board approved the product description

- *Finance PID (Paper 8)*

RS outlined the objectives and deliverables of the PID. The PID will provide assurance to the Board that the project has a sound basis and the document will also act as a foundation against which the Senior Responsible Owners (SROs) and the Board can monitor progress.

The Board agreed that some form of auditing may be required. GB advised that he has discussed an assurance role being provided by SG finance.

**Action 05 (27/11/18)** – GB to consider what the audit requirements might be in relation to Public Health Scotland.

The Board advised no changes necessary and approved the PID.

#### *Corporate IT - Presentation*

AR provided a presentation which summarised papers 9, 10, 11 and 12 and asked the Board to discuss and approve the following:-

- *Deliverables 6 – 10 – Day 1 Summary (Paper 9)*
  - Deliverable 6 : IT Services & Applications
    - Requirements developed, Work packages proposed around detail
  - Deliverable 7 : IT Infrastructure
    - Requirements developed, Work packages proposed around detail
  - Deliverable 8 : IT Integration
    - Requirements developed, Future work package re local authority links
  - Deliverable 9 : Digital H&SC Transformation Linkages / Overlaps
    - Limited progress, Work packages proposed around detail
  - Deliverable 10 : Financials
    - Will work with Financial / Due Diligence effort as and when required
- Collaborate with TOM and Corporate Services colleagues to develop recommendations for Board with regards to key additional areas - Strategic and Tactical Management.

The Board approved that Corporate IT should collaborate with Corporate Services and TOM.

- Work packages:-
  - *Work Package – Digital Channels V1.0 (Paper 10)*
  - *Work Package – Infrastructure V2.0 (Paper 11)*



- *Work Package – Data Platforms V2.0 (Paper 12)*

The Board approved all Corporate IT work packages submitted.

The Board also agreed the following:

- Work groups are formed from stakeholders at the work package levels
- Governance is applied through the new PHR IT / Digital Governance Group as an extension of PHR Programme Board
- IT and Digital resources are supplied through existing suppliers (local and national level)
- Any 'incremental' resources required beyond existing PHI and HS allocated capacity / funding is requested through the PHR SMT (represented on governance group)
- Name of the project is changed to PHR IT & Digital project.
- Objective 3 (around future requirements) is altered to include IT & Digital strategic and tactical management recommendations.
- Objective 4 (around detailed Implementation Plan) is altered to be delivered at a future date to be agreed.
- Work package funding model is agreed through the PHR SMT and oversight is applied through new IT & Digital Governance Group.

It was suggested that representation from Innovation/Data Science, NES Digital, PHI and HS business representation join the PHR IT & Digital project board.

AR advised that additional resource / expertise would be required to deliver work packages and that he had submitted an estimate for SG PHR consideration. Permission was granted by the Board to proceed on the understanding that we use 'existing suppliers' if/as appropriate with no push to involve Local Authorities or Improvement Service as suppliers at this stage.

PC raised that PHI are funded to the end of the financial year and it is important to identify early what the core functions will be going forward to ensure sufficient support is in place.

**Action 06 (27/11/18)** – AR to invite Brendan Faulds to the IT & Digital Governance Group meeting on the 4<sup>th</sup> Dec 2018.

**Action 07 (27/11/18)** – AR to change name of project to PHR IT & Digital project.

**Action 08 (27/11/18)** – AR to amend the PHR Corporate IT PID to show change of deliverables.

### **Whole System**

- SPHWA
  - *Deliverable 1 – Key questions and answers (Paper 13)*

MB outlined the purpose of the questions and answers and invited the board for comments. Additional papers (Commission brief (Paper 15) and invitation letter (Paper 16)) were circulated on as late papers and were provided as further documents for the Board to inform them of the purpose of the commission and who is involved.



MB advised that a group being co-chaired was now in place called the Specialist Expert Advisory Group (SEAG) for the Public Health Reform Specialist Public Health Workforce Arrangements Commission. This group plan to maximise SEAG expertise in considering future options within short timescales and have now arranged a 2 day residential workshop on the 10<sup>th</sup> & 11<sup>th</sup> December 2018. This protected time, as a group, will enable them to make as much progress as they can on some of the questions they need to consider. The Board are keen to see the outcome of the residential workshop.

## **6. Risk and issue update (Paper 6)**

- *Risk and issue update (Paper 14)*

AT advised that there are no new or existing programme issues to report. There is however 3 new commission/projects issues to report. It was noted by GO that a potential 'no deal' Brexit should be added as a risk as it would have a direct impact on the programme.

**Action 09 (27/11/18)** – AT to add Brexit no-deal risk.

## **7. AOB**

There was no AOB raised.

## **8. Date of next meeting**

To note that the next meeting of the Programme Board will take place on Monday 17<sup>th</sup> December and which GB has extended to start at 13:00 p.m. and finish at 17:00 p.m. due to the expected amount of discussion to be completed by the end of the year.

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**Public Health Reform Programme Board – 17<sup>th</sup> December 2018**

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Action Ref.	Action	Due Date	Revised Due Date	Owner	Update
<b>November Programme Board</b>					
01 (27/11/18)	GB to sign off timelines for PHS legislation activities and PHS Board recruitment.	10/12/18		GB	
02 (27/11/18)	GB to publish minutes from the October PHOB meeting.	10/12/18		GB	
03 (27/11/18)	AT to share the IS commissions deliverable that outlines the definition and scope of Improving services with the Programme Board.	10/12/18		AT	
04 (27/11/18)	AT to amend the Branding and Identity PID to include NHS Boards in scope.	10/12/18		AT	
05 (27/11/18)	GB to consider what the audit requirements might be in relation to Public Health Scotland.	10/12/18		GB	
06 (27/11/18)	AR to invite Brendan Faulds to the IT & Digital Governance Group meeting on the 4th Dec 2018.	10/12/18		AR	
07 (27/11/18)	AR to change name of project to PHR IT & Digital project.	10/12/18		AR	
08 (27/11/18)	AR to amend the PHR Corporate IT PID to show change of deliverables.	10/12/18		AR	
09 (27/11/18)	AT to add Brexit no-deal risk.	10/12/18		AT	
<b>September Programme Board</b>					

**Paper 2 – PHR Programme Board Minutes (November) – December 2018**  
**Public Health Reform Programme Board – 17<sup>th</sup> December 2018**

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07 (25/09/2018)	RS to provide a timeline on PHS legislation activities to the Board.			RS	22/11 – Action 07 (25/09/2018) merged with action 09 (25/09/2018)
09 (25/09/2018)	RS to provide timelines for the recruitment of the PHS Board to the Programme Board.			RS	22/11 – Ongoing.