

# COSLA/Scottish Government

## Public Health Reform – Specialist Public Health Workforce Arrangements Commission

### Specialist Expert Advisory group Terms of Reference



## 1. Title of the Group

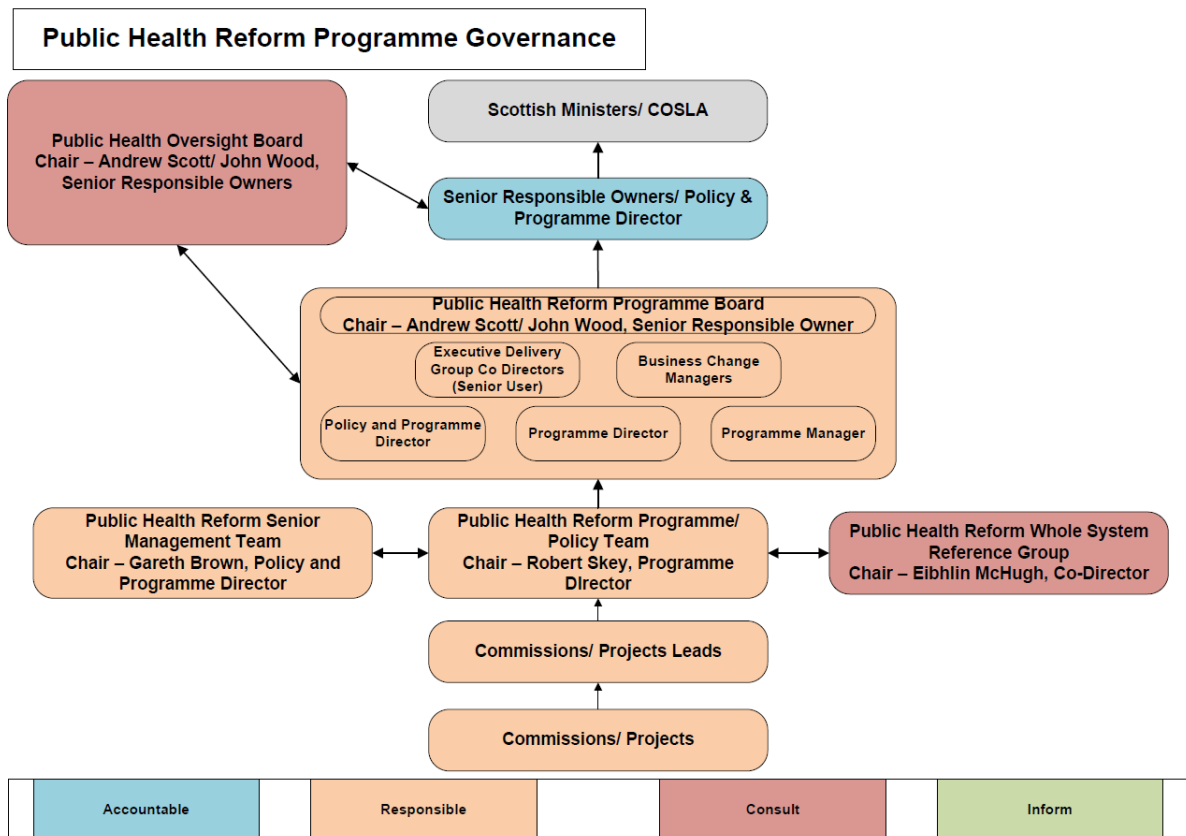
Public Health Reform – Specialist Public Health Workforce Arrangements (SPHWA)  
Commission - Specialist Expert Advisory Group (SEAG)

## 2. Purpose of Team

The SEAG is responsible for informing the delivery of the SPHWA Commission deliverables in order to achieve its required objectives.

The SPHWA Commission Leads will report to the Public Health Reform Programme Board (PHRPB) on related activity, benefits and risks.

## 3. Governance



The PHRPB reports to Scottish Ministers/ COSLA Leaders and is authorised by the SROs to investigate and implement any activity within its Terms of Reference. It is authorised to seek any information it requires from organisations across Scotland where necessary to deliver the purpose agreed in the terms of reference.

The Programme Board is supported by an advisory and challenge function (the PHOB) and a programme management team to ensure programme arrangements and principles are in place and to underpin the governance.

The Executive Delivery Group (within the Senior Users group in the above diagram) is responsible for co-ordinating professional views across the public health system to help design and architect the new arrangements for the PHR programme which the programme team and constituents projects will deliver.

The SPHWA Commission Leads are responsible for the delivery of the SPHWA Commission objectives, reporting to the Programme Board on related activity, benefits and risks.

A small sub group of the SEAG has also been established, known as the Core Planning Group, with the purpose of co-ordinating associated activity required in achieving the objectives of the SPHWA Commission Brief.

#### **4. Role and Remit of Team**

The SEAG will:

- Support regular communications and engagement with stakeholders across the whole system to support the successful delivery of the programme
- Define which staff should be included within the definition of 'specialist public health workforce'
- Identify the range of possible options for organisation of the specialist public health workforce including their employment and deployment
- Review the legal situation as it relates to requirements placed on the specialist public health workforce and how that might impact on potential alternative models
- Review models of specialist public health workforce arrangements implemented and operating elsewhere, including other parts of the UK, and consider the learning from these
- Consider any other relevant material
- Link with the other Public Health Reform commissions that have specialist workforce implications and ensure specialist workforce aspects within these commissions are taken into consideration
- Take into account views the range of relevant stakeholders
- Assess the options against which would deliver the most effective, efficient and resilient specialist public health function
- Consider the specific role of the Director of Public Health and how that that can be most effectively delivered
- Provide the Public Health Reform Programme Board with options/proposals for how the specialist public health workforce in Scotland should be organised
- Identify any other aspects of specialist public health workforce that should be considered within public health reform programme in order to support improvements in health, health protection, and reductions in health inequalities
- Provide recommendations on the organisation of the environmental health workforce for both the Public Health Reform Programme and COSLA's consideration
- Champion the principle of strengthening public health in Scotland.

## 4. Membership and attendees

### Core Membership:

Name	Role	Responsibilities
Marion Bain, Public Health Reform	Co-Directors of Public Health Reform Executive Delivery Group  <i>(Core Planning Group Member)</i>	<ul style="list-style-type: none"> <li>• Leads resourcing and architecture for the PHR programme</li> <li>• Ensures the PHR programme and projects will meet the requirements of the end users</li> <li>• Ensures that the programme delivers products that will deliver the desired outcomes</li> <li>• Resolves user requirements and priority conflicts</li> <li>• Makes decisions on escalated issues, with particular focus on safeguarding the expected benefits</li> <li>• Engages with key stakeholders around the PHR programme</li> <li>• Provide the user view on follow on actions recommendations</li> <li>• Coordination of associated activity required in achieving the objectives of the SPHWA Commission Brief</li> </ul>
Gareth Brown, Scottish Government	Public Health Reform Policy and Programme Director  <i>(Core Planning Group Member)</i>	<ul style="list-style-type: none"> <li>• Provides the day to day interface between ministerial strategic ownership and programme delivery</li> <li>• Acts as the focal point between local and national government strategy, policy and PHR programme delivery</li> <li>• Coordination of associated activity required in achieving the objectives of the SPHWA Commission Brief.</li> </ul>
Daniel Kleinberg	Scottish Government Health Improvement Representative  <i>(Core Planning Group Member)</i>	<ul style="list-style-type: none"> <li>• Supports the overall Public Health Reform Programme vision</li> <li>• Attendance and participation at meetings; any nominated deputies should have authority to act on behalf of the member</li> <li>• Ensuring papers are reviewed and any required feedback provided in accordance with Commission timelines</li> <li>• Provide advice and guidance to the SEAG from own area of expertise, ensuring the views of own constituency are represented throughout</li> <li>• Provide a conduit for sharing of information and updates between the SEAG and own constituency</li> <li>• Seeking views from own constituency on specific questions and asks of the SEAG members</li> <li>• Participation in a process which adopts an organisational development approach rather than that of a business meeting</li> <li>• Coordination of associated activity required in achieving the objectives of the SPHWA Commission Brief.</li> </ul>

<p>Eibhlin McHugh, Public Health Reform</p>	<p>Co-Directors of Public Health Reform Executive Delivery Group</p> <p><i>(Core Planning Group Member)</i></p>	<ul style="list-style-type: none"> <li>• Leads resourcing and architecture for the PHR programme</li> <li>• Ensures the PHR programme and projects will meet the requirements of the end users</li> <li>• Ensures that the programme delivers products that will deliver the desired outcomes</li> <li>• Resolves user requirements and priority conflicts</li> <li>• Makes decisions on escalated issues, with particular focus on safeguarding the expected benefits</li> <li>• Engages with key stakeholders around the PHR programme</li> <li>• Provide the user view on follow on actions recommendations</li> <li>• Coordination of associated activity required in achieving the objectives of the SPHWA Commission Brief.</li> </ul>
<p>Dona Milne, Director of Public Health, NHS Fife</p>	<p>SPHWA Commission Lead</p> <p><i>(Core Planning Group Member)</i></p>	<ul style="list-style-type: none"> <li>• Responsible co-owner for the commission and accountable for all deliverables</li> <li>• Co-chair meetings of the SPHWA Specialist Expert Advisory Group and Core Planning Group</li> <li>• Maintain momentum on project</li> <li>• Identify risks/issues/exceptions in a timely manner and mitigate them</li> <li>• Share successes/learning</li> <li>• Report progress to the NSS ePHB Programme Board and the PHR project team</li> <li>• Accountable for the delivery of the PHR programme's objectives and deliverables</li> <li>• Provides clear leadership and direction to the working groups and reference networks</li> <li>• Links with leads for other commissions to ensure join-up and minimise duplication</li> <li>• Coordination of associated activity required in achieving the objectives of the SPHWA Commission Brief.</li> </ul>
<p>Christina Naismith</p>	<p>Scottish Government Integration Representative</p> <p><i>(Core Planning Group Member)</i></p>	<ul style="list-style-type: none"> <li>• Supports the overall Public Health Reform Programme vision.</li> <li>• Attendance and participation at meetings; any nominated deputies should have authority to act on behalf of the member</li> <li>• Ensuring papers are reviewed and any required feedback provided in accordance with Commission timelines</li> <li>• Provide advice and guidance to the SEAG from own area of expertise, ensuring the views of own constituency are represented throughout</li> <li>• Provide a conduit for sharing of information and updates between the SEAG and own constituency</li> <li>• Seeking views from own constituency on specific questions and asks of the SEAG members</li> <li>• Participation in a process which adopts an organisational development approach rather than that of a business meeting</li> <li>• Coordination of associated activity required in achieving the objectives of the SPHWA Commission Brief.</li> </ul>

Maggie Sandison, Chief Executive, Shetland Islands Council	SPHWA Commission Lead  ( <i>Core Planning Group Member</i> )	<ul style="list-style-type: none"> <li>• Responsible co-owner for the commission and accountable for all deliverables</li> <li>• Co-chair meetings of the SPHWA Specialist Expert Advisory Group and Core Planning Group</li> <li>• Maintain momentum on project</li> <li>• Identify risks/issues/exceptions in a timely manner and mitigate them</li> <li>• Share successes/learning</li> <li>• Report progress to the NSS ePHB Programme Board and the PHR project team</li> <li>• Accountable for the delivery of the PHR programme's objectives and deliverables</li> <li>• Provides clear leadership and direction to the working groups and reference networks</li> <li>• Links with leads for other commissions to ensure join-up and minimise duplication</li> </ul>
Irene Beautyman	Whole System Representative – Planning for Place	<ul style="list-style-type: none"> <li>• Supports the overall Public Health Reform Programme vision.</li> <li>• Attendance and participation at meetings; any nominated deputies should have authority to act on behalf of the member</li> </ul>
Lorna Boyne	Health Protection Scotland Representative	<ul style="list-style-type: none"> <li>• Ensuring papers are reviewed and any required feedback provided in accordance with Commission timelines</li> </ul>
Fiona Browning	Health Protection Nurses Representative	<ul style="list-style-type: none"> <li>• Provide advice and guidance to the SEAG from own area of expertise, ensuring the views of own constituency are represented throughout</li> </ul>
Calum Campbell	NHS Scotland Chief Executives Representative	<ul style="list-style-type: none"> <li>• Provide a conduit for sharing of information and updates between the SEAG and own constituency</li> <li>• Seeking views from own constituency on specific questions and asks of the SEAG members</li> </ul>
Dr Ruth Campbell	Public Health Nutritionists Representative	<ul style="list-style-type: none"> <li>• Participation in a process which adopts an organisational development approach rather than that of a business meeting</li> </ul>
Patricia Cassidy	Joint Directors for Health & Social Care Representative	
Dr Julie Cavanagh	Faculty of Public Health Representative	
Dr Jennifer Darnborough	Screening co-ordinators Representative	
Gabe Docherty/ Susan Webb	Directors of Public Health Representative	

Paul Dowie	Improvement Service Representative	
Jill Evans	Public health scientists Representative	
Mark Ferguson	Unison Representative	
Drew Hall	Environmental Health Officers Representative	
Martin Higgins	Consultants/Specialists with health improvement remit Representative	
Dr Cathy Johnman	NES Representative	
Dr. S Vittal Katikireddi	Clinical Academic Public health Representative	
Dr Iain Kennedy	BMA Representative	
Kirsty License	ISD Representative	
Liz Manson	Community Planning Managers Representative	
Dr Gerry McCartney	Health Scotland Representative	
Lorraine McGillvray	REHIS Representative	
Lorna Murray	Food Standards Scotland Representative	
Maggie Sandison	SOLACE Representative	
Ella Simpson	Voluntary sector Representative	

Liz Smart / Jane Bray	Consultants/Specialists with health healthcare public health remit Representative	
Kat Smith	Academic Public health Representative	
Carol Stewart	Health promotion managers	
Colin Sumpter/ Paul Southworth	Speciality Registrars Representative	
Jenny Wares	Consultants/Specialists with health protection remit Representative	
Valerie White	Dental public health Representative	
TBC	RCN Representative	
TBC	Unite Representative	
TBC	Whole System Representative - Housing	



Kim Gardiner, Project manager, Public Health Reform	Public Health Reform Programme	<ul style="list-style-type: none"> <li>• Coordinates the delivery of the project team's objectives and deliverables</li> <li>• Provide project management expertise including day to day management</li> <li>• Support the planning and designing of the programme and proactively monitoring its overall progress</li> <li>• Managing and resolving risks and issues on an operational level, escalating where appropriate</li> <li>• Ensuring the delivery of the products or services from the projects meets the programme requirements and is to the appropriate quality, on time and within budget</li> <li>• Highlighting resource requirements</li> <li>• Provide support to areas highlighted in the Group for forward planning</li> <li>• Support the management of communications with stakeholders</li> <li>• Prepares baseline project management documentation as agreed by the Programme Management Team</li> <li>• Manages the production of required products, with responsibility for overall progress and use of resources, initiating corrective action where necessary</li> </ul>
Caitlin Williamson, Project Support Officer, Public Health Reform	Public Health Reform Programme	<ul style="list-style-type: none"> <li>• Supports the PHR Programme and constituent workstreams</li> <li>• Updates programme documentation such as Programme Plans, Risk and Issue Registers</li> <li>• Establishes document control procedures</li> <li>• Provides secretariat support to the programme</li> <li>• Arranges Programme meetings including VC access as required</li> <li>• Issues all Programme meeting documentation</li> </ul>

Additional subject matter experts will be invited to join the SEAG as and when required to provide updates or advice and guidance to the Group.

## 5. Meetings

In order to achieve the objectives of the SPHWA Commission, the proposed approach is to hold a number of workshops with SEAG members and key stakeholders to identify and assess options and legislation for the specialist public health workforce arrangements across Scotland.

The Core Planning Group will meet as required to co-ordinate the associated activity required in achieving the objectives within the required timelines.

## 6. Minutes / Action Notes, Agendas and Papers

Agenda and papers will be distributed at least five days prior to each meeting. All action notes and updates will be circulated no later than five working days after each meeting.

## 7. Confidentiality

Papers, unless otherwise stated, from these meetings are available for review upon request. Please contact the Project Manager / Project Support Officer if access is required.

## **8. Lifespan**

The lifespan of the SPHWA Specialist Expert Advisory Group is expected to be from November 2018 until the Commission is formally closed.

## **9. Review**

The Programme Team will review its Terms of Reference 12 months from approval.

## **10. Behaviours and values**

Members of the group agree to lead this work by setting a good example of working together. This includes understanding that some compromise may be necessary in order to reach agreement about implementation. Once agreement is reached the group will fully support it and act accordingly. Specifically this should include:

- We will always seek to understand the service impact of this work when considering any change
- We should not assume that we understand each other's set up e.g. posts may have a generic name but may be entirely different
- We will share information freely across the workstreams
- We should challenge positively
- We should always try attend these meetings and only nominate a deputy who has the authority to act on behalf of the core member
- Decisions will be made whether everyone is there or not and we have to support the decision providing a quorum is reached
- We should be respectful toward each other as this work brings tensions and recognise that challenge can be positive
- We should all have the will to resolve issues even if it is against our own wishes
- We should speak with one voice outside of meetings

**Key Information:**

<b>Title:</b>	COSLA/ Scottish Government – Public Health Reform SPHWA Specialist Expert Advisory Group
<b>Date Published/Issued:</b>	November 2018
<b>Date Effective From:</b>	TBC
<b>Version/Issue Number:</b>	0.3
<b>Document Type:</b>	Terms of Reference
<b>Document Status:</b>	Draft
<b>Author:</b>	Kim Gardiner, Project Manager
<b>Owner:</b>	Robert Skey, Programme Director
<b>Approver:</b>	Public Health Reform Programme Board
<b>Approved by and Date:</b>	
<b>Contact:</b>	
<b>File Location:</b>	

**Revision History:**

<b>Version:</b>	<b>Date:</b>	<b>Summary of Changes:</b>	<b>Name:</b>	<b>Changes Marked:</b>
0.1	20/11/2018	First draft	Kim Gardiner	
0.2	28/11/2018	Feedback from MB	Kim Gardiner	
0.3	03/12/2018	Feedback from DM	Kim Gardiner	

**Approvals:** This document requires the following signed approvals.

<b>Name:</b>	<b>Signature:</b>	<b>Title:</b>	<b>Date:</b>	<b>Version:</b>

**Distribution:** This document has been distributed to

<b>Name:</b>	<b>Title/Division:</b>	<b>Date of Issue:</b>	<b>Version:</b>

**Linked Documentation:**

<b>Document Title:</b>	<b>Document File Path:</b>