

COSLA/Scottish Government Public Health Reform – Target Operating Model Project Team

Terms of Reference



Author: Amanda Trolland
Contact: Amanda.trolland@gov.scot
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1. Title of the Group

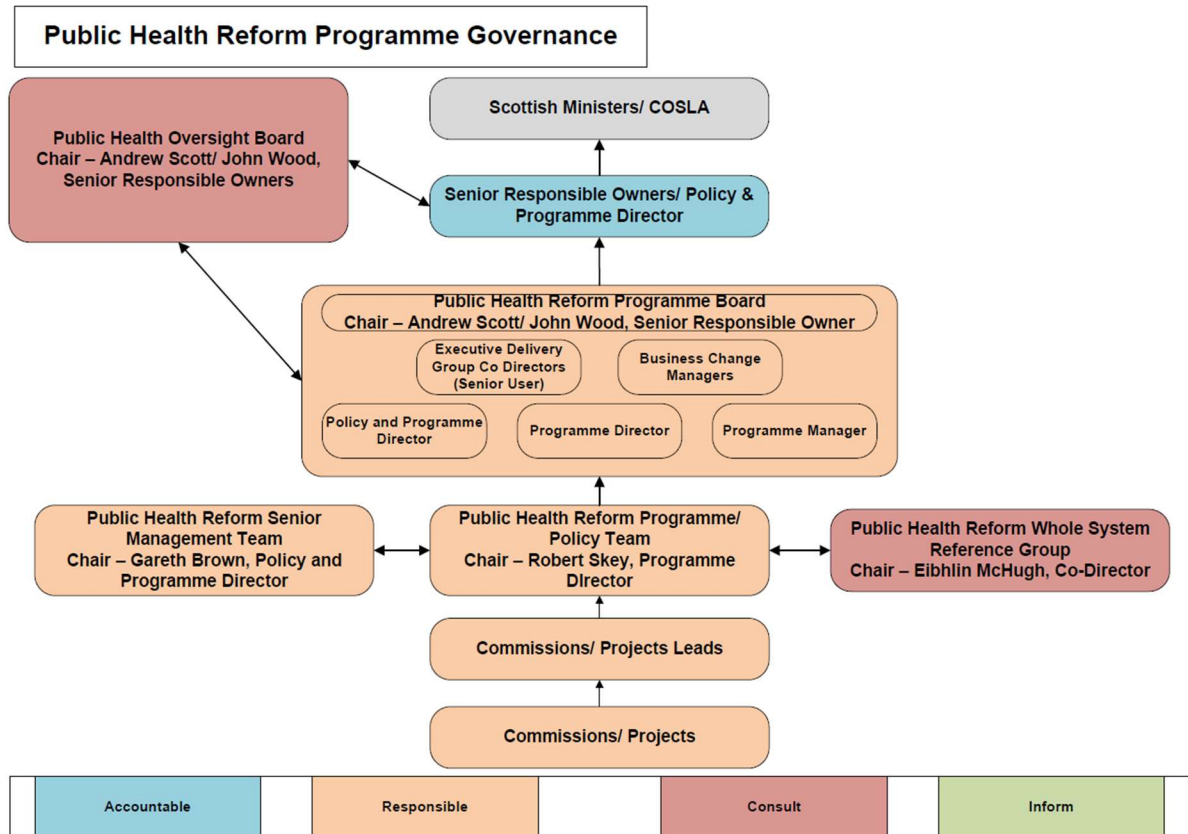
Public Health Reform Target Operating Model Project Team (TOMPT)

2. Purpose of Team

The TOMPT is responsible for the delivery of the Public Health Reform (PHR) programme's Target Operating Model project to achieve its required outcomes.

The TOMPT will report to the Programme Board on related activity, benefits and risks.

3. Governance



The Programme Board 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 PHR Programme Board is the only decision making body in the programme's governance.

The Executive Delivery Group are responsible for the overall design (architecture) of the new body, with support from the PHR programme team and the constituent projects established to assist with delivery.

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 TOMPT is responsible for the delivery of the Target Operating Model project, reporting to the Programme Board on related activity, benefits and risks.

4. Role and Remit of Team

The TOMPT will:

- Ensure alignment of the deliverables for the Target Operating Model project.
- Provide updates on progress using monthly progress reports to the PHR Programme Board.
- Highlight deviations from plan
- Share learning and expert advice to the project deliverables.
- Highlights risks and issues arising
- Encourage and support collaboration with other stakeholders to ensure the successful delivery of the programme
- Support regular communications and engagement with stakeholders across the whole system to support the successful delivery of the programme

4. Membership and attendees

Core Membership:

Name	Role	Responsibilities
Tim Andrew, Project Lead, Target Operating Model, Public Health Reform	Target Operating Model Lead	<ul style="list-style-type: none">• Provides subject matter expertise• Provides a link between external stakeholders and the project, ensuring their views are represented within the project.• Responsible for the development of deliverables for the Target Operating Model project.• Highlights related Risks and Issues associated with the project.• Supports the delivery of the expected benefits of the project.

<p>Amanda Trolland, Public Health Reform Programme, Scottish Government</p>	<p>Programme Manager, Public Health Reform</p>	<ul style="list-style-type: none"> • Day to day management of the PHR programme including supervising, controlling and closing the programme on behalf of the SRO • Plans and designs the programme and proactively monitors its overall progress, resolves issues and initiates corrective action • Develops and implements the governance framework • Effective coordination of projects and their interdependencies • Manages and resolves any risks and other issues that may arise • Maintains overall integrity and coherence of the programme, and develops and maintains the programme environment to support each individual project within it • Manages the programme budget, monitors expenditure and costs against benefits as the programme progresses • Facilitates the appointment of individuals to the project teams • Ensures the delivery of outputs or services from the projects meet programme requirements • Facilitates the development of the blueprint • Manages the blueprint and ensures that the capabilities delivered are aligned with it • Manages stakeholder communications • Reports progress on behalf of the programme
<p>Mark McAllister, Public Health Reform Programme, Scottish Government</p>	<p>Communications and Engagement Lead, Public Health Reform</p>	<ul style="list-style-type: none"> • Provides communications and engagement subject matter expertise, support and guidance to the programme • Ensures the correct communications and engagement resources are identified to work on the programme • Highlights any communications and engagement related risks and issues associated with the programme and its constituent projects.
<p>Michael Craig, Employee Director, Health Scotland</p> <p>Ian Cant Employee Director, NHS National Services Scotland</p>	<p>Staffside Representative</p>	<ul style="list-style-type: none"> • Provides the collective view of the area they represent • Understands and manages managing the impact of change • Monitors the defined benefits achievements • Resolves risks and issues relevant to their area • Resolves dependencies with other pieces of work, whether change or business operations • Ensures viability and integrity of the blueprint • Represents local strategy as expressed in, for example, medium-term plans and operational blueprints • Supports the supplication of (and compliance with) standards, e.g. operating standards • Makes resources available for planning and delivery purposes
<p>Shonaidh Dyer, HR Manager, NHS Health Scotland</p>	<p>Representative of and liaison with the HR Project</p>	<ul style="list-style-type: none"> • Provide a link with the HR project • Offer HR advice, expertise and guidance

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

5. Meetings

TOMPT meetings shall take place on a fortnightly basis, to align with the PHR Programme Board schedule. Should the need arise; the TOMPT will meet on a more frequent basis. The location of the meetings will be Edinburgh or Glasgow. Teleconferencing and video conferencing facilities will be made available.

6. Minutes / Action Notes, Agendas and Papers

Agenda and papers will be distributed at least five days prior to each meeting. Actions and updates will be drafted by the Project Support Officer and agreed by the Co-chairs. 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 TOMPT is expected to be from November 2018 until April 2019.

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

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0.1	19/11/2018	First draft	Amanda Trolland	
0.2	4/12/2018	Second draft, updating project team members	Tim Andrew	No
1.0	12/12/18	Third draft correcting Ian Cant's job title and amending a sentence regarding the role of the EDG	Tim Andrew	No

Approvals: This document requires the following signed approvals.

Name:	Signature:	Title:	Date:	Version:
Tim Andrew	T Andrew	TOM Project Lead	12/12/18	1.0

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