

COSLA/Scottish Government Public Health Reform Programme

Corporate Services (CS) Project –Terms of Reference (ToR)



Document Control Sheet

Project Name:	Corporate Services Project		
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Approvals

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Signature
Cath Denholm	<i>C Denholm</i>	Director of Strategy, NHS Health Scotland	03/01/19
Billy Murray	<i>B Murray</i>	Procurement Development Manager, Scotland Excel	03/01/19

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Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version
Public Health Reform Team		13 Nov 2018	0.1
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2. Title of Project

This is the Project Brief (Terms of Reference) for the Corporate Services (CS) Project, commissioned by the Public Health Reform Programme Board (PHRPB).

3. Purpose of the Project

This project brief sets out the purpose of this Project, the NHS and external stakeholder support for the project, its governance structure and a timeline for the draft and final deliverables outlined in the original Project Initiation Document (PID).

The PHRPB is committed to a shared services provision within Public Health Scotland (PHS). The purpose of the Corporate Services (CS) Project, is to determine the corporate services required by Public Health Scotland and to make recommendations to PHRPB on what these services should be and how they should be provided.

In doing this, the Project will seek to understand the range of corporate services currently provided and received by NHS Health Scotland and National Services Scotland (NSS), recommend the specification of those services (current and new) to be provided to Public Health Scotland and identify the opportunities for providing those services on a shared basis, on the basis of need and risk.

The Project will work on the presumption that all services identified as being suitable for a shared arrangement will be provided by NSS from Day 1 operation of Public Health Scotland.

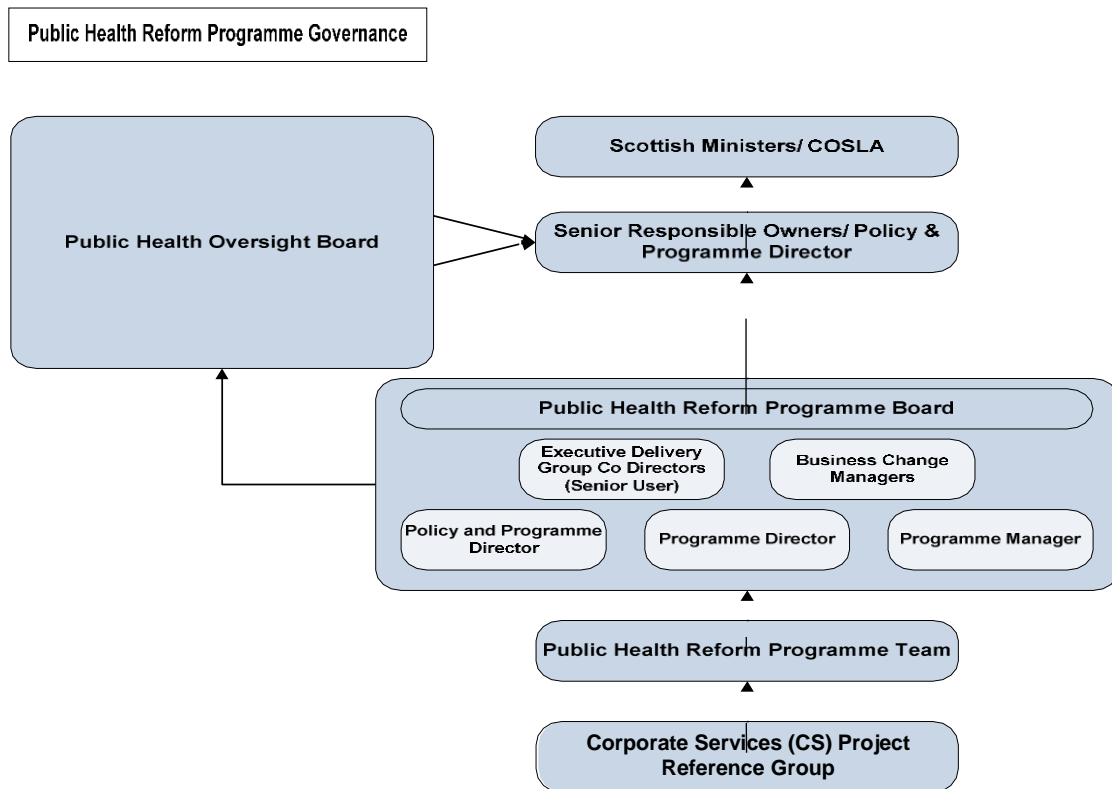
The Project will oversee and look for full engagement with all staff and stakeholders affected in different ways through the duration of the project. This will include inviting staff with subject matter knowledge of delivering/receiving Corporate Services, to participate in a variety of workstreams, which will be commissioned to understand in more detail individual services currently provided.

The recommendations from the Project will include detail of required approaches and plans to support those staff who may be required to adopt new ways of working or new systems on Day 1 of Public Health Scotland.

This document also partially delivers objective 1 of the PID, in establishing the Project Team for this piece of work.

4. Governance

The governance structure for the project can be seen in the diagram below:



The project will be Co-convened by:

- Cath Denholm (Director of Strategy, NHS Health Scotland, but working to the Public Health Reform team in this capacity)
- Billy Murray, Procurement Development Manager, Scotland Excel

A Project Reference Group has been established to govern the Project. It engages a broad range of expertise and experience to independently advise and draw together recommendations to make to the Public Health Reform Programme Board. Project support will be provided by NHS Health Scotland in the first instance.

5. Project Reference Group

5.1 Remit

The remit of the Project Reference Group is to support the delivery of the objectives for the Corporate Services (CS) Project, by planning and overseeing the completion of the deliverables set out by the Public Health Reform team.

5.2 Membership, role and responsibilities

Core Membership		
Name	Role	Responsibilities
Cath Denholm, Public Health Reform Corporate Services Project Lead / Director of Strategy, NHS Health Scotland	Project Lead and Co- Convenor	<ul style="list-style-type: none"> • Accountable for the delivery of the project's objectives • Lead the project, providing clear leadership and direction throughout its lifespan • Create and communicate the vision for the project • Secure resources required for the project to complete its brief • Establish and Co-chair the project team and related structures as agreed to deliver the projects objectives • Maintain the interface with all identified stakeholders, keeping them engaged and informed • Ensure accountability over contributions from identified members • Ensure all members of the group have the space to air their views • Bring discussions to consensus where possible • Co-ordinate and foster partnership working • Report progress to the Public Health Reform Programme Board
Billy Murray, Procurement Development Manager, Scotland Excel	Co-Convenor	<ul style="list-style-type: none"> • Establish and Co-chair the project team and related structures as agreed to deliver the projects objectives • Maintain the interface with all identified stakeholders, keeping them engaged and informed • Ensure accountability over contributions from identified members • Ensure all members of the group have the space to air their views • Bring discussions to consensus where possible • Co-ordinate and foster partnership working

Ann Baxter, Assistant Principal: Learner Services and Quality, New College Lanarkshire	Reference Group member	<ul style="list-style-type: none"> • Actively engages with others in the project reference group • Actively contributes to the group, by sharing knowledge and experience of shared service provisions • Considers potential risks highlighted and contributes to identifying mitigating factors • Contributes to ensuring the desired outcomes of each project deliverable are met • Ensures viability and integrity of the blueprint of corporate functions and considers the implications of these on staff involved
Lorraine Gray, Chief Executive, Scottish Social Services Council	Reference Group member	
Andy Kerr, Chief Executive, Sense Scotland	Reference Group member	
Garry Mournian, Head of Corporate Services, Food Standards Scotland	Reference Group member	
Carol Sinclair, Associate Director, Public Health and Intelligence(PHI), National Services Scotland	Internal Customer / Service User representing PHI staff	
Claire Hislop, Organisational Lead – Diet & Obesity, NHS Health Scotland	Internal Customer / Service User representing HS staff	
Michael Craig, Employee Director, NHS Health Scotland	Staff Side Representative NHS HS	
Rita Nogueira, Senior Information Analyst, PHI, National Services Scotland	Staff Side Representative PHI	
Safia Qureshi, Programme Director, NSS Public Health Body Programme, National Services Scotland	Representative of NSS as Preferred Provider of shared corporate services to Public Health Scotland	
Janis Heaney, Head of Experience Engagement, National Services Scotland (NSS)	Representative of NSS as Preferred Provider of shared corporate services to Public Health Scotland	

Dawn Gall, Project Manager and Improvement Officer, NHS Health Scotland	Project Management Support	<ul style="list-style-type: none"> • Oversees the preparation of key documents • Establishes and maintains a mechanism to ensure regular dialogue with all those involved in the project, to promote problem solving, team working and risk sharing • Responsible for managing the projects timeline, work programme and risk register, and proactively monitoring its progress, escalating and supporting mitigation of issues identified • Manages stakeholder communications • Manages the work plan and ensures that the outputs delivered are aligned • Prepares progress reports on behalf of project
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5.3 Meetings

The Project Reference Group will initially meet for two half day sessions on:

- 23rd November 2018 (pm) in Edinburgh
- 7th December 2018 (am) in Glasgow

It will also meet once monthly between January and November 2019 (dates to be confirmed).

Some additional dates may be scheduled to prepare for specific deliverables.

A sub group or sub groups (largely, but not exclusively formed of staff internal to NHS HS and/or NSS) will meet and engage in between meetings, to develop detailed work and proposals as commissioned by the Project Reference Group.

5.4 Minutes/action notes, agendas and papers

Agendas, papers and minutes will be distributed at least five days prior to each meeting. Minutes will be drafted by the Project Support, and agreed by the Co-Convenors before being shared with the group. All minutes and action notes will be circulated no later than ten working days after each meeting.

5.5 Lifespan

The duration of the Project is expected to run in parallel to the completion of each of the 9 deliverables as set out in the Project Initiation Document, in order to facilitate the vesting of PHS by 1st December 2019.

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5.6 Principles of Working

This Project brings together a range of people from a wide variety of backgrounds, experiences and perspectives to explore, challenge and co-create an appropriate corporate function for PHS.

Members of the Project Reference 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 the option we come up with and recommendations we will make.

The following are the principles by which we want to work:

- We will always seek to understand the impact of this work on service and on people when considering any change
- We should not assume that we understand each other's knowledge, experience and relevant contribution to the group
- We will share information freely with interest groups and other Commissions
- We should challenge positively
- Where reasonably possible, we should always try to attend meetings and only nominate a deputy who has the authority to act on behalf of the core member
- 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

5.7 Decisions/Quorum

Due to tight timescales and the need to ensure continued progress of this Project, decisions will be made regardless of whether everyone is in attendance, as long as quorum has been reached. To achieve quorum, representation should generally be accepted as:

- 1 Co-chair
- 2 external members of the Reference Group
- Staff Side representation from both NHS Health Scotland and PHI
- Service User representation from both NHS Health Scotland and PHI

Given these quorum arrangements, staff side and service user representatives should generally seek to arrange deputies when unable to attend a meeting.

6. Reporting to the Public Health Reform Programme Board

Progress on the Project will be reported to the Public Health Reform Team, normally via Cath Denholm as Co-Lead. Additionally, monthly highlight reports will be submitted to the reform team.

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Once the Project has completed, final sign off will rest with the Project Lead and Co-convenors of the project before it is reported to the Public Health Reform Programme Board, and ultimately to the Public Health Reform Oversight Board.