

# Minutes & Actions

**Meeting:** Public Health Reform Programme Board  
**Date:** Mon 17th December 2018, 1:30 pm – 5:00 pm  
**Location:** Scott2, COSLA, Haymarket Edinburgh

## In Attendance:

### Members

- (GB) Gareth Brown**, Policy and Programme Director Public Health Reform (**Chair**)
- (MB) Marion Bain**, Co-director, Public Health Reform Executive Delivery Group
- (PCo) Phil Couser**, Business Change Manager, Director of Public Health and Intelligence, NHS
- (MC) Michael Craig**, Staffside representative, Health Scotland
- (GM) Gerry McLaughlin**, Business Change Manager, Chief Executive, NHS HS
- (AS) Andrew Scott**, Senior Responsible Owner, Public Health Reform
- (SP) Susan Paxton**, Scottish Community Development Centre (TC)
- (JW) John Wood**, Senior Responsible Owner, Public Health Reform

### Subject Matter Experts in attendance

- (MA) Mahmood Adil**, Clinical Professionals' Representative, NSS and Health Scotland
- (LD) Linda DeCaestecker**, Directors of Public Health Representative (TC)
- (MMc) Martin McNab**, Society of Chief Officers of Environmental Health Representative
- (MM) Mary Morgan**, NSS Representative
- (AR) Andy Robertson**, Corporate IT Lead
- (RR) Ruth Robertson**, National Education for Scotland (in place of Karen Wilson)
- (GO) Geoff Ogle**, Public Body Chief Executive, Food Standards Scotland
- (LW) Louise Wilson**, Faculty of Public Health Representative (TC)

### Support

- (TA) Tim Andrew**, Target Operating Model Project Lead
- (CD) Cath Denholm**, Corporate Services Project Lead
- (MM) Mark McAllister**, Communications Lead, Public Health Reform Team
- (PR) Paula Robertson**, Programme Support Officer, Public Health Reform Team (**Minutes**)
- (KS) Kenny Small**, HR Lead
- (AT) Amanda Trolland**, Programme Manager, Public Health Reform Team

### Apologies

Patricia Cassidy, Integrated Joint Board (IJB) Chief Officer Representative  
Paul Dowie, Improvement Services Representative  
Carolyn Low, Director of Finance and Business Services, NHS NSS  
Liz Manson, Community Planning Representative  
Eibhlin McHugh, Co-director, Public Health Reform Executive Delivery Group  
Maggie Sandison, SOLACE Representative  
Robert Skey, Head of Public Health Reform, Scottish Government  
Karen Wilson, National Education for Scotland

## 1. Welcome and Apologies

GB welcomed those present and noted the apologies.

## 2. Minutes of the Last Meeting 27th November 2018 (Paper 1)

The action log was reviewed and actions outstanding are;

Action 05 (27/11/18) - GB to consider what the audit requirements might be in relation to Public Health Scotland. GB advised transition discussions ongoing.

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

## 3. Programme Performance Monitoring / Management

### *Executive Delivery Group (EDG) – Verbal Update*

MB advised that she was greatly encouraged by the progress of the Commission / Project leads following the Commission / Project leads workshop on the 17th December. MB was confident that they were meeting the ask of the Programme Board and were on track for producing the required input for the Target Operation Model (TOM) requirements.

Members of the Programme Board were in attendance at the Public Health Reform (PHR) – Specialist Public Health Workforce Arrangements Commission (SPHWA) residential Workshop on the 10th & 11th December. This was also well represented by members of the Specialist Expert Advisory Group (SEAG) for PHR and focused on developing potential options and high level future models for the SPHW function. Dona Milne will capture the workshop outputs with an updated brief to be provided for January's Programme Board.

MB further highlighted the next three key deliverables for Programme Board consideration; Customer Requirement documents for discussion, the Communications and Marketing PID for approval and item 5, initial discussion on the form of the Public Health Scotland.

### *Summary of progress since last meeting (Paper 2) For information*

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

All progressing well. The 'Leadership for Public Health Workforce Development' Deliverable 4 (customer requirements) is due to complete by Tuesday 18th December.

With regards to 'Legislation', GB advised that the public consultation is in the process of being finalised with a view to publication in January. This delay has caused a slight shift in deliverables, but the team are confident that timescales will be recovered. It was raised by PC that any legislation for the SPHWA would require a separate piece of work, and it was acknowledged that the SPHWA work is progressing to a different timescale (i.e. does not need to be completed and implemented ahead of PHS being established).

The Communications and Marketing PID drafted and submitted to the December PHR Programme Board for approval.

## 4. Specific Commission/ Project Updates

### Designing the body

MB welcomed any feedback, comments and views on the following Commission / Project Updates.

#### *Improving Health – Deliverable 3 – Customer Requirements (Paper 3) – For discussion*

MB stated that this document was clearly set out and that discussions with CD had helped shape this document. There was however an opportunity to focus deliverable 4 on how the Improving Health functions would support locally. The Board agreed that further understanding of the landscape, how we bring all the commissions together and how we shape the TOM was key to the Programme Boards input.

#### *Protecting Health – Deliverable 4 – Customer Requirements (Paper 4) – For discussion*

MB felt that the commission had done well considering the challenge. The Board agreed that there is a need to protect what works well at present, but it is clear that status quo is not an option as, by definition the protection health function will have to reflect the new environment within PHS. The Board also agreed that the document set the scene which was fundamental for the 'Whole System'. The Board agreed this deliverable should be shared with the SPHWA commission.

### **Action 01 (17/12/18) – AT to share Protecting Health Deliverable 4 document with the SPHWA commission.**

#### *Improving Services – Deliverable 4 – Customer Requirements (Paper 5) – For discussion*

MB stated that this commission started later than the others and although not finished yet, good progress was being made considering the difficult ask. Completion was expected by the end of the year.

#### *Leadership for Public Health Workforce Development – Deliverable 4 – Customer Requirements (Paper 6) – For discussion*

The Leadership for Public Health Workforce Development Commission has been tasked with developing 'documentation outlining customer requirements'.

This deliverable is still very much in progress and the commission has completed an extensive amount of work to understand what the leadership role at National Level means along with reviewing frameworks from other international countries. Further feedback was expected in January 2019.

#### *Specialist Public Health Workforce Development*

- *Revised Commission Brief with timeline (Paper 7) – For discussion*
- *Specialised Expert Advisory Group Terms of Reference (Paper 8) – For discussion*

RR highlighted that 'Nursing' did not appear to be mentioned in the scope of the commission and consideration was required with regards to the importance of the language utilised throughout the whole programme.

**Action 02 (17/12/18) – AT to amend Specialist Public Health Workforce Development commission to include Nursing.**

**Action 03 (17/12/18) – AT to circulate the report from the Specialised Workforce residential workshop.**

*Communications and Marketing PID (Paper 9) – For approval*

MM explained the key deliverables of the PID and that it was being led by Jill Walker from the Scottish Government. The PID had short timescales and would be working closely with the 'Branding and Identity PID', IT PID and HR PID Develop. It would deliver Communications, Engagement and Marketing policies, strategies and procedures for PHS to take effect on vesting day.

Approval of the PID and authorisation to proceed with the project was granted by the Programme Board on the basis of the following action.

**Action 04 (17/12/18) – AT to add new deliverable 1 to Communications and Marketing PID to describe what will be delivered by this project.**

*Target Operating Model – SLWG Terms of Reference (Paper 10) – For discussion*

TA took the group through the terms of reference. The Board felt the group was small but it was comfortable that the membership can be added to if needed.

RR again mentioned the importance of ensuring the same language was utilised and understood between stakeholders and customers.

*Corporate Arrangements*

*Corporate Services – Presentation – For discussion*

CD took the Board through a presentation which covered the Corporate Services strategic ambitions and functions and the key corporate function specifications that are currently delivered by staff in NSS and Health Scotland and which will be required for PHS day 1. The presentation also included examples of the small things that could go wrong and highlighted the importance of ensuring effective staff engagement. CD also advised that members of this commission included members from other organisations that had experience of completing a similar corporate service change programmes.

*Legislation – Verbal update*

As advised earlier in the meeting, the public consultation is taking final comments and authorisations with a view to publication in January. This delay has caused a slight shift in deliverables, but the team are confident that timescales will be recovered.

*Governance and Accountability – Verbal update*

With regards to the advertisement for the new chair GB was disappointed to announce that the appointments panel had felt there had not been a sufficient field of candidates to proceed to the next stage. The position would therefore be re-advertised in early January 2019. Some reflection would take place to understand why a good field of candidates had not been secured. GB also clarified that although it would be preferred to have the new chair in place for the appointment of the Chief Executive, it wasn't a legal requirement. The recruitment of the Chief Executive would therefore continue to the original timetable, as far as possible.

#### HR

- *Revised Timeline (Paper 11) - For Approval*

There was some discussion around the timeline for staff consultation moving to spring / early summer and KS agreed to submit a final timeline to the January Board.

#### **Action 05 (17/12/18) – KS to provide HR final timeline.**

- *Deliverable 3 (Paper 12) – For discussion*

KS provided a high level summary of deliverable 3 for further discussion. Documents summarising the results of this initial work were considered at a meeting of the HR for PHS Steering Group on 4th December 2018 which concluded that a further summary document setting out commonality and differences in HR/Workforce and other responsibility arrangements within NSS and HS which would be useful for Objective 2, Deliverables 4/5 of the HR for PHS PID.

#### **Action 06 (17/12/18) – KS to provide further documentation and detail for HR Deliverable 3.**

- *Deliverable 4 & 5 (Paper 13) – For discussion*

KS advised that this paper provides the context and a high level summary of the immediate HR Service provision necessary to support the Day One (Vesting Day) needs of Public Health Scotland. JW requested clarification with regards to the centralised legal office recommendation for 'Service Continuation'.

#### **Action 07 (17/12/18) – KS to amend Deliverable 4&5 to outline and clarify 'Service Continuation'.**

#### *IT – Verbal update*

AR advised that Phil Couser (PC) is now the new chair for the PHR IT & Digital Governance Group and that the next meeting was planned for Thursday 31st January 2019.

Work was progressing well with regards to deliverables including Delivery Model, Future Requirements and the delivery of the 3 work packages; Digital Channels, Infrastructure and Data Platforms.

#### *Finance – Terms of Reference for project team (Paper 14) – For discussion*

The Board was asked to review outwith the meeting and send any comments back to AT.

## 5. Initial discussion on the form of the Public Health Scotland

MB provided a presentation on 'Starting to shape the form of Public Health Scotland'. The intention of the presentation is to start the discussion around the structure and covered various topics including the 'ambition, the intent, what the forms needs to support, the balance, the journey and other factors including what are 'we best at now'. MB was clear this is not a merger but an opportunity to create something new. GO asked how the success of PHS would be measured and encouraged the Board to understand what worked well at local level, which in turn would drive national level. MM asked for further clarification with regards to what the authority and priorities are within local, national and regional requirements.

**Action 08 (17/12/18) – PHR team to produce 'Best Approach' recommendation report.**

## 6. AOB

There was no AOB raised.

## 7. Date of next meeting

**Tuesday 22<sup>nd</sup> January 2019 from 10:00pm – 16:00pm, at the Apex Haymarket Hotel, 90 Haymarket Terrace, EH12 5LQ**

Action Ref.	Action	Due Date	Revised Due Date	Owner	Update
<b>December Programme Board</b>					
01 (17/12/18)	AT to share Protecting Health Deliverable 4 document with the SPHWA commission.	<b>22/01/19</b>		AT	
02 (17/12/18)	AT to amend Specialist Public Health Workforce Development commission to include Nursing.	<b>22/01/19</b>		AT	
03 (17/12/18)	AT to circulate the report from the Specialised Workforce residential workshop.	<b>22/01/19</b>		AT	
04 (17/12/18)	AT to add new deliverable 1 to Communications and Marketing PID to describe what will be delivered by this project.	<b>22/01/19</b>		AT	
05 (17/12/18)	KS to provide HR final timeline.	<b>22/01/19</b>		KS	
06 (12/12/18)	KS to provide further documentation and detail for HR Deliverable 3.	<b>22/01/19</b>		KS	

07 (12/12/18)	KS to amend Deliverable 4&5 to outline and clarify 'Service Continuation'.	22/01/19		KS	
08 (12/12/18)	PHR team to produce 'Best Approach' recommendation report.	22/01/19		AT	
<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	17/12/18 - Action complete.
02 (27/11/18)	GB to publish minutes from the October PHOB meeting.	10/12/18		GB	17/12/18 - Action complete.
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	17/12/18 – Action complete.
04 (27/11/18)	AT to amend the Branding and Identity PID to include NHS Boards in scope.	10/12/18		AT	17/12/18 – Action complete
05 (27/11/18)	GB to consider what the audit requirements might be in relation to Public Health Scotland.	10/12/18	22/01/19	GB	17/12/18 - Ongoing
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	17/12/18 – Action complete
07 (27/11/18)	AR to change name of project to PHR IT & Digital project.	10/12/18		AR	17/12/18 – Action complete
08 (27/11/18)	AR to amend the PHR Corporate IT PID to show change of deliverables.	10/12/18		AR	17/12/18 – Action complete



09 (27/11/18)	AT to add Brexit no-deal risk.	<b>10/12/18</b>		AT	17/12/18 – Action complete
<b>September Programme Board</b>					
07 (25/09/2018)	RS to provide a timeline on PHS legislation activities to the Board.			RS	22/11/18 – Action 07 (25/09/2018) merged with action 09 (25/09/2018) 17/12/18 – Action complete
09 (25/09/2018)	RS to provide timelines for the recruitment of the PHS Board to the Programme Board.			RS	22/11/18 – Ongoing. 17/12/18 – Action complete.