

Minutes & Actions

Meeting: Public Health Reform Programme Board
Date: Tuesday 22nd January 2019, 10:00 a.m. – 16:00 p.m.
Location: Apex Haymarket Hotel, 90 Haymarket Terrace, EH12 5LQ

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 PH & I, NHS NSS
(MC) Michael Craig, Staffside representative, Health Scotland
(PD) Paul Dowie, Improvement Services Representative
(GM) Gerry McLaughlin, Business Change Manager, Chief Executive, NHS HS
(EM) Eibhlin McHugh, Co-director, Public Health Reform Executive Delivery Group

Subject Matter Experts in attendance

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

Support

(TA) Tim Andrew, Target Operating Model Project Lead
(CD) Cath Denholm, Corporate Services Project Lead
(CL) Carolyn Low, Finance Project Lead
(MM) Mark McAllister, Communications Lead, Public Health Reform Team
(PR) Paula Robertson, Programme Support Officer, Public Health Reform Team (**Minutes**)
(RS) Robert Skey, Head of Public Health Reform, Scottish Government
(AT) Amanda Trolland, Programme Manager, Public Health Reform Team (T/C)

Apologies

Patricia Cassidy, Integrated Joint Board (IJB) Chief Officer Representative
Linda DeCaestecker, Directors of Public Health Representative
Liz Manson, Community Planning Representative
Alan Morrison, Society of Chief Officers of Environmental Health Representative
Susan Paxton, Scottish Community Development Centre (SCDC)
Maggie Sandison, SOLACE Representative
Andrew Scott, Senior Responsible Owner, Public Health Reform
Karen Wilson, National Education for Scotland
John Wood, Senior Responsible Owner, Public Health Reform

1. Welcome and Apologies

GB welcomed those present and noted the apologies.

GB also highlighted that this Programme Board meeting was key with regards to reviewing the initial view of the TOM and agreeing the approach and focus moving forward.

2. Minutes of the Last Meeting 17th December 2018 (Paper 1)

The action log was reviewed and amended 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. This action will be picked up by one of the two new senior members of staff starting within the Scottish Government, Governance and Legislation team next week.

Action 01 (17/12/18) - Updated brief from the Public Health Reform (PHR) – Specialist Public Health Workforce Arrangements Commission (SPHWA) residential Workshop on the 10th & 11th December to be circulated 23rd January 2019.

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

3. Programme Performance Monitoring / Management (Paper 2)

Executive Delivery Group (EDG) – Verbal Update

MB was invited to provide EDG update and advised that the deliverables provided by the Commission Leads / Projects had been positive, encouraging and delivered valuable input to the TOM. In addition, PHS and PHI staff had been engaged and efforts were underway to ensure further inclusion of the Whole System staff.

The Public Health Reform (PHR) – Specialist Public Health Workforce Arrangements Commission (PHR - SPHWA) has a further workshop planned for the 7th Feb to review the 6 future models options identified for the SPHW function. Initial feedback and thoughts will be provided for February's Programme Board meeting. A more detailed report will be provided for April's Programme Board meeting once a further review has been completed by independent peer groups and local authorities.

EM advised that a planned Whole System stakeholder conference was scheduled for Thursday 24th January. This conference would include a review of Commissions Leads / Projects deliverables, 'PHR – SPHWA' 6 future model options and readiness of systems already out there. Engagement events had also been planned around the country.

Summary of progress since last meeting (Paper 2)

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

Some delays in the HR, Finance and Legislation projects see the programme move from Green to Amber status. The issues identified are being managed and the PHR team is encouraged by actions put in place. Expected improvement to be noted for February's Programme Board meeting.

The following commissions submitted their final deliverables in December 2018 and are now complete: - Improving Services, Improving Health, Protecting Health, Underpinning Data & Intelligence.

4. Design of Public Health Scotland

Target Operating Model – Presentation and discussion on emerging draft (Paper 3)

MB and TA provided a presentation on 'First Look – Target Operating Model' on the emerging draft and to obtain guidance for the approach going forward. TA made it clear that this was a working draft and that the key commission deliverables had shaped it. This presentation also covered TOM Status Summary, Initial Structure and asked questions of the Programme Board to determine if they were content with general direction, had identified any gaps and if any further Commission deliverables required to be explored further.

After much discussion and with consideration to the comments and concerns raised it was agreed by the overall majority of the Programme Board that the described TOM approach should be developed further and brought back to the Programme Board. The Board asked that work be undertaken to consider how the TOM would describe how Public Health Scotland would successfully operate at the local, regional and national levels, how it would be held accountable for the functional and geographical needs for the partner relationships and detail the approach on how it will design the next level of organisation to lead to delivery.

Research, Innovation and applied Evidence – Deliverable 3 – Interim report (Paper 4) – For discussion

MB advised commission progress against the Target Operation Model and that more work was required. Programme Board feedback was welcomed at this point.

Content accepted by the Programme Board.

5. PHS Corporate Arrangements

Corporate Arrangements

Accommodation – Deliverables 2 & 3 (Paper 5) – For discussion

The PHR Accommodation project has commenced with the aim of ensuring that suitable arrangements are in place for Public Health Scotland on vesting day.

The Programme Board was comfortable with the direction of the Accommodation commission although Programme Board queried whether any transition funding would be available to ensure that the staff environment changed for Public Health Scotland, even if staff remained in the same building. GB advised that there was a transition budget and although that was under pressure, bids for modest funding to make these sorts of changes would be supported where possible.

Action 01 (22/01/2019) - All projects to identify clear costs for Day 1 Vesting.

Content of the Accommodation PID accepted by the Programme Board.

Branding and Identity

Deliverable 1 (Paper 6) – For discussion

Deliverable 2 (Paper 7) – For discussion

GB confirmed that he was Chair for this project and that the first meeting had been held on the 10th January 2018 to discuss and review Deliverables 1 and 2. He also advised that external expertise would be brought in to develop the brand with engagement from staff.

Content accepted by the Programme Board.

HR – Timeline (Paper 8) – For information

RS advised that Jacqui Jones, NHS NSS and Jim Carruth, HS were now progressing with the HR Project to represent both PHI and Health Scotland, and that although more work was required the project was now progressing well.

Timeline and content accepted by the Programme Board.

Corporate IT

Presentation covering Objective 3 (Deliverables 11 – 13)

Deliverable 11-13 (Paper 9) – For discussion

AR provided a very comprehensive presentation covering Objective 3, highlighting questions for the Programme Board and outlining the strategy being developed. It became clear from Programme Board discussions that while this project was working closely with the Corporate Services project there was a further requirement to review roles and responsibilities and to ensure no gaps between the two projects.

The Programme Board also noted that further consideration to be given to the investment costs required for Day 1, and also for longer term. Further work also had to be done to ensure that progress against corporate services was sufficiently advanced and sighted on operational delivery timescales (e.g. timescales required to make IT changes to any shared corporate system ahead of December 1).

Action 02 (22/01/2019) – PHR Team to update Corporate Services PID to ensure Corporate System Services will provide the necessary systems not noted under the Corporate IT project.

Corporate Services – Deliverable 1 (Paper 10) – For discussion

CD advised that collaborative working between HS and PHI continues to progress this project and to help determine the TOM. Further definition will be available at the end of February 2019 in alignment with the HR deliverables. The Programme Board advised that the creation of a timeline back from the 1st Dec would be of benefit to determine any risks in not meeting vesting date.

Action 03 (22/01/2019) – CD to create PHR Corporate Services Project Timeline back from the 1st Dec.

Content accepted by the Programme Board.

OD Developing Values – Deliverables 3 (Paper 11) – For discussion

MB advised the Programme Board that the paper was well produced and had provided valuable impact for the TOM. It was however noted that although communication and engagement with staff impacted had been completed, there was a further requirement to ensure all staff were involved in shaping the OD.

Content accepted by the Programme Board.

6. Risks and Issues – Risk Report (Paper 12) – For discussion

AT outlined the major issues and risks:-

- Legislation, resource capacity - Additional resource has been allocated to support the necessary legislation. There remains a risk but it is expected that this will improve by the next Programme Board. PHR Team, resource capacity - Work underway to identify resource for Finance project and project support for Finance and Corporate Services Project.
- Governance and Accountability, recruitment – Discussions were ongoing within Scottish Government in relation to the remuneration for the Chair.

New risks to be added following today's Programme Board:-

Action 04 (22/01/2019) – AT to raise risk with regards to any potential gaps between Corporate Services and other Corporate systems.

Action 05 (22/01/2019) – AT to raise risk with regards to IT & Digital being unable to deliver technology required for Day 1 Vesting.

Action 06 (22/01/2019) – PHR Team to recognise the risk that a decision may be taken in the course of the year that new functions in relation to National Screening Programmes should be delivered by Public Health Scotland.

7. AOB

There was no AOB raised.

8. Date of next meeting

Monday 25th February 2019

Action Ref.	Action	Due Date	Revised Due Date	Owner	Update
January Programme Board					
01 (22/01/2019)	All projects to identify clear costs for Day 1 Vesting.	25/02/2019		AT	
02 (22/01/2019)	PHR Team to update Corporate Services PID to ensure Corporate System Services will provide the necessary systems not noted under the Corporate IT project.	25/02/19		AT	
03 (22/01/2019)	CD to create PHR Corporate Services Project Timeline back from the 1st Dec.	25/02/19		CD	
04 (22/01/2019)	AT to raise risk with regards to any potential gaps between Corporate Services and other Corporate systems.	25/02/19		AT	
05 (22/01/2019)	AT to raise risk with regards to IT & Digital being unable to deliver technology required for Day 1 Vesting.	25/02/19		AT	

06 (22/01/2019)	PHR Team to recognise the risk that a decision may be taken in the course of the year that new functions in relation to National Screening Programmes should be delivered by Public Health Scotland.	25/02/19		AT	
December Programme Board					
01 (17/12/18)	Provide updated brief from the Public Health Reform (PHR) – Specialist Public Health Workforce Arrangements Commission (SPHWA) residential Workshop on the 10th & 11th December.	22/01/19		MB	22/01/19 – Circulated 23/01/19. Action Complete.
02 (17/12/18)	Circulate SPHWA Deliverable 4 document to the Programme Board.	22/01/19		AT	22/01/19 – Action complete.
03 (17/12/18)	Amend Specialist Public Health Workforce Development commission.	22/01/19		AT	22/01/19 – Action complete.
04 (17/12/18)	Circulate PHR definition of Specialised Workforce report.	22/01/19		AT	22/01/19 – Action complete
05 (17/12/18)	Add new deliverable 1 to this PID to describe what will be delivered by this project.	22/01/19		AT	22/01/19 – Action complete
November Programme Board					

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	25/02/19	GB	17/12/18 – Ongoing 22/01/19 - GB advised transition discussions 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.	10/12/18		AT	17/12/18 – Action complete
September Programme Board					
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.
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