

## Minutes & Actions

**Meeting:** Public Health Reform Programme Board  
**Date:** Thursday 28th March 2019, 12.30 – 17.00  
**Location:** COSLA, Haymarket Terrace, Edinburgh

### In Attendance:

#### Members

(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  
(DG) Derek Grieve, Senior Responsible Officer, Scottish Government  
(EM) Eibhlin McHugh, Co-director, Public Health Reform Executive Delivery Group  
(GM) Gerry McLaughlin, Business Change Manager, Chief Executive, NHS HS  
(SP) Susan Paxton, Scottish Community Development Centre (SCDC)  
(JW) John Wood, Senior Responsible Officer, COSLA (**Chair**)

#### Subject Matter Experts in attendance

(LD) Linda DeCaestecker, Directors of Public Health Representative (TC)  
(LL) Lyndsay Lauder, HR Assurance, General Health & Social Care  
(MMc) Martin McNab, Society of Chief Officers of Environmental Health Representative  
(JOD) John O'Dowd, Faculty of Public Health Representative (in place of Louise Wilson)  
(RR) Ruth Robertson, NHS Education for Scotland (in place of Karen Wilson)

#### Support

(TA) Tim Andrew, Target Operating Model Project Lead  
(CD) Cath Denholm, Corporate Services Project Lead  
(JJ) Jacqui Jones, HR Project Lead  
(EK) Emma Kennedy, COSLA Representative  
(CL) Carolyn Low, Finance Project Lead  
(MMcA) Mark McAllister, Communications Lead, Public Health Reform Team  
(MM) Mary Morgan, NSS Senior Supplier  
(AR) Andy Robertson, Corporate IT Lead  
(PR) Paula Robertson, Programme Support Officer, Public Health Reform Team  
(Minutes)  
(RS) Robert Skey, Programme Director, Public Health Reform Team  
(AT) Amanda Trolland, Programme Manager, Public Health Reform Team

#### Apologies

Mahmood Adil, Clinical Professionals' Representative, NSS and Health Scotland  
Patricia Cassidy, Integrated Joint Board (IJB) Chief Officer Representative  
Alison Griffin, Transformation Change Manager, Public Health Reform Team  
Liz Manson, Community Planning Representative  
Alan Morrison, Society of Chief Officers of Environmental Health Representative  
Geoff Ogle, Public Body Chief Executive, Food Standards Scotland  
Maggie Sandison, SOLACE Representative  
Karen Wilson, National Education for Scotland  
Louise Wilson, Faculty of Public Health Representative

## 1. Welcome and Apologies

JW welcomed attendees, including John O'Dowd, Faculty of Public Health Representative who was covering for Louise Wilson and Emma Kennedy as COSLA representative. Board members extended their best wishes to Gareth Brown who has taken adoption leave. Apologies noted.

JW noted the delays in recruiting the chair and chief executive and Board members agreed that a request should be made to extend the vesting date for the new body. This would also help align the start date with the beginning of the financial year. The Board noted that a new timeline would need to be sensitively communicated to all staff and partners.

*PHR Programme Board was content with the proposed new date with the caveat agreement that this would be the last and final date with no further delays.*

## 2. Minutes of the Last Meeting 25th February 2019 (Paper 1)

The action log was reviewed and amended and actions outstanding are:

### November Programme Board

05 (27/11/18 - AG to consider what the audit requirements might be in relation to Public Health Scotland. - Ongoing

### January Programme Board

01 (22/01/2019) - All projects to identify clear costs for Day 1 Vesting. – Ongoing. AG has written to the projects and requested estimates for 2019/20 and will present a report to the April Programme Board.

### February Programme Board

04 (25/02/2019) – PHR Team to review membership of the PHR Programme Board with regards to Territorial Board attendance. – Ongoing. Invitation gone to Territorial Board Chair.

07 (25/02/2019) - Ensure Trade Unions content with TUPE and Corporate Services caveats. Action completed.

*Previous minutes were accepted as a true and accurate reflection of the meeting.*

## 3. Programme Performance Monitoring / Management (Paper 2)

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

MB advised that it had been a very busy month with significant levels of engagement with staff, stakeholders, trade unions and professional bodies. Feedback with regards to TOM v1.0 had been extremely useful and this was being worked through.

The Specialist Public Health Workforce Arrangements Commission (PHR - SPHWA) was continuing to engage with the workforce with a more detailed report to be provided for April's Programme Board.

EM advised that engagement is ongoing with the community planning workforce and this has allowed for a much deeper, closer understanding of the required partnership with Public Health Scotland. EM also advised that the whole system work was close to launching early adopters activity. The requested extension to the Day 1 timetable would provide more time to bring partners together in new ways of working and to test activities at local level.

*Summary of progress since last meeting (Paper 2)*

RS advised that Rebecca Whyte (RW) has moved on to support Brexit work and he is seeking a replacement Transformation Change Manager. RS also advised that the weekly Senior Management Team (SMT) would shortly be expanded to include a wider range of transition leads. Revised Terms of Reference are being prepared.

**Action 01 (28/03/2019)** – AT to draft extended SMT Terms of Reference for April PB.

AT provided a summary of progress to date and highlighted the following:-

Overall programme is still reporting as Amber due to Legislation and Governance delays. Work is also underway to finalise the TOM and Day 1 requirements. The programme is now into its delivery phase and the risk profile with regards to capacity to deliver will be a key component of future Board discussions.

## 4. Design of Public Health Scotland

### Target Operating Model

- **Presentation PHR PB TOM 2.0**
- **PHS Target Operating Model – (Paper 3) – For discussion**

MB and TA advised that they have responded to feedback received on TOM 1.0 and revised the Day 1 structure. TOM 1.1 contains a more simplified structure and a timeline with key milestones for the first 36 months of Public Health Scotland's existence. They have also engaged extensively with stakeholders and stakeholder groups, including 200 staff attending engagement events and 130 plus community planning partners through local events. In addition, they have received over seventy forms of feedback which they are currently reviewing and processing. Due to the high volume of feedback they have been unable to reflect all feedback in TOM 1.1. TA and MB will therefore present a final TOM 2.0 for approval to the April PHR Programme Board.

In order to continue with the next stages of setting up Public Health Scotland, MB and TA asked the PHR Programme Board to approve section 4.1 – the high level directorate structure. It was proposed that there would be 5 Directors:

- Improving Health
- Protecting Health
- Care for the Population
- Strategy, Partnerships, Data & Corporate Services
- an Executive Clinical and Scientific Director

Board members shared some concerns about the number of Directors. The Board were reminded that in the absence of the PHS Chair and Chief Executive, the approach at this stage requires sufficient flexibility to enable the new senior management to have future influence over their direct reports; adding further Directors if required.

The Board agreed that an action should be taken forward by the HR Steering Group to complete a 'Table Top Exercise' across the proposed PHS directorates, matching existing teams to Director responsibilities.

The Board also noted that the Strategy, Partnership, Data & Corporate Services Director role contained too many areas of responsibility. In particular, it was felt that the balance between ambition and pragmatism wasn't right and that further consideration of the findings of the Underpinning Data & Intelligence (UDI) and Health Care Public Health (HCPH) commissions should be done.

Lastly, it was noted that the proposed Protecting Health directorate would be led by a director with a clinical professional background. The Board requested further clarification and noted that this role would be open to a wide field of professionals.

The Board agreed that the proposal was a workable high level structure for Day 1, while recognising that this may change as Public Health Scotland evolves.

*The PHR Programme Board were content to approve section 4.1 of TOM 1.1 – the high level directorate structure for Public Health Scotland with the following comments and caveats; review of the Strategy, Partnership, Data & Corporate Services directorate, completion of the 'Table Top Exercise' by HR Steering Group and to provide further documentation clarifications as noted in the actions below.*

**Action 02 (28/03/2019)** – AT to share UDI and HCPH commissions with JJ and MC.

**Action 03 (28/03/2019)** – TA and MB will continue to review and evolve TOM 2.0 and bring back April's PHR Programme Board.

**Action 04 (28/03/2019)** – JJ to lead 'Table Top Exercise' and report back to April's PHR Programme Board.

## 5. PHS Corporate Arrangements

### Corporate Arrangements

- *Accommodation - Day 1 requirements – (Paper 4) – For endorsement*

JW advised that the Accommodation Project team have been clear that its focus should be on Day 1 requirements, but will also feed into the process a view on how Public Health Scotland might design its accommodation in future. JW advised that the scale of change proposed was modest and that all staff would remain in existing buildings in either Meridian Court, Glasgow or Gyle Square, Edinburgh. Now that Day 1 requirements are clear the Accommodation Project team are now working with NSS to review options within both locations to meet their requirements; taking into account other building occupants and

related costs. They are also seeking staff views and recommendations on preferred working environments to ensure Public Health Scotland fully explore agile working and supporting culture change.

*PHR Programme Board were content with this paper.*

**Action 05 (28/03/2019)** – AR to share accommodation paper with IT & Digital Project Team.

## Corporate Services

- ***In House Services Proposal – (Paper 5) – For endorsement***
- ***Action Plan – (Paper 6) – For discussion***

CD recommended that eight of the thirteen Corporate Services groupings should be developed as primarily 'In House' services. These are:-

- Organisational Design & Quality
- Strategic Planning, Performance and Risk
- Information Governance
- Governance & Executive Leadership
- Knowledge & Research Services
- Support for Partnership
- Admin Services
- Communication and Engagement, Marketing and Digital

CD identified five main sets of services as being primarily in scope for shared services provision. These are:

- HR Services
- Financial and Legal
- Procurement
- IT
- Operations Management (including Accommodation)

The Board agreed to this split between 'In-House' and 'Shared' for Day 1 and noted that initial contracts for externally supplied services would most likely need to be for 36 months in the first instance.

**Action 06 (28/03/2019)** – JJ to review staff consultation requirements with the HR Steering group and provide advise at April's PHR Programme Board.

**Action 07 (28/03/2019)** – CD and MM to work together to co-design the Corporate Services design briefs.

**Action 08 (28/03/2019)** – AT to raise risk with regards to contingency plans if NSS can't supply services or they prove too expensive.

*PHR Programme Board were content with this paper.*

## HR

- PHS Senior Management Posts – (Paper 7) – For discussion

JJ described the arrangements for filling senior management posts in Public Health Scotland. The Board noted the matching process in the first instance. If a post cannot be filled through matching then it should proceed to open recruitment.

The Board noted that the matching process will consist of a paper based exercise whereby current job descriptions of those posts within a defined group of staff will be matched against the job descriptions for the new Director posts. This process will be undertaken by people trained in the use of Agenda for Change (from both organisations) along with an individual with Hay Job Evaluation experience and will be reported to an Independent Matching Panel who will consider the conclusion and information and reach a decision. The process will be based on job content and not on the basis of job grade. Where staff are not matched, they will transfer into Public Health Scotland with no compulsory redundancies.

*The Programme Board were content with the HR Steering Group proposal to proceed with the matching process outlined in the report.*

**Action 09 (28/03/2019)** – JJ to update the document with further narrative explaining why the HR Steering Group recommended not going direct to open recruitment.

**Action 10 (28/03/2019)** – MC to check impact on consultant contracts. BMA has been involved.

**Action 11 (28/03/2019)** – JJ to arrange for Local Authority representative to join HR Steering Group discussions.

## Finance

- PHR Finance Progress update – (Paper 8) – For endorsement

CL updated the Board on progress to date and asked for the following endorsements: - confirm the Finance Project objectives; agree the revised project plan; note that discussions are being held to confirm resourcing options; confirm the scope of an initial work package for KPMG to conduct costing of the TOM, and revise the due diligence work.

The Board agreed with these objectives and noted that Alison Griffin is leading on the overall Programme funding and will provide a more detailed report at the next meeting.

*PHR Programme Board endorsed the Finance Progress Update*

**Action 12 (28/03/2019)** – CL to update Finance Progress update document, section 6. NSS's role as Service Provider

## **Organisational Development**

- Final Report – (Paper 9) – For endorsement

The Board welcomed the report and the specific action plan required for going forward.



*PHR Programme Board endorsed the Organisational Development Final Report*

**Action 13 (28/03/2019)** – AT to provide feedback to Organisational Development commission with regards to tangible actions plans.

#### **PHS Board and Committee Governance**

- PID – (Paper 10) – For approval

JW explained that the purpose of this document is to define the scope of the PHS Board and Committee Governance Project, the deliverables or outcomes which will be produced as a result of the project and the timescales the project will be delivered by.

*The PHR Programme Board are content with this paper.*

## **6. Whole System**

Specialist Public Health Workforce – Update

MB advised that this update would now be presented at April's PHR Programme Board.

## **7. Risk and Issues**

- **Risk Report (Paper 11) – For discussion**

AT advised that at this stage of the programme it would be of benefit to propose an in-depth risk and issues review and requested that risks and issues be considered at the start of future agendas. Members were asked to review the risks prior to next meeting.

*Content accepted by the Programme Board.*

## **8. Any Other Business**

MM raised risk with regards to further clarity for Public Health Scotland funding.

**Action 14 (28/03/2019)** – AG to provide Public Health Scotland Finance update at April's Programme Board

GM commented that although the agenda was long and that there had been some very frank discussions it was encouraging to see the PHR Programme Board display the following: - 'Business transacted on open way falls in line with behaviours'.

## **9. Date of next meeting – Thursday 2nd May 2019, Apex Hotel, Waterloo Place, Edinburgh**

Action Ref.	Action	Due Date	Revised Due Date	Owner	Update
<b>March Programme Board</b>					
01 (28/03/2019)	Draft extend SMT Terms of Reference for April's Programme Board.	<b>12/04/19</b>		AT	
02 (28/03/2019)	Share UDI and HCPH commissions with JJ and MC.	<b>05/04/19</b>		AT	
03 (28/03/2019)	Continue to review and evolve TOM 2.0 and bring back April's PHR Programme Board.	<b>19/04/19</b>		TA & MB	
04 (28/03/2019)	Lead 'Table Top Exercise' and report back to April's PHR Programme Board.	<b>19/04/19</b>		JJ	
05(28/03/2019)	Share accommodation paper with IT & Digital Project Team	<b>19/04/19</b>		AT	
06 (28/03/2019)	Review staff consultation requirements with the HR Steering group and advise at April's PHR Programme Board	<b>19/04/19</b>		JJ	
07 (28/03/2019)	Work together to co-design the Corporate Services design briefs	<b>19/04/19</b>		CD & MM	



08 (28/03/2019)	Raise risk with regards to contingency plans if NSS can't supply services or they prove too expensive.	19/04/19		AT	
09 (28/03/2019)	Update the document with further narrative explaining why the HR Steering Group recommended not going direct to open recruitment.	19/04/19		JJ	
10 (28/03/2019)	Check impact on consultant contracts. BMA has been involved.	19/04/19		MC	
11 (28/03/2019)	Arrange for Local Authority representative to join HR Steering Group discussions.	19/04/19		JJ	
12 (28/03/2019)	Update Finance Progress update document, section 6. NSS's role as Service Provider	19/04/19		CL	
13 (28/03/2019)	Provide feedback to Organisational Development commission with regards to tangible actions plans	19/04/19		AT	
14 (28/03/2019)	Provide Public Health Scotland Finance update at April's PHR Programme Board	19/04/19		AG	

February Programme Board					
01 (25/02/2019)	Create and circulate 'Meeting Schedule and Paper submission dates' document.	<b>08/03/19</b>		AT	28/03 – Action Complete
02 (25/02/2019)	Create PHS Board and Committee Governance draft PID .	<b>26/03/19</b>		AG	28/03 – Action Complete, Agenda item
03 (25/02/2019)	Collate TOM v1.0 feedback for review by PHR Programme Board.	<b>26/03/19</b>		MB/TA	28/03 – Action Complete
04 (25/02/2019)	Review membership of the PHR Programme Board with regards to Territorial Board attendance.	<b>26/03/19</b>		PHR Team	28/03 - Ongoing. Invitation gone to Chair
05 (25/02/2019)	Bring clarity to the next PHR Programme Board meeting with regards to how the PHR Programme Board can help with making quick decisions on Corporate Services	<b>26/03/19</b>		CD	28/03 – Action Complete, Agenda item
06 (25/02/2019)	CD to progress day 1 corporate services workshop to take place no later than the third week in March.	<b>26/03/19</b>		CD	28/03 – Action Complete, Agenda item
07 (25/02/2019)	Ensure Trade Unions content with TUPE and Corporate Services caveats.	<b>26/03/19</b>		JJ	28/03 - Principle agreement

08 (25/02/2019)	Provide further Finance plan and costs for additional support for next PHR Programme Board meeting in March.	<b>26/03/19</b>		CL	28/03 – Action Complete, Agenda item
09 (25/02/2019)	PHR Team to review the need for a Transitional Group.	<b>26/03/19</b>		PHR Team	28/03 – Action Complete, Agenda item
<b>January Programme Board</b>					
01 (22/01/2019)	All projects to identify clear costs for Day 1 Vesting.	<b>25/02/19</b>	<del>26/03/19</del> <b>02/05/19</b>	AT	25/02 – Ongoing 28/03 - Ongoing. AG has written to the projects and requested estimates for 2019/20 to present a report to the April PHR Programme Board.
<b>November Programme Board</b>					
05 (27/11/18)	GB to consider what the audit requirements might be in relation to Public Health Scotland.	<b>10/12/18</b>	<del>25/02/19</del> <del>26/03/19</del> <b>02/05/19</b>	GB	17/12/18 – Ongoing 22/01/19 - GB advised transition discussions ongoing. 25/02/19 – GB advised AG now allocated 28/03 – AG progressing