

## **Briefing note to Public Health Reform SROs following the Public Health Reform Programme Board 28 March 2019**

### **Situation:**

This note proposes two further amendments to the Directorates structure within Public Health Scotland. These go beyond what was agreed at the March Programme Board.

### **Background**

We discussed the Day One structure for Public Health Scotland at the last Programme Board (28 March 2019). The Board agreed that the total number of Directors should be constrained to five or less. The Board also agreed that responsibility for leadership around data should be moved from the portfolio of the Director for Strategy, Partnerships & Corporate Services to the portfolio of the Executive Clinical and Scientific Director.

Since the Programme Board, significant concerns have been raised about this decision from members of the Data and Intelligence Commission and also more generally across the ISD community. They share the view that the Directorate structure proposed and the amendment agreed by the Programme Board do not adequately reflect the need for distinct leadership in the data responsibilities and innovation functions of the new body.

### **Analysis**

The Co-Director of the Executive Delivery Group (EDG) has considered these concerns and discussed them further with the groups that raised them and the Public Health Reform Senior Management Team.

The ambition for Public Health Scotland has clearly stated the need for the organisation to be intelligence, data and evidence led. The innovative use of knowledge, data and intelligence, alongside new and innovative technologies, has also been recognised as one of the key tools in delivering the aspirations of public health reform. It features in all of our literature, the legislative consultation and the recruitment material for the Board and Chief Executive.

Given the importance of data and intelligence underpinning the organisation and the need for strong leadership to drive forward data science and innovation to improve health and wellbeing, the balanced view of the EDG Co-Director is that a distinct Data, Digital and Intelligence Directorate would be a desirable feature of the Day One structure for PHS. A draft description of this role (in line with Table 1 in TOM v1.1) is included as an appendix.

Given the agreement at the Programme Board to restrict the number of Directors to a maximum of five, a pragmatic and practical way forward would be to blend into one Director role the specific responsibilities as Director of Health Protection with cross PHS Executive Clinical Director duties. This is the model within Public Health England. This would create the space needed for the new Data, Digital and Intelligence Director role.

Over the last week, we have tested this proposal widely and it has the support of the commission leads for Underpinning Data and Intelligence, the commission leads for Protecting Health, the Business Change Managers for PHI and Health Scotland and the expert HR support to the Programme Board.

## Recommendation

A revised Day One structure is proposed with the following executive team reporting to the Chief Executive:

- Strategy, Partnerships & Corporate Services Director
- Data, Digital and Innovation Director
- Improving Health Director
- Care for the Population Director
- Clinical and Scientific Director, who will also be Director of Health Protection

The changes to what was agreed at the Programme Board are highlighted.

The proposed structure maintains the Directors at five for Day One, introduces a new distinct Director for leadership around realising the value of data, data science and innovation, and gives the Executive Clinical Director a specific role of Director of Health Protection alongside the joint role around clinical leadership for the whole of PHS.

In order to progress in line with agreed timelines, we would appreciate your consideration on this revision ahead of the May Programme Board. This will allow us to begin development of the Director role descriptions.

*Professor Marion Bain, Co-Director of the Executive Delivery Group for Public Health Reform*

*Robert Skey, Head of Public Health Reform*

12 April 2019

## Appendix

Directorate	Description	Notes
<p><b>Data, Digital &amp; Innovation</b></p>	<p>This directorate will:</p> <ul style="list-style-type: none"> <li>• Provide strong internal and external leadership for PHS to be a 'data first' organisation as a centre of excellence for timely, fit for purpose health and social care data.</li> <li>• Work with the wider system to bring in whole system data (e.g. from local authorities, third sector partners and other public sector (e.g. education, prison, housing)).</li> <li>• Lead on developing a strategic approach to innovation that has an impact on public health practice and outcomes, establishing a data science capability to stimulate and undertake collaborative work with partners (e.g. Turing Institute, Data Lab)</li> <li>• Facilitate access to data for researchers</li> <li>• Be the key interface between PHS and its IT providers</li> <li>• Ensure PHS complies with its legal duties relating to information, statistical and research governance.</li> </ul>	<p>The Head of Profession for Statistics would be based within this directorate.</p> <p>Leadership and capacity building in data science and innovation is key.</p> <p>Important that this directorate establishes effective multi-disciplinary working across PHS and the wider system.</p>