

93<sup>rd</sup> Meeting of the Public Health Agency Board

Tuesday 13 June 2017 at 1:30pm

Conference Rooms 3+4, 12-22 Linenhall Street, Belfast

**Present**

Mr Andrew Dougal	- Chair
Mrs Valerie Watts	- Interim Chief Executive
Mr Edmond McClean	- Interim Deputy Chief Executive / Director of Operations
Dr Carolyn Harper	- Director of Public Health/Medical Director
Mrs Mary Hinds	- Director of Nursing and Allied Health Professionals
Councillor William Ashe	- Non-Executive Director
Mr Brian Coulter	- Non-Executive Director
Mr Leslie Drew	- Non-Executive Director
Mr Thomas Mahaffy	- Non-Executive Director
Ms Deepa Mann-Kler	- Non-Executive Director
Alderman Paul Porter	- Non-Executive Director

**In Attendance**

Mr Paul Cummings	- Director of Finance, HSCB
Mrs Fionnuala McAndrew	- Director of Social Care and Children, HSCB
Miss Rosemary Taylor	- Assistant Director, Planning and Operational Services
Mr Robert Graham	- Secretariat

**Apologies**

Mrs Joanne McKissick	- External Relations Manager, PCC
----------------------	-----------------------------------

**30/17 | Item 1 – Welcome and Apologies**

30/17.1 | The Chair welcomed everyone to the meeting. Apologies were noted from Mrs Joanne McKissick.

**31/17 | Item 2 - Declaration of Interests**

31/17.1 | The Chair asked if anyone had interests to declare relevant to any items on the agenda. No interests were declared.

31/17.2 | The Chair asked members to return their updated Register of Interests forms at the end of the meeting. Members noted the updated Register of Interests.

**32/17 Item 3 – Minutes of previous meeting held on 20 April 2017**

32/17.1 The minutes of the previous meeting, held on 20 April 2017, were **approved** as an accurate record of the meeting.

**33/17 Item 4 – Matters Arising**

33/17.1 There were no matters arising from the minutes.

**34/17 Item 5 – Chair’s Business**

34/17.1 The Chair informed members that he had held a meeting with the Commissioner for Public Appointments.

34/17.2 The Chair said that he had raised the issue of Anti-Microbial Resistance with the Permanent Secretary at the recent PHA Accountability Review meeting. He noted that PHA will be doing a campaign, but he expressed concern that if the campaign is solely done on social media, older people may not be aware of it. Dr Harper advised that the key to tackling this problem is to reduce prescribing levels, and she added that social media will not be the only medium through which this campaign will be delivered.

34/17.3 The Chair told members that he is attending the Public Health England Board meeting next week.

**35/17 Item 6 – Chief Executive’s Business**

35/17.1 The Chief Executive advised members that she and the Chair had attended the PHA year-end Accountability Review meeting, which came after the members of the Agency Management Team had attended a ground-clear meeting with PHA’s sponsor branch at the Department of Health.

35/17.2 In terms of the transformation agenda, the Chief Executive said that the report of the expert review panel and the Minister’s vision document continue to be seen as the way forward and this was reinforced at the recent NICON conference. She said that PHA and HSCB staff are involved in a range of workstreams, but that any changes will require a level of funding with key decisions approved at ministerial level. She added that she is working on the development of the new Operating Model for the future PHA and that this will be presented at a future TIG (Transformation Implementation Group) meeting and PHA Board workshop.

35/17.3 The Chief Executive gave members an overview of the cyber-attack which affected multiple NHS organisations in England and Scotland. She explained that not having internet facing fileshares exposed on the BSO and Trust firewalls was the main reason there was no impact in Northern Ireland. However, she said that this incident highlighted the need to take forward the HSC Cyber Security programme and to make the required

investments following the recent BSO Internal Audit review. She advised that this will be taken forward in three phases, the first of which is an assessment, the second is identifying a programme of work, and the third is to complete this work.

35/17.4 The Chair asked about the timescales about the implementation of the HSC restructuring. The Chief Executive said that it had been hoped that a report would be ready by the June TIG meeting. However, she added that the work has proved complex and there is a wide range of people who will be affected so it is important to consult them at each stage. She said that it is inevitable that the final recommendations will not suit everyone, and she expressed her thanks for the support of PHA and HSCB colleagues for their work so far.

**36/17 Item 7 – PHA Annual Report and Accounts (PHA/01/06/17)**

36/17.1 Mr McClean said that members had already had sight of the draft Annual Report and he invited Mr Cummings to give an overview of the Annual Accounts.

36/17.2 Mr Cummings advised that the accounts were submitted to the Northern Ireland Audit Office on 4 May and were audited by ASM Howarth. He said that the draft Report to those Charged with Governance was brought to the PHA Governance and Audit Committee on 5 June and that there were no major issues.

36/17.3 Mr Cummings went through the Governance Statement noting that PHA had achieved substantial compliance against Controls Assurance Standards, and that the Head of Internal Audit had written in her report that PHA has a satisfactory system of internal control. He highlighted the internal control divergences and drew members' attention to the wording proposed by the Department regarding the financial outlook.

36/17.4 Mr Cumming said that PHA had received a clean audit of its accounts and that the year-end position showed a surplus of £75k which was well within the  $\pm 0.25\%$  tolerance. He noted that PHA had not quite achieved the prompt payment requirements of 95% of invoices paid within 30 days.

36/17.5 Mr Coulter advised that the Governance and Audit Committee had considered the Accounts and thanked Mr Cummings and his staff for achieving this outcome given the very tight timescales for the production of the accounts. He added that the auditors had no issues to report and he was content to recommend these accounts for approval by the Board.

36/17.6 Mr Drew also commended the tremendous work of Mr Cummings and his team.

36/17.7 Members **APPROVED** the Annual Report and Accounts.

**37/17 Item 8 – PHA Annual Business Plan (PHA/02/06/17)**

- 37/17.1 Miss Taylor said that following approval of the PHA Corporate Plan at the April Board meeting, this is the first annual Business Plan emanating from that Plan. She explained that the Business Plan has been developed against the five key objectives in the Corporate Plan and is a first step towards Outcomes Based Accountability. She added that the Plan has been developed with input from all directorates, but against a background of uncertainty. She said that it has been shared in draft form with the Department of Health and some of their comments have been reflected in this final version.
- 37/17.2 Mr Drew said that the Business Plan was a very helpful document and very clearly laid out and gave a good overview of what PHA is about. Ms Mann-Kler said that, although she appreciated that PHA is beginning its journey in relation to Outcomes Based Accountability, she suggested there should also be quantifiable targets as it is difficult to measure how PHA will make an impact. Miss Taylor said that PHA is starting to build capacity to get people used to the notion of OBA, and that this will be further enhanced next year.
- 37/17.3 Mr Coulter felt that there should have been a Board workshop on the Business Plan given the extensive content. He said that he is used to the process of linking expenditure to a business plan. Mr McClean said that the recent Board workshop attempted to help members make that connection.
- 37/17.4 Mr Coulter asked about PHA's contribution to the wider public health debate. The Chair said that PHA would shortly be meeting with Public Health England. He explained that this follows a review by the Cabinet Office of the work of PHE, in which one of the recommendations of the review is that there is greater coordination between the four countries on public health. The Chief Executive added that she had recently met with the Chief Executives of PHA's equivalent bodies in England, Scotland and Wales and that a further meeting is planned for September. Mr Coulter noted this, but pointed out that there is only one reference to health inequalities in the Plan, and there is also no specific reference to the forthcoming "sugar tax".
- 37/17.5 Mr Mahaffy said that the Business Plan highlighted a lot of the excellent work that PHA is undertaking, but he felt it was being overshadowed by wider social and economic issues, and members agreed with the proposal that PHA's equality duties should form part of the Plan.
- 37/17.6 Alderman Porter asked who sets the targets in the Business Plan and if they are sufficiently challenging. Miss Taylor explained that some targets are set by the Department of Health, and others that will emerge from PHA's work with other organisations. She confirmed that there are targets which are in the Plan year after year if the nature of the business

requires this.

37/17.7 The Chief Executive said, in relation to Alderman Porter's comment, that it is important that when setting targets that we challenge each other.

37/17.8 Members **APPROVED** the PHA Business Plan for 2017/18.

**38/17 Item 9 – Annual Progress Report 2016-17 to the Equality Commission on implementation of Section 75 and the duties under the Disability Discrimination Order (PHA/03/06/17)**

38/17.1 Mr McClean welcomed Anne Basten to the meeting and invited her to give members an overview of the two Reports due for submission.

38/17.2 Ms Basten began with the Report on PHA's duties under the Disability Discrimination Order. She said that there are "outward looking" and "inward looking" initiatives. Of those looking outward, she focused on promoting positive attitudes towards disabled people and their participation in public life. She also noted the "Still Me" dementia campaign that is running and also the work being undertaken by the Research and Development team. She moved onto "inward looking" initiatives and outlined to members the role of the Tapestry forum, which is providing a voice for those in the workplace. She said it is still a barrier for people with disabilities to disclose their disability.

38/17.3 Ms Basten advised that the Disability Placement Scheme is now in its third year and that there are individuals who have come through the Scheme who are obtaining permanent employment. She added that managers of individuals placed through the Scheme have changed it has helped them in terms of changing their attitude towards people with a disability.

38/17.4 Ms Basten moved onto the Section 75 report and picked out some examples of work with specific Section 75 groups. Within screening, she advised there was an initiative to increase the take up of men over 65 to participate in AAA Screening. She said there was work within cancer screening and cervical screening. Ms Basten spoke about work to support people who identify as transgender and having updated policies.

38/17.5 Ms Basten said that many people have voiced concern about process and equality screening and noted that there were very few equality screenings undertaken last year. Going forward, she said that PHA will look at equality screenings by topic and cited tobacco as an example.

38/17.6 Mrs McAndrew commented on disability, and said that there remains a reluctance among public sector staff to come forward and declare a disability. She also noted the need for greater diversity.

38/17.7 Ms Mann-Kler commented that the format of statutory equality reports is unhelpful and that an overview of the key achievements and problem

areas is useful. Mr McClean noted that PHA is obliged to put the information into this format to the Equality Commission. Mr Drew welcomed the overview which Ms Basten gave as it successfully and succinctly described what the report is about.

38/17.8 Mr Coulter thanked Ms Basten for her summary of the Report, but said that his interest was in linking the activities within this Report to the PHA Business Plan, and to see how PHA is making a difference in terms of addressing inequalities.

38/17.9 The Chair asked if people with a disability are encouraged to apply for posts within PHA. Mr Coulter added that staff would require coaching/training in competency-based interviews. Ms Mann-Kler asked if there is under-reporting of disability due to perception. Ms Basten said that staff can self-declare, but only 1% of staff have declared that they have a disability. Ms McAndrew said that staff may be anxious about declaring a disability as the organisation may have to make reasonable adjustments to facilitate them.

38/17.10 Members **APPROVED** the Annual Progress Reports.

*During this item Alderman Porter left the meeting.*

**39/17 Item 10 – Emergency Preparedness Annual Report (PHA/04/06/17)**

39/17.1 The Chair welcomed Dr Gerry Waldron and Ms Mary Carey to the meeting and invited them to update the Board on emergency preparedness.

39/17.2 Dr Waldron began with the Emergency Preparedness Annual Report which he explained covered the 3 organisations – PHA, HSCB and BSO. He noted that there had been a delay in the production of this Report, which is set out in a format stipulated by the Department of Health. He added that although the report highlighted some issues, he was pleased to report that PHA is back on track in terms of what is required of it in this area.

39/17.3 Dr Waldron said that the recent tragic events in Manchester and London have raised a question as to whether Northern Ireland could cope with a similar type of incident. He said that there are some gaps due to resourcing issues, but that in the main the Health Service is used to dealing with major events. He added that there is a need to develop better joined up working with other agencies, including the Fire Service and PSNI in the event of an MTFA (Marauding Terrorist Firearms Attack) incident. He said that this was discussed at a meeting with the Chief Medical Officer last week.

39/17.4 Ms Carey said that PHA's priority is to support multi-agency planning for the regional casualty plan. She advised that this was an action which emanated from the recent Exercise Cygnus test. She added that PHA's

- Business Continuity Plan is also being reviewed following the recent cyber-attack.
- 39/17.5 The Chair asked whether the reduction of the number of emergency departments in Belfast would impact on ensuring that injured people were delivered to appropriate locations. Ms Carey explained that as part of NIAS (Northern Ireland Ambulance Service) planning, there would be triage at the scene to ensure the right patients were sent to the right hospitals.
- 39/17.6 Mr Drew expressed concern that the Report suggested that arrangements were not as joined up as they should be and there were a number of gaps. Dr Waldron assured members that there is regular communication, and although he acknowledged that there were not as many meetings as he would have liked there to be, this has since improved. Mr Drew asked if there was a lack of resources, and if there is an overarching plan to address the gaps. Dr Waldron advised that there is a Joint Response Plan which covers PHA, HSCB and BSO, and that the Department and Trusts also have plans. He added that there is good inter-connectedness between them, and that the plans are revised in the light of any new emerging threats. He acknowledged that the resource issue is a priority one.
- 39/17.7 Ms Mann-Kler asked if simulation exercises are ever undertaken. Dr Waldron recalled that exercises are done regularly and in September a “mass casualty” simulation will be carried out. He added that since the establishment of PHA, there have been major incidents, e.g. flu pandemic, the winter thaw and pseudomonas and e-coli.
- 39/17.8 Mr Mahaffy asked if there will be any further future European initiatives. Dr Waldron the recent joint initiative involving UK, Republic of Ireland, Israel and Austria had proved useful in terms of information sharing. He said that Northern Ireland is at an advanced stage of developing a new system for emergency services, working with utilities and looking at the location of vulnerable people.
- 39/17.9 Mr Coulter thanked Dr Waldron for clarification on a range of issues, but he felt that the Report gave the impression that there was concern of the lack of a joined-up approach between the various parties who would have to respond to emergency situations. He welcomed the transparency of the report, but noted that a lot of critical meetings did not seem to have taken place and he still felt unclear in terms of the future direction of travel. Dr Waldron said that there remain issues in terms of resourcing, but in terms of this report, PHA has sight of the Trusts Annual Report, but they do not impact on PHA in terms of governance. He said that there will always be communications issues and he gave the example of a recent incident where because the issue was dealt with quickly, the other party did not inform PHA.
- 39/17.10 Mr Drew asked who has responsibility for any major incidents. Ms Carey

- explained that it would depend on the type of incident. For a murder incident it would be PSNI, but for a health incident, it would be PHA.
- 39/17.11 Dr Harper explained that in the event of a major incident, you do not want layers of decision making as this could cause delays. She said she could understand members' concerns given the format of this report and it only highlighted areas where things did not work well. She added that on any occasion that PHA has had to invoke emergency planning arrangements, it has worked well. In terms of communication, she said that it is important that PHA reinforces the need for organisations, e.g. PSNI, to inform PHA of any incidents.
- 39/17.12 Mr Coulter said that he acknowledges the points being made, but from a governance point of view, there are gaps highlighted and resource issues, and that this is an area of major risk when taking decisions to reduce budgets.
- 39/17.13 Members noted the Emergency Preparedness Report.
- 40/17 Item 11 – Personal and Public Involvement Update (PHA/05/06/17)**
- 40/17.1 Mrs Hinds welcomed Martin Quinn and asked him to give members the update on Personal and Public Involvement.
- 40/17.2 Mr Quinn reminded members that PHA has a statutory role with regard to PPI. He said he wished to highlight four key areas of work over the last six months. Under “informing and influencing policy”, he said that PPI had an influence on the Bengoa Report, and moving forward, PPI will be embedded into any involvement work as part of the implementation of the Moving Forward Together report.
- 40/17.3 Mr Quinn informed members that the research report had been published. He explained that this research was jointly commissioned by PHA and PCC and undertaken by both Queen’s University and Ulster University. He said that Queen’s have cited this work as exemplary. He added that the recommendations from the research will be taken forward as part of PHA’s action plan.
- 40/17.4 Mr Quinn advised that an e-learning portal had been developed with help from service users and carers, and he gave an overview of the Engage website which is a resource for PPI-related information. He explained that the website is currently being developed and he hoped to give a more in-depth overview at a future Board meeting.
- 40/17.5 The Chair asked what sort of information service users offered. Mr Quinn said that within the website there is a section on “getting involved” and there is a breakdown by Trust, service area and information given by service users regarding their involvement is mapped as appropriate.
- 40/17.6 Ms Mann-Kler asked if there will be an app available. Mr Quinn said that there is a finite budget, but that PHA is working with other organisations,



and that this could be looked at. Ms Mann-Kler asked if PHA, in its leadership role, is practicing what it is preaching and if it is embracing the concepts of co-design and co-production. Mr Quinn explained that there is an internal monitoring system for capturing tangible examples of what PHA is doing. He said that the work on the dementia campaign contained an element of engagement, as do all PHA campaigns.

40/17.7 Ms Mann-Kler asked if there was anything further the PHA Board could be doing. Mr Quinn said that the fact that PHA Board has both executive and non-executive PPI champions is excellent. He added that it is important to ensure that any investment in PPI is seen as meaningful and has the support of the Board. He noted that both the Chair and Chief Executive have recently attended PPI events, which reinforces how important PPI is seen by the organisation.

40/17.8 Members noted the PPI update.

*During this item Mr McClean left the meeting and was represented by Miss Taylor.*

**41/17 Item 12 – Performance Management Report – Corporate Business Plan Targets for Period Ending 31 March 2017 (PHA/06/06/17)**

41/17.1 Miss Taylor explained that this was the final Performance Management Report for 2016/17 and at the year end, there were 80 of the 90 targets rated as “green” and 10 rated as “amber”. She added that the targets rated “amber” appeared at the front of the report with accompanying narrative.

41/17.2 The Chair asked if the Early Intervention Transformation Programme (EITP) had a specific focus on deprived areas, but Mrs Hinds it was a universal programme. She added that the Family Nurse Partnership is an example of a programme that is targeted.

41/17.3 Members noted the Performance Management Report.

**42/17 Item 13 – Governance and Audit Committee Update (PHA/07/06/17)**

42/17.1 Mr Coulter advised that the minutes of the Governance and Audit Committee meeting of 12 April were available for noting.

42/17.2 Mr Coulter moved on to give an overview of the meeting of 5 June. He began by saying that following a request from the Chair, he will review the scheduling of Committee meetings for next year.

42/17.3 Mr Coulter said that the Committee had received a series of Shared Services reports from Internal Audit, and that these reports continued to highlight issues with a limited level of assurance being given in payroll processing. He advised that the Committee had agreed that he should write to the Chair of the BSO Audit Committee, and that he has now done

this.

42/17.4 Mr Coulter advised that other Internal Audit reports considered by the Committee had shown that PHA has fully implemented over 80% of its audit recommendations, and that there is a satisfactory system of internal control. He said that the Internal Audit Strategy and Plan for the next 2 years had been approved by the Committee. He noted in Year 2 of this plan there will be an audit of Information Governance which will allow time for PHA to implement the new Data Protection regulations.

42/17.5 Mr Coulter said that the Committee had considered a range of other reports, including one on cyber security, as well as an update on Direct Award Contracts and the Audit Committee Self-Assessment checklist.

42/17.6 The Chair thanked Mr Coulter and the Committee for its diligence in these matters.

**43/17 Item 14 – Corporate Risk Register (PHA/08/06/17)**

43/17.1 Miss Taylor presented the Corporate Risk Register and advised that two risks had been removed, which related to leases and staffing levels within screening. She added that there had been no changes to the rating of the other risks and that this updated Register had been considered by the Governance and Audit Committee at its meeting on 5 June.

43/17.2 Members noted the Corporate Risk Register.

**44/17 Item 15 – Register of Interests (PHA/09/06/17)**

44/17.1 This was dealt with under Item 2.

**45/17 Item 16 – Management Statement / Financial Memorandum (PHA/10/06/17)**

45/17.1 Miss Taylor advised that PHA is required to bring the Management and Financial Memorandum to the Board annually for noting. She said that the only changes that had been made to the document in the last year were that the signatures had been updated to reflect the new Interim Chief Executive and Permanent Secretary.

45/17.2 Members noted the Management Statement and Financial Memorandum.

**46/17 Item 17 – Any Other Business**

46/17.1 There was no other business and the meeting concluded at 3.55pm.

**47/17 | Item 18 – Date and Time of Next Meeting**

*Thursday 17 August 2017 at 1:30pm*

*Conference Rooms 3+4, 12/22 Linenhall Street, Belfast*

Signed by Chair:

A handwritten signature in cursive script, appearing to read "Andrew Douglas".

Date: 17 August 2017