

## Update on the Revised Pandemic Preparedness Portfolio Development

### Issue

1. This paper provides an update on the work ongoing to develop the revised Pandemic Preparedness Portfolio for the health and social care sectors. This is intended as a formal update to the remit of the Board following the transition from the Pandemic Influenza Preparedness Programme to a new 'all hazards' approach to pandemics.

### Action required

- **Note** the revised overall portfolio structure and **agree** that a series of dedicated workshops with programme leads be held in April 2023 to test and aim to finalise the structure.
- **Recognise and agree** that organisations' accountability for individual programmes will commence from the next full Board meeting (to be held in June 2023) – noting that, to support this, finalisation of programmes' scope is required in advance of this, including in relation to the transition of relevant COVID-19 Battle Plan functions.
- **Note** the draft Terms of Reference for the PPP Board, to be agreed at the next Board meeting.
- **Agree** to the proposed programmatic reporting approach for the PPP going forward, noting that this will commence from the next Board meeting.
- **Agree** to the proposed forward look of programme 'deep dives' for the PPP Board in 2023.

### Context

2. In December 2020, the Pandemic Influenza Preparedness Programme (PIPP) Board took the decision to expand its remit to cover a broader range of potential pandemic hazards, as well as the move to the "*Living with COVID*" strategy and transition of relevant COVID-19 response functions.
3. At the last Board meeting on 8 November 2022, the high-level parameters for the new Pandemic Preparedness Portfolio (PPP) were discussed. Respective roles and responsibilities across the tripartite were agreed.
4. It was agreed that work toward the detailed scoping of the portfolio would begin via the initial completion of Programme Initiation Documents for each programme.

### Updates to the Portfolio Structure

5. Following the last Board meeting and in discussion with the PPP-SRO, the DHSC Pandemic Preparedness Team has conducted further assurance of the overall portfolio scope. To ensure the breadth of the work being undertaken to support pandemic preparedness is given due focus and reflects all of the relevant capabilities within the COVID-19 Battle Plan, four changes have been made to the structure of the portfolio, summarised below. (It should be noted that these changes do not meaningfully impact the decision reached at DG-level in October 2022 on the division of roles and responsibilities between DHSC and UKHSA):
  - The previous 'Clinical Countermeasures – Policy, Operational Supply, Storage and Distribution' programme has been divided into three dedicated programmes for

medicines; PPE; and vaccines. This recognises the volume of work required on each of these areas, their differing ownership (with NHS Supply Chain (SCCL) responsible for operational PPE), and their importance to a clinical pandemic response.

- The previous 'Scientific Advice and Research' programme has been divided into four dedicated programmes for R&D; clinical trials; data and analysis; and expert scientific and clinical advice.
- The previous 'Contact Tracing' and 'Public Health Workforce' programmes have transitioned to form the 'Contact tracing and local health protection / public health workforce' programme.
- The 'NPIs' programme has been combined with the 'Ports and Borders' programme.

A revised, high-level summary of the portfolio as it now stands is included at Annex A, slides 3-4.

6. We propose that a series of workshops with programme leads are held in April 2023 to test and finalise the overall portfolio scope.

**Does the Board agree to the proposal for a series of workshops with programme leads held in April 2023 to test and finalise the overall portfolio structure?**

#### **Update on Detailed Portfolio Scoping**

7. In line with the action proposed at the last Board meeting, work has been ongoing in the tripartite to scope the detailed capabilities, objectives, deliverables and risks for each of the programmes within the portfolio via Programme Initiation Documents. This includes work to reflect the learnings already captured through the COVID-19 Inquiry, as well as UKHSA's increased focus on transmission route within its threat assessment methodology.
8. In light of the agreed closure of the COVID-19 Battle Plan at the end of the financial year, relevant Battle Plan workstreams have been engaged to ensure that documentation, lessons learned, and relevant capabilities are represented in the new portfolio design. In most cases, this does not involve a direct transfer of active work from within the Battle Plan into pandemic preparedness programmes. Instead, the scoping work has considered what work would be required to ensure the COVID-19 capabilities are prepared for future use in an acute pandemic emergency scenario.
9. Delivery of this work will be subject to available resourcing and prioritisation. With the closure of the COVID-19 Battle Plan, this may mean that mitigation for certain risks e.g., having appropriate response legislation or the use of non-pharmaceutical interventions and protection of the immunosuppressed, transfers out of the COVID response and into pandemic preparedness in principle, but without live mitigation work being prioritised. A full review of the PPP risk register at the next Board meeting is recommended to inform prioritisation.
10. Work is continuing to refine the scope of individual programmes via the Programme Initiation Documents. Each of the programmes are cross-cutting, with deliverables owned by different organisations within the tripartite. Discussions are ongoing at a working and senior level to ensure the breadth of objectives and deliverables associated

with each organisation are reflected. Discussions are also ongoing regarding the assignment of Programme Directors.

### Accountability / Reporting Going Forward

11. The objectives and deliverables captured in the Programme Initiation Documents will form the basis of the PPP's new reporting documents, which will be issued to responsible teams quarterly (an overview of these documents is included at Fig. 1). These will feed into a Dashboard for discussion at Board meetings. Our aim is to strengthen programmatic reporting across the portfolio, and in turn facilitate more structured strategic conversations on individual programmes at Board level. A draft version of the of the Dashboard is included at Annex A (this currently contains sets of **draft** objectives, deliverables and risks to delivery.)
12. **Given the imminent closure of Battle Plan workstreams, we propose that full accountability and assurance for individual programmes should commence from the next Board meeting (to be held in June 2023).**
13. The Board will note that, to support this, organisations will be required to finalise the scope of their programmes and agree senior-level sponsorship of delivery in advance of the next Board meeting. This includes ensuring the transition of relevant COVID-19 Battle Plan functions.
14. Finally, in addition to delivery confidence of individual objectives and outputs, the Board will also note that going forward, reporting requirements will include an assessment of programmes' response and scale-up readiness.

**Does the Board recognise and agree that organisations' accountability for individual programmes will commence from June 2023, noting that to support this, finalisation of programmes' scope and agreement of named programme owners in advance of this is required?**

Fig. 1:

Objective 1: <i>Please indicate the objective here</i>	
Overall Programme Preparedness	
Programme Director Preparedness Assessment	Preparedness Level (RAG)
<i>To the right, please indicate your overall assessment of preparedness for the programme objective by providing a RAG rating (see guidance on slide 11).</i>  <i>Please use this box to provide a short explanation of the preparedness assessment, summarising how the programme delivery and capabilities within the programme combine to provide an overall level of pandemic preparedness.</i>	
<b>Issues to escalate:</b> <ul style="list-style-type: none"> <li><i>Please use this box to highlight any issues for escalation.</i></li> </ul>	



Deliverables	Baseline End Date	Forecast / Actual End Date	Delivery Confidence (RAG) <sup>(1)</sup>	Comments on RAG status
• <i>In this box, please outline the high-level deliverables that will support this objective.</i>			A/G	<i>Please use these boxes to provide a short explanation of RAG status.</i>

  

The risks to delivery of this capability are:		
Key Risks	Overall Risk RAG <sup>(2)</sup>	Mitigation Actions
<i>Please use these boxes to provide a brief description of the risks to delivery of this capability, referring to specific deliverables listed above where relevant.</i>		<i>Please provide a brief description of the actions that are being/will be taken to mitigate this risk.</i>

### Does the Board agree to the proposed programmatic reporting structure?

#### Governance

15. In line with the recommendation put to the Board on 8 November 2022, the portfolio's Terms of Reference have been revised to reflect its new membership, structures and responsibilities, as well the proposed name change to the Pandemic Preparedness Portfolio (PPP). The draft Terms of Reference are included at **Annex B** for comment. These will be submitted to the Board for agreement at the next Board meeting, following finalisation of the Portfolio scope.
16. Future governance options for NSRA risk 79, Emerging Infectious Disease (EID) preparedness, including but not limited to preparedness for High Consequence Infectious Diseases (HCIDs) policy, are also under review. A separate paper on this has been considered by the CPP Board and will be submitted for future consideration by the PPP Board.

#### Next steps and Forward Look

17. In addition to the quarterly reporting structure that will provide assurance over the breadth of the portfolio, we also propose that the forward look for the PPP board in 2023 is formed of a rolling series of 'deep dives' on individual programmes. These conversations will facilitate focused discussions on the scope, strategic direction and delivery of key workstreams.
18. Recognising that papers have already been tabled at the 20 March PPP Board on the surveillance and diagnostics programmes, we propose that the next meeting of the PPP in June 2023 conducts a deep dive on clinical countermeasures workstreams (PPE, Vaccines and Medicines). This will include a focus on assurance of overall workstream scope and delivery prioritisation through FY 23/24.

### Does the Board agree to the following forward look for 2023?

19. **PPP June 2023.** Portfolio dashboard and Clinical Countermeasures deep dives.
20. **PPP September 2023.** Portfolio dashboard and NHS Resilience and Adult Social Care deep dives.
21. **PPP December 2023.** Portfolio dashboard and Ports & Borders, Reducing Transmission and Contact Tracing deep dives.