

PUBLIC HEALTH REFORM OVERSIGHT BOARD (Paper 3.5)

PROGRAMME BRIEF AND PLAN

Purpose

1. To update the Oversight Board on work progressed since your last meeting and work planned to support public health reform activity in the period ahead.

Background

2. Since your September meeting, the programme team have progressed the following work:

- Established the Executive Delivery Group and extended our people resource in areas such as communications and engagement and programme management.
- Finalised the design principles for the new body.
- Commissioned early thinking on health improvement, health protection, health and social care public health, evidence and intelligence and research and innovation in the new body – in line with the design principles.
- Commissioned options papers on the delivery of shared services to the new body and IT aspects of data storage.
- Commissioned early work on what the whole system for public health looks like and where we should focus efforts to improve outcomes.
- Developed the process for defining public health priorities for Scotland – with timelines for completion by Spring 2018.
- Prepared a draft future narrative and related vision to support our communications and programme planning. This sets out a clear description of how the future state will improve things in a way that is easily understood by stakeholders.
- Have used this emerging narrative to engage with a range of stakeholders and stakeholder groups.

3. Our emerging work plan for the period ahead includes:

By end February:

- Finalise a communications and engagement strategy that motivates and encourages stakeholders and their engagement / buy-in.
- Finalise our narrative, 'working' vision, programme brief and related documentation.
- Begin preparing the detailed programme definition, including benefits profiles and planning.
- Baseline the current state in terms of the challenges and drivers for change.
- Undertake a range of regional engagement events to develop the final set of public health priorities.
- Clarify the legislative requirements for the new body.

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By end March:

- Describe the whole system and identify priority areas to work on and use this work to finalise our blueprint and detailed planning (especially risk management).
- Support related political engagement.
- Mapping of all related initiatives/strategies.
- Agree values for the new body, working with staff in HS, HPS and ISD.
- Identify current assets (staff, budget, services) in HS, HPS and ISD.
- Review other country's approaches (England, Wales, NI, Nordic countries).
- Clarify the governance and board establishment timescales for the new body.
- Develop proposals for shared services provision to the new body.
- **Start recruitment process for new Board and Chief Executive.**
- Plan for Gateway Review 0.

By end April

- Final blueprint for structuring the new body.
- Gateway Review 0.

By end May

- Publish public health priorities for Scotland.
- Develop proposals for strengthening leadership and set out structure of the new leadership team.

By end June

- Finalise the legislative arrangements for the new body.

By end August

- Bring forward final transition plans, including related staff transfer schemes.

Programme Brief and Plan

4. The programme team have recently established the programme office. We are currently finalising the contents of our Programme Brief and more detailed programme definition documents such as benefits profiles, detailed business case, related plans and formal programme board governance arrangements. This emerging documentation will help to ensure we achieve the benefits, outcomes, scope and objectives of the programme. Related workshops are being planned (for example, to develop the final blueprint for the new body and to map related benefits and dis-benefits) and members of the Oversight Board will be invited to participate as appropriate.

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5. The Oversight Board are asked to:

5.1 Note the work achieved and planned since you last met;

5.2 Comment on the high level deliverables described above and identify any gaps in the programme activity, timescales and planned constituent projects described at Annex A.

Programme Activity & Timescales

The following activities and timescales are still to be baselined. A review of the activities and timescales will be undertaken following the outcome of the Scottish Government Oversight Group meeting on 25th January 2018.

Programme Activity	Description/Output	Timescales
Establish the programme	Programme Brief Initial Vision	End January 2018 End January 2018
Define the Programme	Governance Structure Governance Terms of Reference Communications Strategy Final Vision Blueprint Programme Definition Document Programme plan Risk Management Strategy Gateway Review 0 Full business case produced and approved	End January 2018 End January 2018 End January 2018 End February 2018 End April 2018 End May 2018 End May 2018 End March 2018 End April 2018 End June 2018
Programme Delivery – Phase 1	National priorities agreed and published Legislation produced and approved Target Operating Model Gateway Review 1 Appointment of Board positions Staff transfer New Public Health Body vested Service Catalogue produced Ongoing benefits measurement Gateway Review 2	End May 2018 End June 2018 End June 2018 End December 2018 End October 2019 End March 2019 1 st April 2019 1 st April 2019 1 st April 2019 End April 2019
Programme Closure and Lessons Learned Review	Handover to business as usual Undertake independent Lessons Learned review Share Lessons Learned report	End March 2020 End May 2020 End June 2020

Constituent Projects and Work Streams

Project	Description/Output	Timescales	Contribution to benefits	Lead Person
National Public Health Priorities	<ul style="list-style-type: none"> • <i>Agreed and published National Public Health Priorities</i> 	<ul style="list-style-type: none"> • <i>May 2018</i> 		Asif Ishaq
Strategy, Governance Due Diligence and Legislation	<ul style="list-style-type: none"> • <i>Legislation for corporate functions</i> • <i>Corporate strategy and policies</i> 	<ul style="list-style-type: none"> • <i>June 2018</i> • <i>TBC</i> 		
Corporate arrangements	<ul style="list-style-type: none"> • <i>Business documentation</i> • <i>Risk Management approach</i> • <i>Policies</i> • <i>Standard Operating Procedures</i> • <i>Scheme of delegation</i> • <i>Register of interests</i> • <i>Memorandums of understanding</i> • <i>Information and records management processes</i> • <i>Recruitment plan</i> 			
Finance	<ul style="list-style-type: none"> • <i>Financial modelling</i> 	<ul style="list-style-type: none"> • 		
Workforce	<ul style="list-style-type: none"> • <i>Organisational structure</i> • <i>Training and development plan</i> • <i>Workforce plans</i> 	<ul style="list-style-type: none"> • <i>End June 2018</i> • <i>End June 2018</i> • <i>TBC</i> 		
Information Technology	<ul style="list-style-type: none"> • <i>Intranet</i> • <i>Website</i> 			
Innovation, research, data and Evidence	<ul style="list-style-type: none"> • 			
Communications & Engagement	<ul style="list-style-type: none"> • <i>Corporate Communication, engagement and marketing strategy and plan</i> • <i>Programme communications strategy and plan</i> • <i>Newsletters</i> • <i>Stakeholder updates</i> 			

Further work to define the programme and constituent projects and activities will be undertaken over the next few weeks.