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# Human Resources for the New Body

## Project Initiation Document



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## 1. INTRODUCTION

The purpose of this document is to define the scope of the Human Resources (HR) / workforce transition arrangements needed to enable Public Health Scotland, the deliverables and outcomes which will be produced as a result of the project and the timescales for delivery.

The PID will provide assurance to the Public Health Reform Programme Board (PB) that the project has a sound basis and the document will also act as a foundation against which the Senior Responsible Owners (SROs) and PB can monitor progress.

Approval of the PID is sought from the PB, together with authorisation to proceed with the project.

### 1.1. Scope

The overall aim of this project is to identify and transfer all employees who form part of the transfer cohort to the new public health body. In taking this work forward, there are a broad range of interconnected programme elements, as well as responsibilities within SG and Health Scotland and Public Health Intelligence, National Services Scotland. The following table begins the process of identifying some of these interconnected aspects and the project team which is formed to address these will need to include representatives from all three national organisations.

**Table 1: Scope**

<b>Priority</b>	<b>Scope</b>
Human Resources and Organisational Development	<ul style="list-style-type: none"><li>• Review workforce policies and procedures across Health Scotland and Public Health Intelligence, National Services Scotland and establish a core workforce protocol</li><li>• As above - establish appointments protocol</li><li>• As above - establish secondments protocol</li><li>• Conduct review of existing workforce contracts of employment</li><li>• Conduct a detailed workforce analysis</li><li>• Establish social partnership / employee relations protocol</li><li>• Develop organisational structure for new body and related underpinning values (connects to OD Commission)</li><li>• Prepare employee transfer and matching process</li><li>• Review mechanisms for HR/Payroll and related ICT needs</li><li>• Consider terms of any voluntary severance / retirement arrangements</li><li>• Conduct a review of existing competency / leadership and management / performance management arrangements</li><li>• Establish employee communications strategy</li><li>• Enable suitable legislation to allow employees to transfer to new body</li></ul>
Learning and Development	<ul style="list-style-type: none"><li>• Ensure training needs continue to be met, by reviewing and revising related learning and development strategies</li><li>• Establish protocol for operational competence</li><li>• Consider definition and needs of training and development</li><li>• Develop appropriate management structures to oversee future learning and development arrangements</li><li>• Develop methods for ensuring operational competence</li></ul>
Health and Safety	<ul style="list-style-type: none"><li>• Review existing policies with a view to harmonising and ensuring compliance</li><li>• Collaborate with enforcing agencies (such as HSE) to ensure future policies and approaches are fit for purpose</li></ul>
Occupational Health and	<ul style="list-style-type: none"><li>• Review existing procedures and practices with a view towards</li></ul>

Fitness	<ul style="list-style-type: none"> <li>harmonisation</li> <li>Conduct review of existing contracts and services with a view towards harmonisation</li> </ul>
Equality and Diversity	<ul style="list-style-type: none"> <li>Review existing procedure and practices with a view to developing a mainstreamed approach to equality and diversity</li> <li>Equality Impact Assess all recommendations and outputs</li> </ul>

The core aim of this project is to ensure the efficient, effective and robust transfer of all employees who form part of the transfer cohort. Table 2 below takes the above scope and sets these out in relation to specific objectives and corresponding deliverables.

**Table 2: Objectives & Deliverables**

Objective	Deliverable
Determine a comprehensive list of employees serving with Health Scotland and Public Health Intelligence, National Services Scotland	<ul style="list-style-type: none"> <li>Agree the format for the identification of employees.</li> <li>Agree the detail and format of the employee information to be assembled.</li> <li>Engage with employers and employee representatives.</li> <li>Prepare 'live' database of employees and keep this up-to-date.</li> </ul>
Undertake suitable consultation with employers, employee representative organisations and employees	<ul style="list-style-type: none"> <li>Provide strategic leadership and direction for the workforce transition arrangements by establishing a consultation forum and convene regular meetings between the wider project team and employer and employee representatives.</li> <li>Actively engage with all identified stakeholders regarding the workforce transition arrangements to ensure that key groups are kept informed and that opportunities for underpinning new ways of working are explored.</li> <li>Ensure that those employees identified as being part of the transfer cohort are provided with timely, relevant and accurate information relating to the workforce transition and specifically the impact on their roles/responsibilities and employment contract.</li> <li>Ensure that any changes to staff terms and conditions/working patterns/location following the transfer are consulted on fully.</li> <li>Ensure that during the workforce transition period, the services continue to fulfil their operational needs.</li> </ul>
Communications Strategy	<ul style="list-style-type: none"> <li>Promote the new arrangements through appropriate communication channels.</li> <li>Confirm the fact that the transfer is to take place.</li> <li>Confirm when it will take place.</li> <li>Confirm the reasons for it.</li> <li>Confirm the legal, economic and social implications for all affected employees (i.e. all employees whether to be transferred or not – as there are likely to be staff who do not transfer who will still be affected by the transfer).</li> </ul>
Workforce Development	<ul style="list-style-type: none"> <li>During the workforce transition, a workforce development strategy and plan will need to be developed and initiatives delivered that promote a shared understanding of cultural, professional and service issues across the affected organisations to assist staff during this process.</li> </ul>
Identify any costs associated with employee transfer	<ul style="list-style-type: none"> <li>Identification of what costs, if any, will be associated with the transfer i.e. pension implications and possibly early release of senior staff</li> </ul>
Identify any policies etc.	<ul style="list-style-type: none"> <li>Assessment of impact of relevant policies.</li> </ul>

that may have impact on employee transfer	
Create and manage Transfer Scheme	<ul style="list-style-type: none"> <li>• Create relevant legislative vehicle in preparation for transfer.</li> <li>• Carry out successful transfer.</li> <li>• Engagement with stakeholders.</li> <li>• Engagement with Business as Usual.</li> <li>• Engagement with legal.</li> </ul>
Project management	<ul style="list-style-type: none"> <li>• Monitor individual projects and related deliverables and initiate corrective action where necessary.</li> <li>• Develop and manage an overall plan to support the activity, resources and interdependencies of individual projects.</li> <li>• Report individual project progress as appropriate.</li> <li>• Ensure that transition arrangements are resourced effectively to meet delivery deadlines.</li> <li>• Across projects, encourage the identification of risks and issues and ensure that these are assessed and appropriately managed, including the development of contingency plans.</li> <li>• Take a lead role in managing stakeholder relationships, including internal and external team members, key national and local government personnel and Programme Board members.</li> <li>• Ensure that any changes to staff terms and conditions/working patterns/location and wider policies are consulted on fully and that those changes continue to fulfil the operational needs of the services.</li> <li>• Ensure financial considerations arising from the transition have been fully explored and future budgets clearly identified against agreed activities prior to transfer.</li> <li>• Develop and manage the necessary operational activities to ensure the smooth and effective transfer of employees to the new body.</li> <li>• Agree the transition priorities, timetable (phasing) and activities required to ensure the transition does not negatively impact on the day to day operation of Health Scotland and Public Health Intelligence, National Services Scotland.</li> </ul>

## 1.2. Project Objectives

In summary, the HR Project objectives have been identified as follows:

- Describe the current situation with regard to the corporate HR arrangements (including policies, procedures, systems, software, storage, Occupational Health and other HR services) in Health Scotland and Public Health Intelligence, National Services Scotland;
- Define the immediate HR requirements Public Health Scotland will require in order to deliver its functions on vesting day;
- Define the new and future HR requirements Public Health Scotland will require in order to deliver its functions, with an eye to 'future proofing' over the next 10 years;
- Produce a transition plan and related project approach to achieve the effective and sustainable delivery of the HR needs of Public Health Scotland from vesting day, including the identification and transfer of all relevant staff to the new arrangements.

## 1.3. Outline Project Deliverables and/or Desired Outcomes

The following deliverables and outcomes have been identified for the HR Project:

## General

- Prepare terms of reference for the project team required to support the project;
- Prepare timeline outlining dates for draft and final objective deliverables.

## Objective 1

- Discovery review detailing the current internal HR arrangements for both Health Scotland and National Services Scotland.

## Objective 2

- Business requirements documentation detailing the HR services to be consumed by Public Health Scotland and to support its staff from day one;
- Documentation detailing the necessary HR services, policies and procedures required to support the day one staff needs of Public Health Scotland.

## Objective 3

- Documentation detailing the necessary HR required to support the future needs and services of Public Health Scotland.

## Objective 4

- Suppliers' requirements specification for implementing the proposed HR solution for Public Health Scotland;
- Detailed implementation plan and timeline outlining timescales for the transition of existing arrangements and any newly identified HR requirements to Public Health Scotland;
- Risk Log;
- Progress and highlight reports.

## 1.4. Constraints

The following constraints which could impact on successful delivery of the HR Projects objectives have been identified:

- **Project delays.** The timetable may be constrained by the parliamentary processes and any delays to the progress of the legislation may result in a delay in the transfer of employees. The timetable is also constrained by the need to potentially have all employees identified and transferred for the commencement of the new services.
- **Corporate leadership.** Transformational change cannot end successfully without good corporate leadership. Leadership and an effective communication strategy must be delivered by those responsible for taking forward the transition work and those inheriting it. Delays in identifying and appointing the new senior management team will also impact on related decision making.
- **Cultural and psychological issues.** There is significant evidence that corporate strategy failure – including transformation – is often as a result of an existing organisational culture which simply cannot accommodate desired change. Furthermore, the psychological issues caused by the change process must be actively addressed by the programme if success is to be achieved.
- **Organisational learning and development.** Continuous learning by all employees regarding the newly desired behaviours and culture underpinning the new strategy will be a key aspect of transformational success.
- **Multiple stakeholders.** Stakeholders with competing views of success are a source of regular pressure while delivering organisational change. Multiple stakeholders give rise to complexity and their needs must be balanced during the change process if we are to deliver significant business improvements and tangible results.
- **Rising importance of workforce performance.** Human resource and organisational performance are a key issue moving forward. During the transition

period, local communities must not experience any decline in services. Time is also critical to the project's success: should it fail to complete in time, this could delay the effective implementation of the new services and related benefits. Any delay could also affect quality if the services are then without essential staff.

- **Funding.** Lack of agreement regarding the availability of suitable budgets will have an adverse effect on transition planning and subsequent delivery options.

## 1.5. Interfaces

The project will manage the interfaces set out in Table 3.

**Table 3: Project Interfaces**

Interfaces	Notes
The work of other commissions and projects within the Public Health Reform Programme (especially those focused on Organisational Development)	This project will feed into and use information from other commissions and projects as appropriate and ensure that work on other projects does not impact adversely on this project
The development of the Public Health (Scotland) legislative vehicle and supporting policy	The project needs to be flexible enough to adapt to any amendments made to the legislation as it passes through Parliament
The Scottish Government's wider legislative programme for this Parliamentary term	We will be responsive to other pieces of legislation passing through Parliament that might impact upon this project
Health Scotland and Public Health Intelligence, National Services Scotland business as usual	We will need to avoid detracting from existing service delivery, and to complement efforts to deal with any major developments (e.g. flu epidemic)

## 2. PROJECT DEFINITION

### 2.1. Method of Approach

This project will be delivered in accordance with standard project management methodology. The project will consist of X workstreams:

1. TO BE COMPLETED

### 2.2. Assumptions

The following assumptions have been made which the programme will actively try to manage:

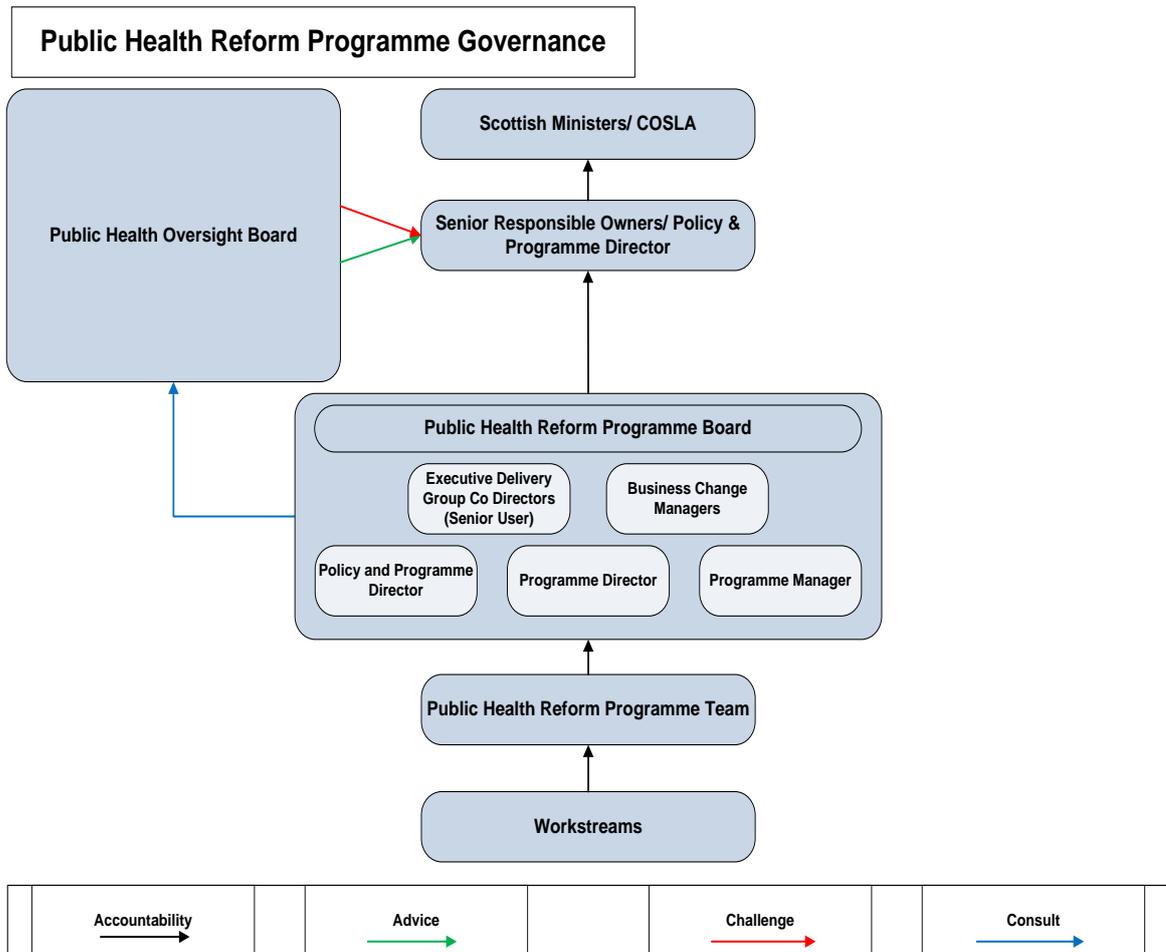
- The programme will deliver to the dates outlined by Scottish Government and COSLA.
- The new public health body will be established in 2019.
- There will be sufficient resource available to undertake the work required.

### 2.3. Stakeholders

All key stakeholders will be managed in line with the PHR communications and engagement strategy.

## 2.4. Project Organisation Structure

This project forms part of the overall PHR Programme. The diagram below outlines the overall Programme Structure.



Members of the HR Project Team are listed below:

- TO BE COMPLETED

## 2.5. Risk Management Strategy

Risks will be managed in line with the PHR Programme risk management approach and reported to the Programme Board via the PHR Programme Team. The programme Risk Register, once created, will be regularly reviewed and updated by the Programme Team and SRO. Projects within the programme will have their own Risk Registers operating on the same basis and will be managed at project level in accordance with the agreed risk management approach, escalating to the programme where applicable.

## 2.6. Communication Strategy

Communications for the HR project will be managed in line with the PHR communications and engagement strategy.

## 2.7. Project Quality Strategy

To ensure all project deliverables and outputs will meet the expected quality requirements; a number of quality measures will be put in place across the project. These include:

- Product description(s) being agreed with the PHR programme team
- Regular updates to the PHR programme board

## 2.8. Project Controls

The following project controls will be implemented to monitor progress and where necessary take remedial action should the project deviate from the agreed timescales or costs:

- Regular highlight reports to the PHR programme team

## 3. PROJECT PLAN

A project plan has been developed for the project and is embedded below:

TO BE COMPLETED

In addition to the plan, a number of reporting milestones have been identified for the project which will be included in the overall PHR Programme Milestone chart.

## 4. RISK LOG

TO BE COMPLETED

## 5. IMPACT ASSESSMENTS

### **Equality & Diversity Impact Assessment**

TO BE COMPLETED

### **Healthcare Quality Impact Assessment**

TO BE COMPLETED

### **Privacy Impact Assessment**

TO BE COMPLETED