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Public Health Reform Programme Governance and Accountability Project

Project Initiation Document



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1. Introduction

The purpose of this document is to define the scope of the Governance and Accountability (GA) Project, the deliverables or outcomes which will be produced as a result of the project and the timescales the project will be delivered by.

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

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

1.1. Project Objectives

The GA Project Objectives have been identified as follows:

- Objective 1 - to identify the necessary functions required by Public Health Scotland by December 2018.
- Objective 2 - to identify the necessary governance and accountability arrangements for Public Health Scotland by September 2018.
- Objective 3 - develop a skills matrix to ensure correct mix of skills, experience and knowledge of chair and members by September 2018.
- Objective 4 - obtain official approval for the remuneration of the chair/board and chief executive via Finance Pay Policy prior to advertising such posts, by September 2018.
- Objective 5 - to identify leadership options for Public Health Scotland and consider the relationship between the new board and the existing bodies during the transitional period, by October 2018.
- Objective 6 – to undertake a recruitment exercise to appoint a Chair of Public Health Scotland by March/April 2019
- Objective 7 – to undertake a recruitment exercise to appoint a Chief Executive for Public Health Scotland by May 2019.
- Objective 8 - to undertake recruitment exercises to appoint a Board for Public Health Scotland by August 2019.

1.2. Outline Project Deliverables and/or Desired Outcomes

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

Project Management

- Deliverable 1 - Project Initiation Document
- Deliverable 2 - Project Plan
- Deliverable 3 - Project Risk and Issue Log
- Deliverable 4 - Project Progress Reports

Objective 1:

- Deliverable 5 - Documentation mapping current NSS and HS functions to Public Health Scotland by September 2018.
- Deliverable 6 - Documentation mapping new functions to Public Health Scotland by October 2018.

Objective 2:

- Deliverable 7 - Documentation outlining the necessary governance and accountability arrangements required for Public Health Scotland by September 2018.

Objective 3:

- Deliverable 8 - Develop skills matrix document by September 2018.

Objective 4

- Deliverable 9 - Receive written confirmation from Gareth or Andrew or the Scottish Government's Remuneration Group that they are content with the proposed pay banding for the Chair, Chief Executive and Board members. This will be dependent on what pay banding we propose. Complete by September 2018.

Objective 5

- Deliverable 10 - Undertake an effective public appointments process (with the necessary paperwork to ensure an audit trail) to recruit the Chair, Chief Executive and Board of Public Health Scotland, to get the right people with the right skills appointed around the board table by October 2018.
- Deliverable 11 - We will also manage an effective period of transitional governance between the existing bodies and Public Health Scotland by October 2018.

Objective 6:

- Deliverable 12 - Recruit Chair of Public Health Scotland by March/April 2019

Objective 7:

- Deliverable 13 - Recruit Chief Executive of Public Health Scotland by May 2019

Objective 8:

- Deliverable 14 - Recruit Board for Public Health Scotland by August 2019

1.3. Constraints

The following constraints which could impact on successful delivery of the Project's objectives have been identified and added to the risk register:

- Time: Extent of stakeholder engagement limited by the timescales set for delivery. The relevant legislation will have to be in place to enable expenditure on the leadership roles.
- Cost: Activities to support delivery need to be aligned with the limited budget available.
- Resource (PHR Team): Finite PHR Team resource available to support delivery
- Resource (external): Priorities work competing with existing commitments of stakeholders

1.4. Project Scope (and any exclusions)

In Scope:	Out of Scope:
Organisations: The Scottish Government COSLA NHS Health Scotland NHS National Services Scotland (ISD and HPS) The Scottish Parliament	Organisations: All other Organisations not listed as in scope
Divisions/Departments: Health Protection Health Improvement OCENHS : Corporate Business Management (NHS Board governance and accountability) Public Bodies Unit Scottish Government Legal Directorate Public Appointments Unit Parliament and Legislation Unit (PLU) SSI Unit	Divisions/Departments: All other Divisions/Departments not listed as in scope
Groups: Health and Sport Committee Finance Committee Local Government Committee Delegated Powers and Law Reform Committee Cabinet Sub-Committee on Legislation	Groups: All other Groups not listed as in scope
People: Cabinet Secretary for Health and Sport Minister for Public Health, Wellbeing and Sport Minister for Parliamentary Business	People: All other People not listed as in scope
Processes: SSI/Legislative Process Public Appointments Process Establishment of new public bodies process Remuneration process	Processes: All other Processes not listed as in scope
Systems:	Systems: Any systems not listed as in scope

2. Project Definition

2.1. Method of Approach

This project will be delivered in accordance with a standard project management methodology. The project will consist of 8 workstreams:

- Objective 1 - by December 2018
- Objective 2 - by September 2018
- Objective 3 - by September 2018

- Objective 4 - by September 2018
- Objective 5 - by October 2018
- Objective 6 –by March / April 2019
- Objective 7 – by May 2019
- Objective 8 - August 2019

2.2. Assumptions

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

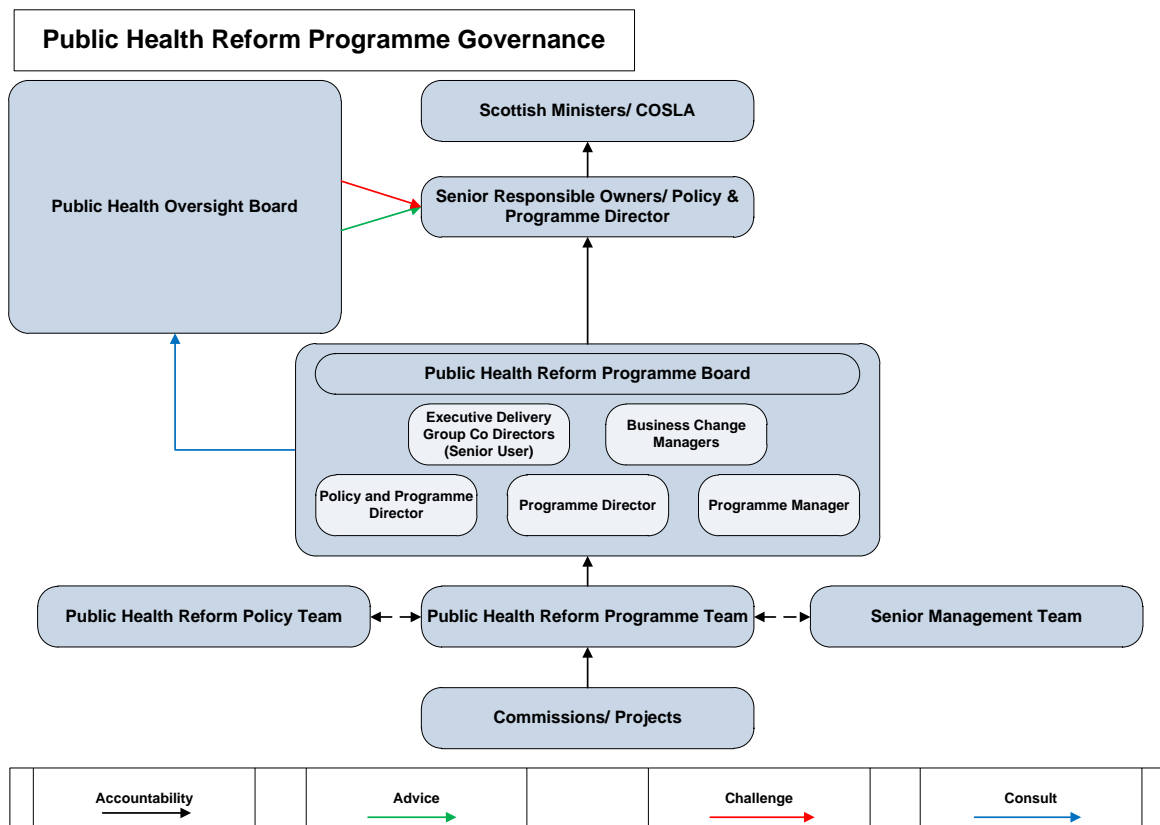
- That sufficient staff resource is available for all aspects of the Project to meet the declared timescales
- That adequate funding is made available
- That the deliverables support the wider aspirations of public health reform
- That there is Director level support for the Project

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 GA Project Team will report to the PHR programme Board via the PHR programme team as outlined in the governance structure below:



Members of the GA Project Team are:

- Robert Skey, Programme Director
- Neil MacLeod, Solicitor
- Mark McAllister, Communications
- Marion Bain, Co-Director
- Gareth Brown, Policy and Programme Director
- Amanda Trolland, Programme Manager
- Robert Girvan, Policy Lead

2.5. Risk Management Strategy

This project will manage risks in line with the PHR programme risks management strategy.

2.6. Communication Strategy

Communications for the GA 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
- Regular highlight reports to the PHR Programme Board

3. BUSINESS CASE

There is no requirement to deliver a business case within the scope of this project as currently defined. However, the deliverables to be produced would provide a solid foundation for separate or subsequent development of any business case required to support any significant investment requirements identified in the course of this work.

4. PROJECT PLAN

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

Public Health Reform Programme Governance and Accountability Project Timeline				
Workstream	Aug – Sept 2018	Oct – Nov 2018	Dec 18 – April 19	May – August 2019
Project Management	<div style="border: 1px solid black; padding: 2px; width: fit-content;">Deliverable 1 – Project Initiation Document</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-top: 5px;">Deliverable 2 – Project Plan</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-top: 5px;">Deliverable 2 – Risk and Issue Log</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-top: 5px;">Deliverable 4 – Progress Reports (on-going, monthly)</div>			
Objective 1 – Identify necessary functions of PHS		<div style="border: 1px solid black; padding: 2px; width: fit-content;">Deliverable 5 – documentation mapping current NSS and Health Scotland functions to PHS</div>	<div style="border: 1px solid black; padding: 2px; width: fit-content;">Deliverable 6 – documentation mapping new functions of PHS</div>	
Objective 2 – Identify necessary governance and accountability arrangements for PHS		<div style="border: 1px solid black; padding: 2px; width: fit-content;">Deliverable 7 – documentation outlining necessary governance and accountability arrangements for PHS</div>		
Objective 3 – Develop skills matrix to ensure correct mix of skills, experience and knowledge of chair and members		<div style="border: 1px solid black; padding: 2px; width: fit-content;">Deliverable 8 – develop skills matrix document</div>		
Objective 4 – obtain official approval for the remuneration of the chair/board and chief executive		<div style="border: 1px solid black; padding: 2px; width: fit-content;">Deliverable 9 – written communication received accepting pay banding of Chair, Chief Exec and Board</div>		<div style="border: 1px solid black; padding: 2px; width: fit-content;">Deliverable 5 – recruit chair of Public Health Scotland</div>
Objective 5 – identify leadership options for PHS and consider the relationship between the new board and the existing bodies during the transitional period			<div style="border: 1px solid black; padding: 2px; width: fit-content;">Deliverable 10 – undertake public appointments process, with audit trail for Chair, Chief Exec and Board</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-top: 5px;">Deliverable 11 – manage transitional governance between existing bodies and PHS</div>	
Objective 6 – undertake recruitment exercise to appoint Chair of PHS			<div style="border: 1px solid black; padding: 2px; width: fit-content;">Deliverable 12 – recruit Chair of PHS</div>	
Objective 7 – undertake recruitment exercise to appoint Chief Executive of PHS				<div style="border: 1px solid black; padding: 2px; width: fit-content;">Deliverable 13 – recruit Chief Exec of PHS</div>
Objective 8 – undertake recruitment exercise to appoint Board of PHS				<div style="border: 1px solid black; padding: 2px; width: fit-content;">Deliverable 14 – recruit Board of PHS</div>
Governance Dates	<div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 5px;">29th August – Programme Board</div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">25th September – Programme Board</div>	<div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 5px;">24th October – Programme Board</div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">27th November – Programme Board</div>	<div style="border: 1px solid black; padding: 2px; width: fit-content;">17th December – Programme Board</div>	

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.

5. RISK LOG

Risk Log to be maintained by project lead / manager / reviewed through programme governance.

6. IMPACT ASSESSMENTS (finalised by October 2018)

- Equality & Diversity Impact Assessment
- Healthcare Quality Impact Assessment
- Data Protection Impact Assessment
- Child Rights and Wellbeing Impact Assessment
- Strategic Environmental Assessment
- Human Rights Impact Assessment
- Business and Regulatory Impact Assessment
- Fairer Scotland Impact Assessment