



PHS Accommodation

Project Initiation Document



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1. INTRODUCTION

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

The PID will provide assurance to the Public Health Reform Programme Board (PHRPB) 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 PB can monitor progress.

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

1.1. Project Objectives

The Accommodation Project Objectives have been identified as follows:

- **Objective 1** - Establish a project team and produce a terms of reference with clear roles and responsibilities by end November 2018
- **Objective 2** – Document current accommodation arrangements and why they are needed, this should include staff to desk ratio, design features i.e. collaboration space, quiet rooms, etc.
- **Objective 3** - Outline an approach to identifying and assessing options for accommodation for staff in PHS by end November 2018
- **Objective 4** - Undertake engagement with Health Scotland, NSS and any other relevant partners to understand accommodation requirements by end December 2018.
- **Objective 4** - In partnership with the HR project engage with staff around potential options.
- **Objective 5** – Set out accommodation requirements for PHS along with associated timescales, costs, risk, and how this will meet the qualities and values that PHS aspires to (e.g. collaborative working, flexible working, remote working etc.) by end January 2019.
- **Objective 6** - In partnership with the HR project, engage with all staff who are affected from Spring 2019 until the project closes.
- **Objective 7** - Implement and roll out the new arrangements and support related transition arrangements through to vesting day of 1 December 2019.

1.2. Outline Project Deliverables and/or Desired Outcomes

The following deliverables will be required:

Project Management

- Project plan
- Risk log
- Monthly progress reports
- Project closure report

Objective 1

- Deliverable 1 - Project Team terms of reference by end November 2018

Objective 2

- Deliverable 2 - Documentation outlining current accommodation arrangements which should include seat to desk ratio, meeting space, quiet space, facilities, collaboration space etc. by end December 2018

Objective 3

- Deliverable 3 - Documentation outlining an approach to identifying and assessing accommodation options by end December 2018

Objective 4

- Deliverable 4 - Documentation outlining an approach to customer engagement for Engagement with Health Scotland, NSS, any other relevant parties, the commissions, and staff including a timeline by end December 2018.

Objective 5

- Deliverable 5 - Documentation outlining the identified options with assessment including costs, timescales, risks and the recommended option(s) for the Programme Board by end March 2019

Objective 6 & 7

- Deliverable 6 - Detailed implementation plan for staff engagement and transition timescales by end March 2019

1.3. Constraints

A number of constraints have been identified and have been added to the Project Risk Register.

- Time: Staff engagement will need to align with the timescales set for delivery.
- Cost: Activities to support delivery need to be aligned with the budget available.
- Resource (PHR Team): Finite PHR Team resource available to support delivery
- Resource (external): Commissions work competing with existing resources

1.4. Project Scope (and any exclusions)

<u>In Scope:</u>	<u>Out of Scope:</u>
<u>Organisations:</u> Scottish Government COSLA Local Authorities NHS Health Scotland National Services Scotland NHS Boards	<u>Organisations:</u> All other Organisations not listed as in scope
<u>Divisions / Departments:</u> NSS PHI HS all departments	<u>Divisions/Departments:</u> All other Divisions/Departments not listed as in scope
<u>Groups:</u> PHI Staff HS Staff	<u>Groups:</u> All other Groups not listed as in scope
<u>Processes:</u>	<u>Processes:</u> All other Processes not listed as in scope
<u>Systems:</u>	<u>Systems:</u> Delivery of the project is fundamentally based on ensuring that opportunities remain open for local government to provide accommodation to PHS.

2. PROJECT DEFINITION

2.1. Method of Approach

The project will follow standard Project Management methodology.

2.2. Assumptions

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

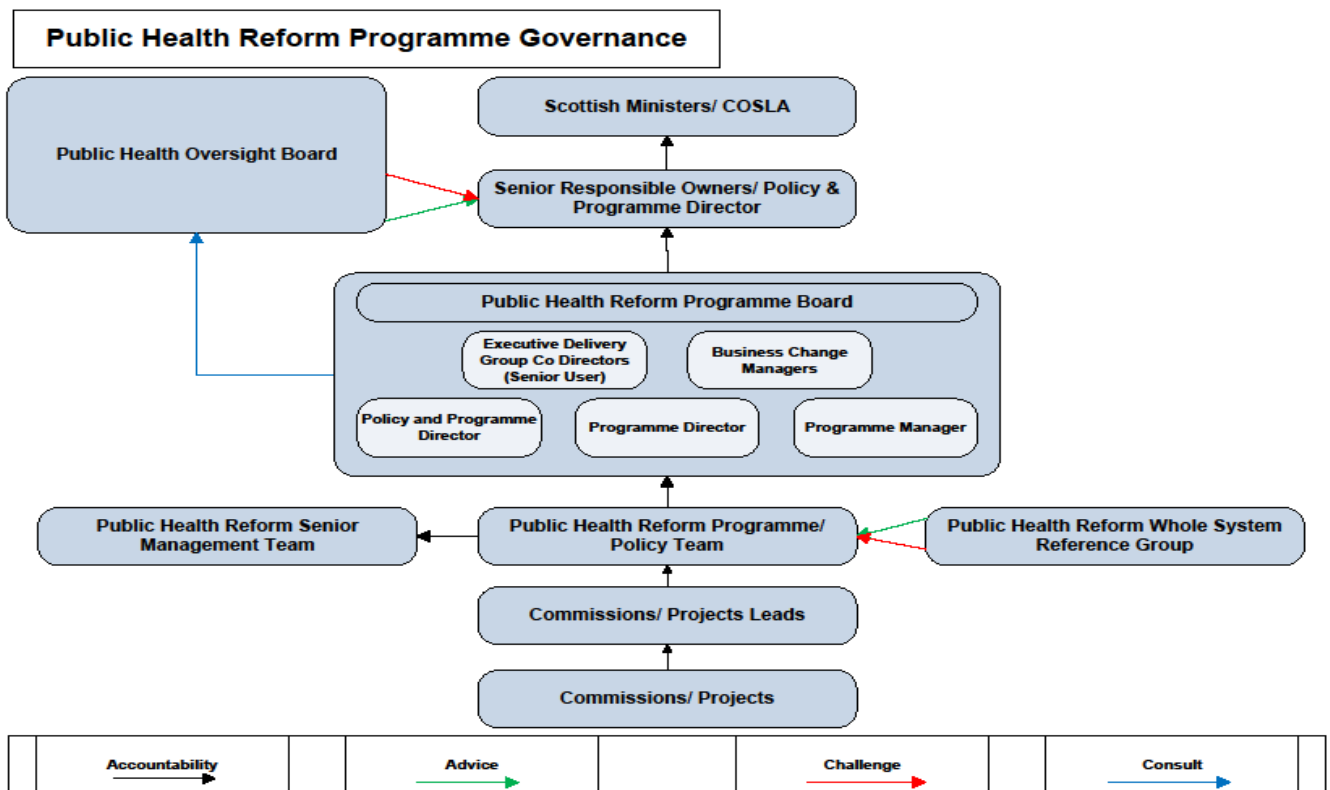
- The programme will deliver to the dates outlined by COSLA/Scottish Government.
- The new public health body will be established in 2019.
- There will be sufficient resource available to undertake the work required.
- On vesting day, in terms of accommodation, the majority of staff will make use of existing arrangements initially and until a solution is identified that better meets the needs of the organisation (PHS).

2.3. Stakeholders

All key stakeholders will be managed in line with the PHR communications and engagement strategy. Engagement of staff will form a key part of the project, in line with the staff governance standards.

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 Accommodation Project Team are listed below:

- XXX, Project Lead
- Robert Skey, Programme Director
- Amanda Trolland, Programme Manager

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 Accommodation 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. BUSINESS CASE

A Business Case will produced for the PHR Programme.

4. PROJECT PLAN

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

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

All risks identified have been recorded on the Accommodation risk log.

(insert risk log)