



# Corporate IT

## Project Initiation Document



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1.0	26/06/18	Approval by programme board.		
1.1	21/08/18	Updated timeline and project team members	MW	

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## 1. INTRODUCTION

The purpose of this document is to define the scope of the Information Technology (IT) Project, the deliverables 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 (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. Project Objectives

The IT Project objectives have been identified as follows:

- Objective 1 - describe the current situation with regard to the corporate IT arrangements (including systems, software, contracts, data repositories, information storage and retrieval, archiving, networks and telephony) in Health Scotland and Public Health Intelligence, National Services Scotland;
- Objective 2 - define the immediate IT requirements Public Health Scotland will require in order to deliver its functions on vesting day;
- Objective 3 - define the new and future IT requirements Public Health Scotland will require in order to deliver its functions, with an eye to 'future proofing' over the next 10 years;
- Objective 4 - produce a transition plan and related project approach to achieve the effective and sustainable delivery of the IT needs of Public Health Scotland from vesting day.

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

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

#### General

- Deliverable 1: prepare terms of reference for the project team required to support the project;
- Deliverable 2: prepare timeline outlining dates for draft and final objective deliverables.
- Deliverable 3: produce monthly progress reports

#### Objective 1

- Deliverable 4: discovery review detailing the current internal IT services / back office applications / core infrastructure / major line of business applications for both Health Scotland and Public Health Intelligence, National Services Scotland;
- Deliverable 5: identification of all costs, service agreements, capital assets and contracts associated with the above.

#### Objective 2

- Deliverable 6: business requirements documentation detailing the IT services and applications to be consumed by Public Health Scotland and to support its customer facing services from day one; linking to other Public Health Reform commissioned work as appropriate;
- Deliverable 7: documentation detailing the necessary IT infrastructure required to support the day one functions and services of Public Health Scotland;
- Deliverable 8: documentation detailing the IT integration needed to support existing NHS Scotland services / Health & Social Care integration / linkages to Local Authorities;

- Deliverable 9: documentation detailing where existing IT and digital components overlap and interface with emerging national level Health & Social Care Digital Transformation target architecture;
- Deliverable 10: high level estimate of recurring costs / spend run rate associated with the above.

#### Objective 3

- Deliverable 11: documentation detailing a proposed multi-year roadmap for the delivery of the necessary IT and digital services / infrastructure required to support the future needs and services of Public Health Scotland; linking to other Public Health Reform commissioned work as appropriate;
- Deliverable 12: documentation detailing other IT and digital innovation opportunities identified as being of potential interest to Public Health Scotland – especially around Business Intelligence/Analytics and Data Science;
- Deliverable 13: documentation detailing where new/future IT and digital components will overlap and interface with emerging Health & Social Care Digital Transformation target architecture;
- Deliverable 14: documentation detailing the initiatives and future opportunities for collaboration with innovation partners / institutes – Eg CivTech, DHI, Farr Institute etc;
- Deliverable 15: high level estimate of costs / investment requirements associated with the above.

#### Objective 4

- Deliverable 16: suppliers' requirements specification for implementing the proposed IT solution (Infrastructure, Applications and Services) for Public Health Scotland;
- Deliverable 17: detailed implementation plan and timeline outlining timescales for the transition of existing arrangements and the implementation of any newly identified IT / digital requirements to support Public Health Scotland on vesting day;
- Deliverable 18: high level estimate of implementation costs associated with above;
- Deliverable 19: Risk, Assumptions, Issues, Dependencies (RAID) Log;
- Deliverable 20: progress and highlight reports as required.

### 1.3. Constraints

The following constraints could impact on successful delivery of the projects objectives have been identified:

- Availability of funding
- Availability of suitable resources to undertake the work
- Availability of base information re existing services / costs
- Timeframe for delivery

### 1.4. Project Scope (and any exclusions)

<p><b><u>In Scope:</u></b></p> <p><u>Organisations:</u>          Scottish Government          Health Scotland          National Services Scotland PHI          Local Authorities (Public Health related functions)          SG Public Health related Directorates</p>	<p><b><u>Out of Scope:</u></b></p> <p><u>Organisations:</u>          Territorial boards within NHS</p> <p>Systems and infrastructure required by shared services suppliers to support Public Health Scotland (as defined by other commissions)</p>
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<p><u>Systems/ Processes:</u></p> <p>All IT and digital infrastructure, applications and services used to support the delivery of public health services across the public sector in Scotland</p>	
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## 2. PROJECT DEFINITION

### 2.1. Method of Approach

This project will be delivered in accordance with the necessary project management methodology as defined at the Public Health Reform programme level.

The current perceived scope of the project is such that it will be delivered in discrete workstreams, based around the core objectives. The workstreams are tentatively identified as:

1. By end August 2018 – Objective 1 – AsIs Analysis
2. By end October 2018 – Objective 2 – Requirements for Vesting day.
3. By end November 2018 – Objective 3 – Future Needs / Roadmap
4. By end December 2018 – Objective 4 – Implementation Plan

### 2.2. Assumptions

The following key assumptions have been identified for this Project:

- 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. Interfaces

The Project will interface with the following:

- Stakeholders of each of the commissions making up the programme portfolio
- User expectations
- Usability and accessibility
- Existing IT and related corporate policies
- Third party suppliers (as appropriate)
- Financial arrangements
- Procurement arrangements
- Related Government and NHS Standards and Organisations

### 2.4. Stakeholders

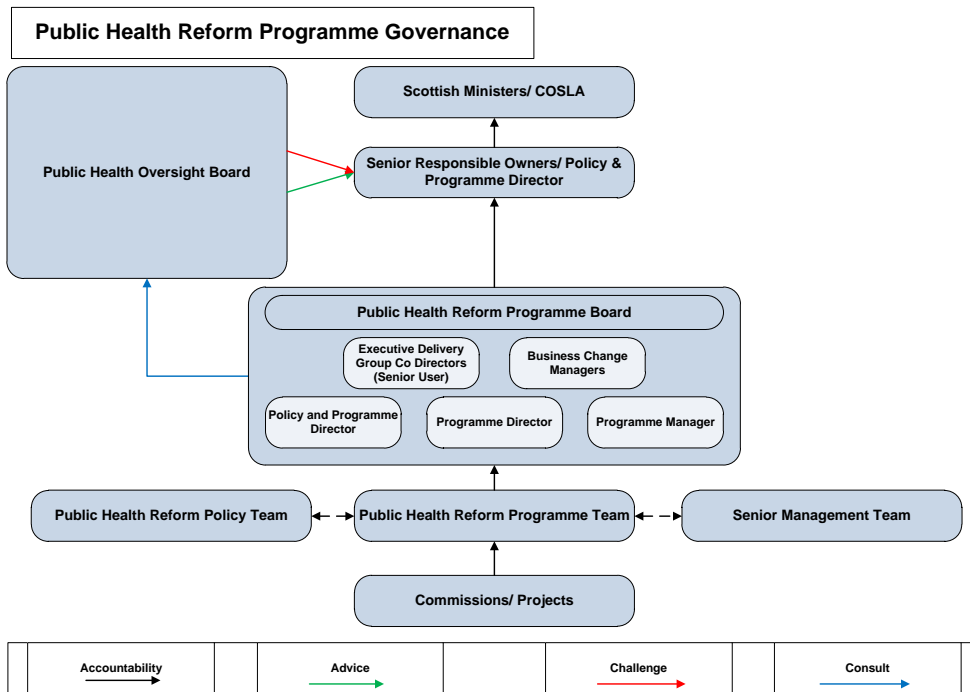
The following key stakeholders have been identified for this project:

- SG Public Health Reform Programme Board / Team
- Health Scotland Executive Team / IT Director / Board

- NSS Executive Team / IT Director / Board
- COSLA / SOLACE / Local Authority Digital Office
- SG Health & Social Care Digital Directorate

## 2.5. Project Organisation Structure

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



Members of the IT Project Team are embedded below:

Andy Robertson, Project Lead, ABR Consulting  
 Amanda Trolland, Programme Manager, Public Health Reform Programme  
 Miriam Wallace, Project Manager, Public Health Reform Programme  
 Monica Renicks, Organisational Lead For IT and Technical Services, NHS Health Scotland  
 Beverley Wayne, PHI IT Business Partner, NHS NSS

## 2.6. Risk Management Strategy

This project will manage risks in line with the approved PHR Risk Management Approach.

## 2.7. Communication Strategy

Communications for the IT project will be managed in line with the approved PHR Communications and Engagement strategy.

## 2.8. 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

## 2.9. 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 Corporate IT Project Timeline					
Workstream	July – Aug 2018		Sept – Oct 2018	Nov – Dec 2018	Dec 18 – Beginning Jan 19
General	Deliverable 1 - Project Team Task	Deliverable 2 - Timeline	Deliverable 3 - Monthly Highlight Report Template		
Objective 1 – As Is Analysis	Deliverable 4 - Discovery review	Deliverable 5 - Cost breakdown			
Objective 2 – Requirements of Vesting Day			Deliverable 6 - Document business requirements Deliverable 7 - Document IT infrastructure Deliverable 8 - Document IT integration loads Deliverable 9 - Document existing IT and digital overlaps and interfaces Deliverable 10 - Document High-level estimate of recurring costs/spend rate		
Objective 3 – Future Needs / Roadmap				Deliverable 11 - Roadmap Deliverable 12 - Document future IT and Digital Opportunities Deliverable 13 - Document new/future IT and digital overlaps and interfaces Deliverable 14 - Document initiatives and future collaboration opportunities with innovation partners Deliverable 15 - High level estimate of costs for activity outlined in objective 3	
Objective 4 – Implementation Plan					Deliverable 16 - Document suppliers' requirements/ specification for implementing proposed IT solution for PHR Deliverable 17 - Detailed implementation plan and timeline for transition of existing arrangements and implementation of newly identified IT / digital requirements to support PHR on vesting day Deliverable 18 - High-level costs estimate for activity outlined in objective 4 Deliverable 19 - RAID log Deliverable 20 - Progress reports as required
Governance Dates	03 <sup>rd</sup> July - Programme Board	03 <sup>rd</sup> August - Programme Board	20 <sup>th</sup> September - Programme Board 24 <sup>th</sup> October - Programme Board	27 <sup>th</sup> November - Programme Board	17 <sup>th</sup> December - Programme Board

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

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



