1. Introduction

This summary document provides explanation and context for deliverables included in the PHR Corporate IT Team PID Objective 2. The detailed work around Day 1 IT and Digital requirements which will be placed under change / version control and maintained to include latest understanding of the detailed requirements through to vesting day when it can be handed over to operational owners as appropriate. This will form the basis of a draft Service Level Agreement (SLA). This document will be in a format which can be readily used for broader programme purposes in other closely linked commissions / projects and specially to inform the Corporate Services work where the IT and Digital service requirements will be a central document in the work to establish the IT and Digital service provision arrangements and details of the associated supply chain.

This summary also covers some emerging issues which (whilst not strictly part of the Objective 2 deliverable set) do require some discussion and agreement at this time. These include the following…

- A request for 3 sub-projects / work packages to be launched – the resulting preparation work and future focused detail centred around infrastructure convergence, web estate and data platform roadmaps will inform later drafts of the requirements documents and implementation plans
- The consideration of options around the retained / outsourced elements of IT and Digital service provision – will inform the Corporate Services project and later drafts of the requirements documents and implementation plans
- The resetting of time lines associated with vesting day implementation plan (Objective 4) to acknowledge the detailed work which still needs to be done in this project, the later than originally expected vesting day of 1 December 2019 and to allow the Corporate Services project to identify IT and Digital supply chain which will be central to any implementation plan.

2. Corporate IT Objective 2: Core deliverables

The objective due to be delivered by end October (for November PHR Programme Board consideration) is as follows…

**Objective 2** - define the immediate IT requirements Public Health Scotland will require in order to deliver its functions on vesting day;

**Objective 2 - Deliverables / Approach taken to complete**

- **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;
  - **Approach** – Included in the Draft Requirements deliverable with technical detail to be provided via the work packages and SLA
- **Deliverable 7**: documentation detailing the necessary IT infrastructure required to support the day one functions and services of Public Health Scotland;
o **Approach** – Included in the Draft Requirements deliverable with technical detail to be provided via the work packages and revised IT Service Catalogue

- **Deliverable 8**: documentation detailing the IT integration needed to support existing NHS Scotland services / Health & Social Care integration / linkages to Local Authorities;
  - **Approach** – Included in the Draft Requirements deliverable / will require additional consultation and possible work package for future drafts

- **Deliverable 9**: documentation detailing where existing IT and digital components overlap and interface with emerging national level Health & Social Care Digital Transformation target architecture;
  - **Approach** – Part of proposed Data Platforms work package / deliverable. Will be included in future Requirements drafts

- **Deliverable 10**: high level estimate of recurring costs / spend run rate associated with the above.
  - **Approach** – Defer to PHR Finance sub-project / able to supply supporting information and cost driver details if required

### 3. Corporate IT Objective 2 – More detailed work required / work packages

In the work done to date around current services provided and those needed for vesting day, it has been identified that there is a need to take a ‘deeper dive’ into a few key areas where work is already in progress and where there may need to be a realignment of approach, priorities and resources well in advance of (and in preparation for) day 1 operations. This is to ensure that any convergence or alignment work can be pursued immediately, and proposals made through PHR governance on the detail of day 1 service provision in key areas supporting the PHS core functions. The Corporate IT project is therefore recommending that the following 3 work packages are approved for immediate ramp up and execution:

**Infrastructure**

- To include consideration of technical options and recommended target services for Networks, Desktop, Productivity / Collaboration, MS 365, File Servers, Telephony, Directory Services, and Helpdesk. The key deliverable to be an Infrastructure Convergence Roadmap followed by a fully established day 1 target environment.

**Digital Channels**

- To include consideration of website and other digital channel development, Web Stack / Hosting convergence, Web Development initiatives, Digital identity, marketing and branding requirements PHS. The key deliverable to be a Digital channel convergence roadmap followed by day 1 target web estate, digital channels and social media capability.

**Data Platforms**

- To include consideration of all existing Data Platform capabilities / initiatives, Data Science based initiatives, the National Digital Platform development activity for Health, SG Public Sector Data Sharing initiative, HDR-UK Research linkage and any...
other data driven research activity as relevant. The key deliverable to be a Data Platforms migration roadmap followed by day 1 target data platforms architecture.

More detailed work package documentation has been developed for each of these key areas. The Corporate IT team recognises that there would be a requirement to identify and commission additional IT and Digital resources to address the needs of these proposals and will look to work with appropriate PHR governance structure to resolve the resourcing issues and to address any requirements of additional oversight and governance as deemed appropriate for this level of detailed work.

4. Corporate IT Objective 2 – Internal PHR linkages / dependencies

The Objective 2 deliverables are largely focused on the more ‘technical’ aspects of the IT and Digital requirements for the new PHS organisation and we believe that we have a relatively complete inventory of these needs as understood at this time. However, they will be subject to refinement and revision based on the additional work completed and inputs received from other commissions through vesting day. Work being done now is more focused on longer term IT and Digital needs of the new organisation, but it is likely that new day 1 requirements will emerge from the engagement with other commissions which are at different stages of their own considerations. To provide some insight into what may be subject to change, the key IT and Digital linkages and dependencies on other commission works are listed below.

- **Core Commissions (Protecting Health, Improving Services, Improving Health)**
  - High level functional requirements for IT and Digital services

- **Underpinning Data & Intelligence Commission**
  - Detailed data platforms / data science environment needs

- **Innovation & Data Science / Evidence Based Research Projects**
  - Requirements for support of research and innovation work

- **Corporate Services Project**
  - IT and digital service providers / SLA definitions / Supplier linkages

- **Workforce / OD Project**
  - Infrastructure needs to support new / modern ways of working

- **Target Operating Model Project**
  - Overall Governance, Finances / Funding, Structure

- **Estates Project**
  - Physical infrastructure / mobility requirements

- **Leadership for the broad public health workforce**
  - Data requirements to support the integration of workforce info and digital channel requirements for delivery of workforce development
5. Objective 2 – Management of IT and Digital Services

Work done to date on ‘harder’ IT service and product requirements has also highlighted the need for Corporate IT to take into consideration some of the ‘softer’ aspects of how PHS will manage IT and Digital services in the approach to and through vesting day. We believe that the following areas will need to be considered going forward to be able to provide a rounded view of the IT and Digital service requirements for the new PHS organisation. These needs can be categorised as follows:

- **Internal Strategic Management**: Strategy / Planning, Governance, Funding / Financial Management, SLA Management, National Representation, Leadership, Performance Management / Improvement, Supply Chain Management

- **Internal Tactical Management**: Service management, IT and Digital Project Mgt, Demand Management, Change Support, Business Analysis, Agile Practitioning, IT and Digital Consulting

It is proposed that the Corporate IT team work up high level options around how these needs could be met from within the new PHS organisation or how at least some of these functions could be delivered by IT and Digital service suppliers. This can be done in conjunction with the Corporate Services project with deliverable timelines being lined up appropriately.

6. Objective 3 – New / Future Requirements across IT and Digital categories

Whilst it has been helpful to look at the IT and Digital existing estate and requirements for day 1 services in terms which will line up with a supplier SLA format, a different approach has been adopted for looking at new and future requirements.

The Corporate IT Project will address IT and Digital future requirements across a number of different service categories. For the purpose of collecting information at this stage, the following breakdown of service areas in currently being used in a questionnaire for the broader commissions / projects and this will assist the project team to collect and integrate inputs from across these teams:

- **Infrastructure**: Networks, Desktops, PCs / Laptops, Productivity / Collaboration tools, MS Office / 365, E-mail, File Servers, Telephony, Video, Directory Services, Mobile Access, Helpdesk etc

- **Internal Applications**: Clinical Audit Systems, Screening Systems, Data Registration systems, Health Protection systems, GP data, Immunisation systems etc

- **Data / Analytics / Business Intelligence**: Data warehousing, Analytics Platforms, Data Virtualisation platforms, Data Visualisation tools, Statistics tools etc

- **Digital Channels**: Web sites, Social Media, Digital publishing, Open data platforms, External facing applications etc

- **Other**: Use this if feedback is more generic and / or if there is a poor fit with all of the categories listed above.

In addition to the core technical service areas (and as highlighted in the Objective 2 sections above), we also believe that the following areas will need to be considered going forward to be able to provide a rounded view of the IT and Digital service requirements for the new PHS organisation. Discussion with other commissions has already highlighted the
importance of any new arrangements including clear ownership for improvements in the how the new PHS functions will get access to IT and Digital services

**Internal Strategic Management** > Strategy / Planning, Governance, Funding / Financial Management, SLA Management, National Representation, Leadership, Performance Management / Improvement, Supply Chain Management

**Internal Tactical Management** > Service management, IT and Digital Project Mgt, Demand Management, Change Support, Business Analysis, Agile Practitioning, IT and Digital Consulting

The Corporate IT Team will look to address these areas as part of the Objective 3 delivery. Objective 3 is due for completion by the end of November 18 and the deliverables (again likely to be drafts which will require iteration across the programme lifecycle) will be presented to the PHR Programme Board meeting in December.

7. **Objective 4 – Implementation Plan / Change Request**

The resetting of time lines associated with vesting day implementation plan (Objective 4) to acknowledge the detailed work which still needs to be done in this project, the later than originally expected vesting day of 1 December 2019 and to allow the Corporate Services project to identify IT and Digital supply chain which will be central to any implementation plan.

8. **Next Steps / Request of Programme Board**

The following next steps are recommended:

- Review / Approval of current draft of day 1 IT & Digital requirements
- Review / Approval of additional work packages proposed – including associated commissioning and governance considerations
- Review / Approval of proposal to include consideration of Internal Strategic and Internal Tactical Management requirements as part of Objective 3 delivery
- Review / Approval of formal change request to delay Objective 4 / Detailed Implementation Plan to a date yet to be agreed
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<tr>
<td>Author:</td>
<td>Andy Robertson</td>
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