

Public health reform

Strengthening and re-focusing the public health function in Scotland



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# Communications, Engagement and Marketing

## Project Initiation Document



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## 1. INTRODUCTION

PHS will have a key role in transforming the public health landscape in the widest sense, supporting our ambitions for a genuinely collaborative, whole systems approach to improving health and wellbeing. This will require a communications, engagement and marketing function to support consistent messaging to support health improvement and health protection and which embraces innovation in the areas of data science, digital technology and behavioural science.

Reform also aims to put communities at the heart of our collective endeavour, this includes how the new body will work with *the public nationally and locally to enable them to take control and provide their own solutions. A fundamental principle underpinning reform is that communities need to be involved in the delivery of services, behaviour change initiatives and solutions This requires careful consideration of the role and nature of public engagement with Scotland's new public health body.*

It is important that the new body has a core communications, engagement and marketing function, including a corporate brand and identity, to support the organisation effectively deliver its corporate functions and outcomes.

The purpose of this document is to define the scope of the Communications Engagement and Marketing 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 document against which the Senior Responsible Owner (SRO) and 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 Communications, Engagement and Marketing Project Objectives have been identified as follows:

- Objective 1 - Describe the current structures and functions in relation to Communications, Engagement and Marketing (including, internal/ external communications and engagement, public affairs, media relations and media digital communications and publishing) in Health Scotland and Public Health Intelligence, National Services Scotland
- Objective 2 - Undertake engagement with key stakeholders to develop a communications, engagement and marketing strategy for the new body
- Objective 3 - Describe the future Communications, Engagement and Marketing functions Public Health Scotland will require to deliver its functions and outcomes
- Objective 4 - Produce a recommended Communications, Engagement and Marketing structure to enable Public Health Scotland to deliver its functions on vesting day
- Objective 5 - Working with the Branding and Identity PID, IT PID and HR PID Develop and deliver Communications, Engagement and Marketing policies, strategies and procedures for Public Health Scotland to take effect on vesting day

- Objective 6 - Working with the Branding and Identity PID, IT PID and HR PID, develop a communications and engagement plan for Public Health Scotland launch on vesting day

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

The following deliverables and outcomes have been identified for the Communications, Engagement and Marketing 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

- Deliverable 1 - Discovery review detailing the current internal Communications, Engagement and Marketing role, capacity and structure for both Health Scotland and Information Services Division (ISD) / Public Health Intelligence (PHI) which will include the identification of all costs, service agreements, capital assets and contracts associated with the above by end January 2019

### Objective 2

- Deliverable 2: Set out approach to engaging key stakeholders and partners to develop a Communications, Engagement and Marketing Strategy for the new body by January 2019
- Deliverable 3: Prepare draft Communications, Engagement and Marketing Strategy for approval including approach to public engagement, data, digital and behaviour science by March 2019
- Deliverable 4 - Business requirements documentation detailing the Communications, Engagement and Marketing functions required to deliver an expert Communications, Engagement and Marketing function for Public Health Scotland consistent with the draft strategy by mid-April 2019

### Objective 3

- Deliverable 5 - Recommended structure required to deliver an expert Communications, Engagement and Marketing function for Public Health Scotland from day one; linking to other Public Health Reform commissioned work as appropriate by mid-April 2019
- Deliverable 6 - High level estimate of recurring costs / spend run rate associated with the above by mid-April 2019

### Objective 4

- Deliverable 7 - Review existing relevant Communications, Engagement and Marketing policy, strategy and procedures currently utilised by NHS HS and NSS by mid-April 2019
- Deliverable 8 - Develop and deliver updated Communications, Engagement and Marketing policy and procedures consistent with the approved draft strategy for approval by the programme board mid-June 2019

### Objective 5

- Deliverable 9 - Working with Branding and Identity PID, IT PID and HR PID, produce a communications, engagement and marketing plan consistent with the agreed branding and identity to support launch of PHS by end July 2019
- Deliverable 8 - Implement a communications, engagement and marketing plan consistent with the agreed branding and identity to successfully launch PHS by end November 2019

## 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

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

<p><b><u>In Scope:</u></b></p> <p><u>Organisations:</u>  Health Scotland  National Services Scotland PHI  Local Authorities (Public Health related functions)  SG Communications and Marketing  Other National Boards within NHS</p> <p><u>Systems/ Processes:</u></p> <p>Internal communications and engagement,  Stakeholder engagement  Public engagement  Public affairs,  Media relations and media handling including crisis management,  Event management,  Digital communications and marketing including social media,  Digital content design, development and delivery  Campaign planning and management,  Direct marketing and publishing  Creative services including identity/brand development  Insight gathering, user testing and evaluation</p>	<p><b><u>Out of Scope:</u></b></p> <p><u>Organisations:</u></p> <p>All organisations not included in scope</p> <p><u>Systems/ Processes:</u></p> <p>All systems/ processes not included in scope</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 require to incorporate the recommendations resulting from all ongoing PHR Commissions work as well as the Corporate Services PID in advance of functions and structure being finalised. The timescales below are dependent on these commissions being published early 2019. The workstreams are identified as:



1. By end Jan 2018 – Deliverable 1 – Current state
2. By end Jan 2019 – Deliverable 2 – Engagement
3. By end of March 2019 - Deliverable 3 – Draft Strategy
4. By end of April 2019 - Deliverable 4 – Function
5. By end of April 2019 - Deliverable 5 - Structure
6. By end of April - Deliverable 6 – Policy review
7. By end of June 2019 - Deliverable 7 – Policy and Procedures
8. By end of July - Deliverable 8 – Launch strategy and plan
9. By end of November - Deliverable 9 - Implementation

## **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 Public Health Reform Commissions making up the programme portfolio
- The Shared Services PID, Corporate IT PID, Public Health Scotland TOM
- User expectations
- Usability and accessibility
- Existing Comms and Marketing related policies
- Third party suppliers (as appropriate)
- Financial arrangements
- Procurement arrangements
- Related Government and NHS Standards and Organisations

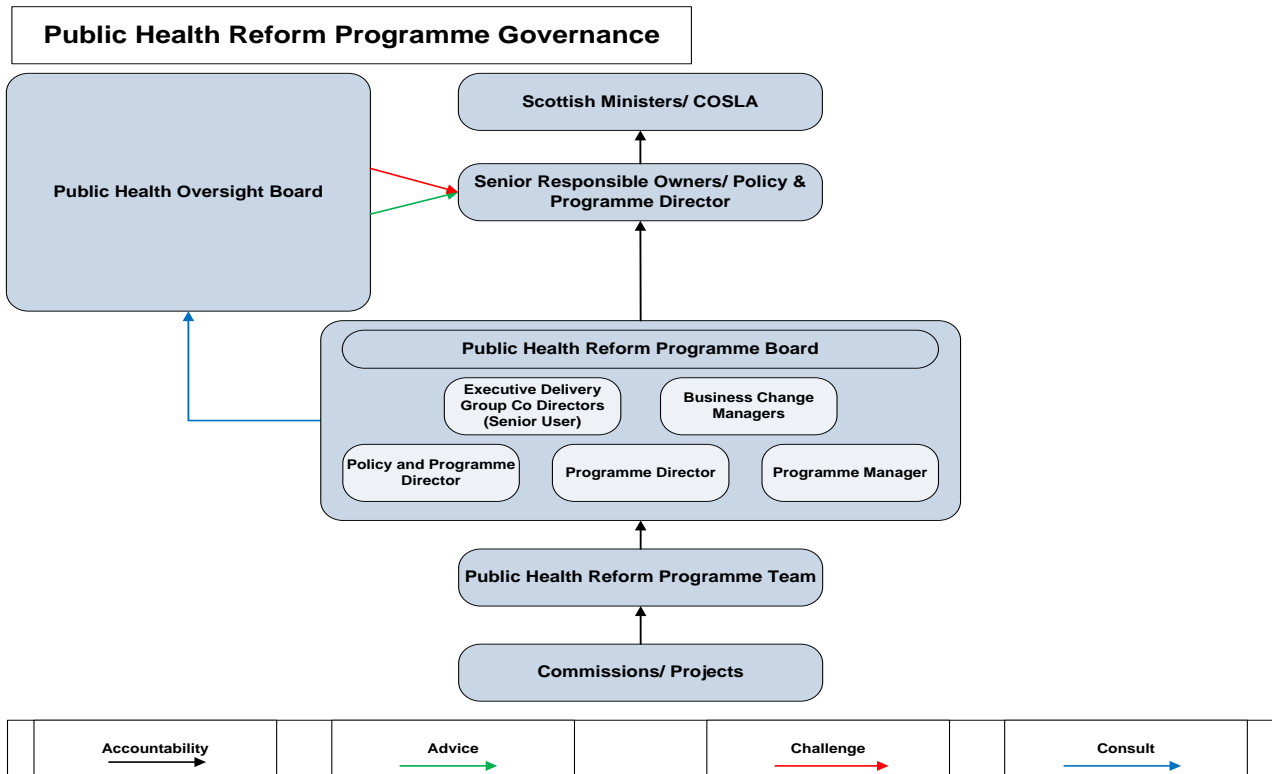
## **2.4. Stakeholders**

The following key stakeholders have been identified for this project:

- SG Public Health Reform Programme Board / Team
- Health Scotland Executive Team / Head of Marketing and Digital Services / Head of Strategic Change and Engagement/Board
- NSS Executive Team / Communications and Marketing Leads / Board
- COSLA
- Head of Corporate Communication, Office of the Chief Executive NHSScotland | Scottish Government
- Head of Communications, and Head of Health Marketing SG

## **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 Communications, Engagement and Marketing Project Team are embedded below:

- NHS HS
- NSS
- Scottish Government
- Local Governemnt
- Third Sector

## 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 Marketing, Engagement and Marketing 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:

- Regular review of progress / deliverables by core programme team
- Peer review of major deliverables with other programme commission project leads
- Stakeholder review of draft versions of all major deliverables
- Review of major findings and recommendations at national level communications and marketing forums as appropriate

## **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:

- Monthly Programme Level progress reviews / Programme Board review as appropriate

## **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 will be developed for the project once key objectives, deliverables and internal resources have been agreed through the governance channels. In the meantime, high level indicative milestones are included in section 2.1 above.

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