



Programme RAG Status		Number of open risks				Number of open issues		
Amber		2 (4)	14 (21)	10 (10)	3 (1)	1 (0)	3 (7)	0
Programme Summary	<p>December saw the delivery of the key deliverables outlining the future state of PHS from a number of commissions and work is continuing on the remaining projects.</p> <p>The TOM work has commence and the project lead has started engaging with commission leads to clarify some points and build the first draft of the target operating model.</p> <p>Comms, Marketing and Engagement and and the Branding projects have started and the teams are looking at what is required and will be submitting an timeline and approach to the Programme Board in February.</p> <p>Additional resource to support the Programme has been secured and will be in place from end January.</p> <p>Work to develop the business case and benefits has commenced.</p> <p>Some delays in the HR, Finance and Legislation projects see the programme into an Amber status as we work our way through the issues identified.</p>							



Commissions/ Projects	Leads	Public Health Scotland								
Improving Services	NSS / IJB Chief Officers' Group / HIS	Overall RAG	Number of open risks				Number of open issues			
		Complete	0	0	0	0	0	0	0	0
Summary	The commission submitted their final deliverable in December. This commission is now complete.									
Improving Health	Health Scotland / IJB Chief Officers' Group	Overall RAG	Number of open risks				Number of open issues			
		Complete	0	0	0	0	0	0	0	0
Summary	The commission submitted their final deliverable in December. This commission is now complete.									
Leadership for public health workforce development	Health Scotland / Improvement Service/ NHS National Education for Scotland	Overall RAG	Number of open risks				Number of open issues			
		Green (G)	0 (0)	2 (2)	0 (0)	0 (0)	0 (0)	2 (2)	0 (0)	0 (0)
Summary	<ul style="list-style-type: none"> The Commission leads had helpful feedback on the draft D4: Customer Requirements document from PHR Leads on 21 December with follow up information on emerging findings from the Innovating For Change workshops which will be incorporated in the requirements and revised draft which we hope will make stakeholder needs more explicit and clear. Work to gather views from stakeholders has continued with new feedback from CPP Managers, the Health Protection networks and a meeting arranged with Skills Development Scotland We have taken the opportunity to review the core commissions D4 and D5 submissions for their identified workforce development needs There is a gap in our connections in to local government – Amanda Spark, the new Improvement Service Co-Lead has been identified and I'm sure will support us with this. 									
Public health research, innovation and applied evidence	ScotPHN	Overall RAG	Number of open risks				Number of open issues			
		Unknown (U)	0 (0)	1 (1)	2 (2)	0 (0)	0 (0)	1 (0)	0 (0)	0 (0)
Summary	<ul style="list-style-type: none"> The Short Life Working Group submitted an interim report to the Public Health Programme Board in December 2018. This provided an overview of the Commission's progress to date. The SLWG has engaged with a wide range of stakeholders, with two events, survey questions and a meeting between NHS Health Scotland, Health Protection Scotland and ISD being undertaken. Through these, a vision of Public Health Scotland and its main functions for leadership in public health research, innovation and applied evidence has been identified by stakeholders. A further engagement event will take place in January 2019 to discuss the vision and function with end-users in more detail. Also, further connection with academic public health will be made. A final report will be submitted in March 2019 									
Protecting Health Commission	NSS / Scottish Directors of Public Health Group	Overall RAG	Number of open risks				Number of open issues			
		Complete	0	0	0	0	0	0	0	0
Summary	The commission submitted their final deliverable in December. This commission is now complete.									
Target Operating Model	PHR Team	Overall RAG	Number of open risks				Number of open issues			
		Green	0	1	8	0	0	1	0	0
Summary	<ul style="list-style-type: none"> We have received deliverables from commissions. We have got from the commissions broadly what we expected: a series of recommendations for how Public Health Scotland should be organised and work. While there is a lot of similarity in the deliverables, there are gaps and contradictions too. We are now working with the commissions to clarify some points and draw together a draft TOM. We will meet with the commission leads on 28 January following the programme board to give them the overview of the TOM and involve them in shaping it up. We have signed off a plan for staff engagement on the TOM and SMT have discussed proposals for engaging external stakeholders. 									
Underpinning Data & Intelligence Commission	NSS / Improvement Service/ HS	Overall RAG	Number of open risks				Number of open issues			
		Complete	0	0	0	0	0	0	0	0
Summary	The commission submitted their final deliverable in December. This commission is now complete.									



Commissions/ Projects		Public Health Scotland - Corporate Arrangements								
Accommodation	PHR Team	Overall RAG	Number of open risks				Number of open issues			
		Green	0	0	0	0	0	0	0	0
Summary	Project team established and deliverables 2 and 3 submitted to January programme board.									
Branding and Identity	PHR Team	Overall RAG	Number of open risks				Number of open issues			
		Green	0	0	0	0	0	0	0	0
Summary	Project team meeting for first time on 16th January. Timeline to be reviewed and revised.									
Budgets and Financial Management	PHR Team	Overall RAG	Number of open risks				Number of open issues			
		Amber	0	0	0	0	0	0	0	0
Summary	Work underway, tender for additional financial resource is to be issued with costs being brought back to the programme for approval. Due to a lack of resource timelines have slipped and deliverables delayed.									
Communications, Engagement & Marketing	PHR Team	Overall RAG	Number of open risks				Number of open issues			
		N/A	0	0	0	0	0	0	0	0
Summary	Project team meeting for first time in January. Timeline to be reviewed and revised.									
Corporate IT	PHR Team	Overall RAG	Number of open risks				Number of open issues			
		Green (G)	0 (1)	1	2	0	0	0	0	0
Summary	<ul style="list-style-type: none"> The Project Team have completed a series of technical workshops to provide the detail required for Objective 2, "define the immediate IT requirements Public Health Scotland will require in order to deliver its functions on vesting day." Dedicated project teams have been established to deliver the defined requirements through three work packages. Establishment of a IT and Digital Governance Group to provide direction on strategic roadmaps and future needs, as per requirements for future deliverables. Stakeholder engagement at strategic level is ongoing, in order to ensure that PHS's roadmap aligns with Digital and eHealth Government strategies. 									
Corporate Services	PHR Team	Overall RAG	Number of open risks				Number of open issues			
		Amber	0	0	0	0	0	0	0	0
Summary	Acknowledging the timeline of the PID, deliverable 2 is overdue and this in turn has had a knock-on effect with deliverable 3. This is due to resource capacity issues. Work is however progressing with a Framework document, which details the current landscape of services, including costs of delivering these services, alongside the proposed future provision of Corporate Services for PHS.									
Governance and Accountability	Public Health Reform Team	Overall RAG	Number of open risks				Number of open issues			
		Amber (G)	0	2	1	0	0	0	0	0
Summary	<ul style="list-style-type: none"> The package of Orders to establish Public Health Scotland should be laid in early 2019, with all functions conferred and the body fully operational from 1 December 2019. The Chair should be appointed at least 6 months prior to this, followed by the Chief Executive and Board members. The Project Team has successfully met with Public Appointments and NHS governance colleagues, completed the Chair application pack and issued the Chair advert, identified the chair recruitment round interview panel, sent two submissions to Ministers informing them of the round, completed the first draft of consultation and corresponded with the Public Appointments Commissioner on expediting the appointments process. 									
HR for the New Body	Kenny Small, NHS Lanarkshire	Overall RAG	Number of open risks				Number of open issues			
		Amber (G)	0	4	2	0	0	0	0	0
Summary	<ul style="list-style-type: none"> Revised Deliverables 3/4/5 are now rescheduled for completion by February 2019 Deliverable 6 is now rescheduled for completion by March 2019 Deliverables 7/8 are now scheduled for completion by April 2019 We have started to scope the timelines around the Staff Transfer Arrangements to comment in May 2019, and will develop these further over the next few weeks. We are looking to establish a new Working Group to take forward the work required around the remaining deliverables, this is to be discussed with the HR Steering Group tomorrow. 									
Legislation	Public Health Reform Team	Overall RAG	Number of open risks				Number of open issues			
		Amber (G)	0	1	1	2	1	0	0	0
Summary	<ul style="list-style-type: none"> Initial policy instructions and parliamentary handling advice have been drafted, awaiting detailed Scottish Government Legal Department (SGLD) input. A public consultation has also been drafted, which should issue for 6 weeks once approved. The package of Orders to establish Public Health Scotland should be laid in early 2019, with all functions conferred and the body fully operational from 1 December 2019 									
Workforce – Organisational development	NSS / HS	Overall RAG	Number of open risks				Number of open issues			
		Green (G)	0	1	1 (3)	0	0	0	0	0
Summary	<ul style="list-style-type: none"> Three evidence based reviews An online staff survey Four staff engagement sessions on values and behaviours <p>This led to the submission in December 2018 of Deliverable 3: Interim Report - Draft Organisational Benchmark and Development Strategy Further work is planned from January and March working with small focus groups of senior managers, managers and staff prior to the completion of the final report</p>									



Commissions/ Projects	Whole System									
Public Health Priorities Project (Phase 1)	Public Health Reform Team	Overall RAG	Number of open risks				Number of open issues			
		Complete	0 (2)	0 (6)	0 (4)	0	0	0	0	0
Summary	<ul style="list-style-type: none"> • Successfully delivered in June 2018 									
Specialist Public Health Workforce Arrangements	PHR Team	Overall RAG	Number of open risks				Number of open issues			
		Green	0	0	0	4	0	0	0	0
Summary	<p>Residential workshop for the SEAG (Specialist Expert Advisory Group) was held in December, where a number of options for potential future arrangements were discussed and developed by attendees.</p> <ul style="list-style-type: none"> • These options along with a potential hybrid model are currently under further development by a number of volunteers identified from the workshop. • The next workshop for the SEAG is scheduled for 7th Feb, at which the options developed will be reviewed and an Options Appraisal exercise completed. <p>Deliverables</p> <ul style="list-style-type: none"> • 1 & 2 – Complete • 3 – Complete: Attached (Please let us know if anything further is required for this?) • 4 – Currently still on schedule for completion by March 									



Programme Plan

		Tranche 1										Tranche 2												
		Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20
Programme Governance	Public Health Oversight Board (PHOB)		▲ 19/4			▲ 19/7																		
	PHR Programme Board	▲ 29/3	▲ 20/4	▲ 23/05	▲ 26/06	▲ 23/07	▲ 29/08	▲ 25/09	▲ 24/10	▲ 27/11	▲ 17/12	▲ 22/01	▲ 25/02	▲ 26/03	▲ 23/04	▲ 28/05	▲ 25/06	▲ 23/07	▲ 27/08	▲ 25/09	▲ 29/10	▲ 26/11	TBC	
Programme Arrangements	Programme brief approved	● 30/3																						
	Governance structure established	● 30/3																						
	Finalise and issue public consultation (6 week duration).		◆ 30/4																					
	Vision agreed																							
	PID approved by PHR Programme Board																							
	Blueprint produced																							
	Full Business Case produced												◆ 31/1											
Benefits agreed and strategy produced												◆ 31/01												
Public Health Body																								
Delivery themes																								
Improving Health Commission																								
Improving Services Commission																								
Leadership for public health workforce development Commission																								
Protecting Health Commission																								
Public health research, innovation and applied evidence																								
Target Operating Model																								
Underpinning Data & Intelligence																								
Corporate Arrangements																								
Accommodation																								
Branding (Timescales TBC)																								
Budgets and Financial Management																								
Comms, Marketing and Engagement (Timescales TBC)																								
Corporate IT																								
Corporate Services																								
Governance and accountability																								
HR for the new body																								
Legislation																								
Organisational Development/ Developing Values																								
Values																								
Whole System																								
Specialist Public health workforce arrangements																								

●	Milestone	On track
▲	Meeting	Delayed/ mitigating action in place
◆		Delayed
■		Complete



Designing the body

Today

		Tranche 1										Tranche 2												
		Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20
Public Health Body Delivery themes	Commission issued		13/4																					
	1. Documentation setting out membership of the project team, its governance structure and a timeline for draft and final deliverables.						29/08																	
	2. Documentation outlining current HCPH functions and how they support service delivery.						28/08																	
	3. Documentation outlining an approach to customer engagement, including stakeholder mapping						28/08																	
	4. Outline of customer requirements.										30/11 (31/10)													
	5. Current and proposed future state for the HCPH function										31/12													
	6. Product list, timeline and risk register for the transition of current and any proposed new HCPH functions from its existing organisation to the new public health body.										31/17													
7. Due diligence intelligence (Annex C)									31/10															
Improving Services	Commission issued	16/3																						
	1. Documentation setting out membership of the project team, its governance structure and a timeline for draft and final deliverables.		12/4																					
	2. Documentation outlining an approach to customer engagement, including stakeholder mapping.						03/08																	
	3. Documentation outlining customer requirements										30/11 (12/10)													
	4. Documentation setting out current and proposed future state for the health improvement function.						03/08 draft				7/12 (30/11, 31/10) final													
	5. Product list, timeline and risk register for the transition of current and any proposed new health improvement functions										30/11 draft	21/12 final												
6. Completion of due diligence										21/12														
Improving Health	Commission issued	16/3																						
	1. Membership of the Project Team - It's Governance Structure and a timeline for draft and final deliverables		12/4																					
	2. Documentation outlining current Health Protection Functions and how they support service delivery				15/6 (31/5)																			
	3. Approach to stakeholder engagement						08/08 (06/06)																	
	4. Outline of Customer Requirements										30/11													
	5. Current and proposed future state for the health protection function										31/12													
	6. Product list, timeline and risk register for the transition of current and any proposed new protecting health functions										31/12													
7. Updated and Finalised Due-diligence intelligence									31/10															
Protecting Health	Commission issued	16/3																						
	1. Membership of the Project Team - It's Governance Structure and a timeline for draft and final deliverables		12/4																					
	2. Documentation outlining current Health Protection Functions and how they support service delivery				15/6 (31/5)																			
	3. Approach to stakeholder engagement						08/08 (06/06)																	
	4. Outline of Customer Requirements										30/11													
	5. Current and proposed future state for the health protection function										31/12													
	6. Product list, timeline and risk register for the transition of current and any proposed new protecting health functions										31/12													
7. Updated and Finalised Due-diligence intelligence									31/10															
Leadership for public health workforce development	Commission issued	16/3																						
	1. Membership of the Project Team - It's Governance Structure and a timeline for draft and final deliverables		12/4																					
	2. Documentation outlining current leadership arrangements						30/7 (22/5)																	
	3. Approach to stakeholder engagement							31/8																
	4. Outline of Customer Requirements										31/8													
	5. Current and proposed future state for leadership										30/11													
	6. Product list, timeline and risk register for the transition of current and any proposed new leadership arrangements											31/01												
7. Updated and Finalised Due-diligence intelligence											01/02													
Public health research, innovation and applied evidence	Commission issued	16/3																						
	Deliverable 1 - Documentation setting out membership of the working group and definitions		26/4																					
	Deliverable 2 - Documentation outlining proposals for wider stakeholder involvement			22/5																				
	Deliverable 3 - Stakeholder engagement events						15/6																	
	Deliverable 4 - Documentation outlining options / proposal - interim report											19/12												
Deliverable 5 - Documentation highlighting options / proposal - final report																29/03								
Underpinning Data & Intelligence	Commission issued	16/3																						
	1. Membership of the project team, its governance structure and a timeline for draft and final deliverables.		12/4																					
	2. Current data and intelligence functions in NSS, HS and IS and how they support service delivery.				15/6 (30/04)																			
	3. Approach to customer engagement, including stakeholder mapping.							31/8 (31/05)																
	4. Outline of customer requirements.											15/12 (30/11, 31/10)												
	5. Current and proposed future state for the data and intelligence function.											31/12												
	6. Product list, timeline and risk register for the transition of current and any proposed new data and intelligence functions.											31/12												
7. Updated and finalised due diligence intelligence										31/10														
Specialist Public health workforce arrangements	Commission issued						30/8																	
	Deliverable 1 - Documentation outlining key questions and answers									06/11														
	Deliverable 2 - Documentation setting out membership of the working group, a plan to develop and assess options, and a timeline for draft and final deliverables.										30/11													
	Deliverable 3 - Documentation outlining proposals for review of other models, gathering of other relevant material and plans for wider stakeholder involvement (TBC)											14/01												
Deliverable 4 - Documentation outlining options/ proposals for how the specialist public health workforce should best be delivered in Scotland and any associated factors that the PHR Programme should take into consideration																31/03								

Milestone
 Meeting
 Key milestone
 On track
 Delayed/ mitigating action in place
 Delayed
 Complete



Whole System Plan

Today

		Tranche 1										Tranche 2													
		Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	
Specialist Public health workforce arrangements	Public Health Body																								
	Delivery themes																								
	Commission issued						● r/n/r																		
	Deliverable 1 – Documentation outlining key questions and answers								● 06/11																
	Deliverable 2 - Documentation setting out membership of the working group, a plan to develop and assess options, and a timeline for draft and final deliverables.										● 30/11														
Deliverable 3 – Documentation outlining proposals for review of other models, gathering of other relevant material and plans for wider stakeholder involvement (TBC)											● 14/01														
Deliverable 4 – Documentation outlining options/ proposals for how the specialist public health workforce should best be delivered in Scotland and any associated factors that the PHR Programme should take into consideration															● 31/03										

- Milestone
- ▲ Meeting
- ◆ Key milestone

On track
Delayed/ mitigating action in place
Delayed
Complete