



Programme RAG Status		Number of open risks				Number of open issues		
Amber		2 (2)	17 (14)	15 (10)	6 (3)	0 (0)	3 (3)	0
Programme Summary	<p>Programme remains in amber status due to a number of projects reporting delays.</p> <p>The TOM remains on track to deliver at end March.</p> <p>Two new Transformational Change Managers have joined the PHR Team and have started progressing programme finance reporting which will be brought to the next Programme Board in March.</p> <p>Work on PHS governance arrangements has commenced and the PID will be submitted to the March programme board.</p>							



Commissions/ Projects	Leads	Public Health Scotland								
		Overall RAG	Number of open risks				Number of open issues			
Improving Services	NSS / IJB Chief Officers' Group / HIS	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	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	Green (G)	0 (0)	2 (2)	0 (0)	0 (0)	0 (0)	2 (2)	0 (0)	0 (0)
Summary	No update									
Public health research, innovation and applied evidence	ScotPHN	Green (G)	0 (0)	0 (1)	2 (2)	0 (0)	0 (0)	0 (1)	0 (0)	0 (0)
Summary	<ul style="list-style-type: none"> • 3rd engagement event took place on 30 January 2019 for end users of research and evidence. 53 delegates (about a third had attended a previous event). • Survey issued to academics to understand the wider contribution of academic disciplines to research on the health of the public in accordance with the strategic vision set out in the Improving the health of the public by 2040 document by the Academy of Medical Sciences, which calls for a much more holistic approach to transdisciplinary, and transformational research endeavours that "draw on individuals from a wide range of disciplines and skill sets, with a solid understanding of the full range of drivers of health". 									
Protecting Health Commission	NSS / Scottish Directors of Public Health Group	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	Green	0	1	8	0	0	1	0	0
Summary	<ul style="list-style-type: none"> • 2nd iteration shared with February Programme board • Commission leads workshop arranged for 28th February 									
Underpinning Data & Intelligence Commission	NSS / Improvement Service/ HS	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	2	0	0	0	0	0	0
Summary	Deliverables 2 and 3 submitted and approved at the January Programme Board. Work on requirements for vesting day and approach to engagement underway. Scottish Futures Trust will be invited to join the project team.									
Branding and Identity	PHR Team	Overall RAG	Number of open risks				Number of open issues			
		Green	1	6	0	0	0	0	0	0
Summary	Following agreement on the approach from the Programme Board a design agency has been identified and work to produce a brief is underway.									
Budgets and Financial Management	PHR Team	Overall RAG	Number of open risks				Number of open issues			
		Red	0	0	0	0	0	0	0	0
Summary	No update									
Communications, Engagement & Marketing	PHR Team	Overall RAG	Number of open risks				Number of open issues			
		N/A	0	0	3	0	0	0	0	0
Summary	Project team has met and the PID including delivery timelines has been reviewed, updated and submitted to the February Programme Board for approval.									
IT & Digital	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			
		Green (A)	0	3	0	0	0	0	0	0
Summary	<ul style="list-style-type: none"> The Internal Corporate Services Project Team met and agreed an approach to commissioning a number of Service Workstreams. These will engage service providers, service users and the designers of other aspects of Public Health Scotland, to propose the nature of future corporate services. This will involve the commissioning of 13 workstreams, each coordinated by a 'Design Lead, jointly identified by the senior management teams of both NHS Health Scotland and Public Health and Intelligence. Each workstream will also have a multi-disciplinary membership and where appropriate, will work closely with the Leads for existing PHR projects which have already been commissioned. Using a structured proforma, workstreams will provide the Corporate Services Reference Group with a detailed portfolio for their identified service/s, of what will be required to support Public Health Scotland deliver its aims. The Framework of Services document continues to be populated with information gathered on the 'current landscape' of Corporate Services; functions, baseline costs and staff resource required to support their delivery. This will be reviewed at the next Corporate Services Reference Group meeting on the 18th February. The Business Transformation approach of conducting 1:1 discussions with staff around current services, has commenced in relation to Finance and HR. Additional support has been identified in the interim to support conducting these 1:1's. External Reference Group members have agreed to contribute their experiences to a 'Shared Services Lessons Learned' document. Initial 1:1 discussions have commenced, with small on-site meetings planned to discuss the structure and provision of services in each organisation, and challenges experienced. 									
Governance and Accountability	Public Health Reform Team	Overall RAG	Number of open risks				Number of open issues			
		Amber (A)	1 (0)	2 (2)	0 (1)	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	Jacqui Jones, NSS	Overall RAG	Number of open risks				Number of open issues			
		Amber (A)	0	4	2	0	0	0	0	0
Summary	No update									
Legislation	Public Health Reform Team	Overall RAG	Number of open risks				Number of open issues			
		Amber (A)	0	1 (1)	3 (1)	2	0 (1)	1 (0)	0	0
Summary	<ul style="list-style-type: none"> Initial policy instructions and parliamentary handling advice have been drafted and detailed Scottish Government Legal Department (SGLD) input has begun. A public consultation has also been drafted, which should issue for 6 weeks once approved (publication by 15 February). The package of Orders to establish Public Health Scotland should be laid in late April 2019, with all functions conferred and the body fully operational from 1 December 2019. 									
PHS Board and Committee Governance Project	PHR Team	Overall RAG	Number of open risks				Number of open issues			
		N/A	0	0	0	0	0	0	0	0
Summary	PID currently being drafted and core team being identified. PID will be submitted to the March programme board for approval.									
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	<p>Findings of recent one hour sessions for managers 'to identify what support they need to lead their staff through change' highlighted that managers welcomed the opportunity of dedicated space and time to reflect, particularly with their peers. They highlighted some current challenges, including:</p> <ul style="list-style-type: none"> Lack of clear, concise, communications (e.g. official lines) which would help them to convey key messages to their teams. The high volume and accessibility of information around change and accessibility (e.g. much of it is buried in large documents, some of the language is alienating and too high level). Absence of clear vision and strategy for PHS. A general feeling that they don't know enough about where we're going to know what they need to support them through the change. <p>However, they are keen to get a better grasp on what is 'known' and 'unknown' at this stage and recommended some good solutions, including:</p> <ul style="list-style-type: none"> 'Nutshell' communications and more face to face A timeline of key decisions and milestones so they know what is coming Increased promotion of Public Health vision, strategy and priorities, translated into something that provokes action and a different way of working for staff. For example, how do they confidently realign their work and their teams, exiting from business as usual towards PHS and change priorities Increase leadership visibility (e.g. more face to face comms, reiterating the vision) <p>We are aware that elements of these solutions are already in progress, which may address some of the challenges managers and their teams are facing. Recent developments on improved collaboration with the Comms and Engagement Group should also help to address some of the issues raised.</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				
Summary		Complete	0 (2)	0 (6)	0 (4)	0	0	0	0	0	
Specialist Public Health Workforce Arrangements	PHR Team	Overall RAG	Number of open risks				Number of open issues				
Summary		Green	0	0	0	4	0	0	0	0	
		Options appraisal workshop held where 6 options were reviewed and voted against. These options will now be worked up further before being taken to engagement events with further key stakeholders.									

