

A Scotland Where Everybody Thrives

**Public Health Scotland's Annual Delivery Plan
2023**

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1. Introduction

In Public Health Scotland, we want to see a Scotland where everybody thrives. This means we want to see life expectancy and the quality of life in Scotland start to improve again and the difference in life expectancy between the poorest and wealthiest areas get smaller.

People in Scotland die younger than any other country in Western Europe. People in our poorest neighbourhoods die more than a decade before those in the wealthiest neighbourhoods.

Poverty, poor-quality housing, low-paid work, unhealthy environments, access to services and the cost of living all impact on people's physical and mental health. Life expectancy has not improved since 2012 and healthy life expectancy is declining.

It is a bold and ambitious vision; however, we know that together with our partners and people in Scotland, we can achieve it. We have made significant improvements in Scotland's health before and can do so again.

This includes our work to support NHS recovery and address immediate system pressures as part of the Re-mobilise, Recover, Re-design Framework. Our ambition needs to support recovery but also enable the transition into a renewal phase of our health and care services with an even stronger emphasis on prevention.

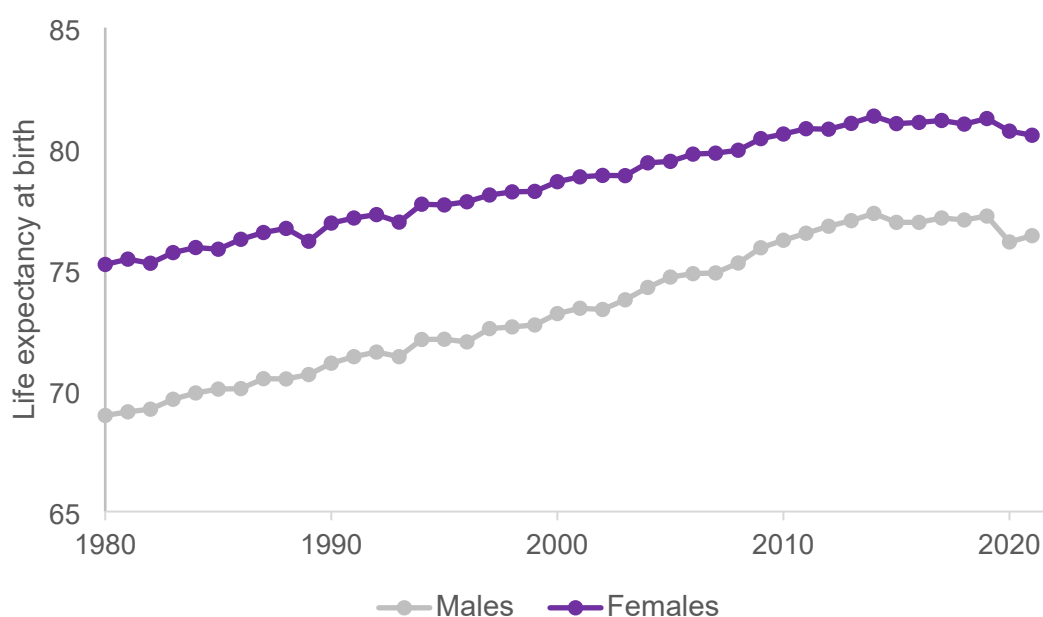
This annual delivery plan sets out how we will work in partnership with National and Local government, Directors of Public Health, and system leaders to deliver that vision and how we will support the recovery of the NHS and public services by collaborating with partners to:

- Protect investment in the socio-economic building blocks of health.
- Make the case for long-term investment in prevention, recognising that every sector has a role to play in improving population health; and
- Support sustained collaboration through, opportunities such as our partnership with Directors of Public Health, the review of the National Performance

Framework; the renewed national and local government partnership; measuring what matters; and stronger accountability to outcomes.

2. Scotland's Health

Following many decades of improving population health in Scotland, progress – measured by life expectancy – stagnated from 2012 onwards and has been falling in recent years.



Source: **National Records of Scotland, Life Expectancy in Scotland**

Health inequalities in Scotland

The stagnation of progress on population health has been most in the more deprived communities, widening deprivation-based inequalities in life expectancy at birth.ⁱ Life expectancy for females is 10.5 years longer in the least deprived areas compared to

ⁱ Fenton L, Wyper GM, McCartney G, et al. Socioeconomic inequality in recent adverse all-cause mortality trends in Scotland. *J Epidemiol Community Health* 2019;73:971-974.

the most deprived areas in Scotland. For males that difference increases to 13.7 years.

Our individual circumstances, such as our schooling and employment, affect our health. These are themselves affected by wider factors effecting the resources we can draw on in our lives to create healthy living environments, gain better employment and access higher quality services.

There are large inequalities in household income, wealth, earnings, and educational attainment. Progress in these social economic drivers is stagnating which means we need to invest in the building blocks of health.

International comparisons

In the 1950s the life expectancy in the UK was relatively high in the international stage – 10th highest. Since then, it has fallen significantly, and is now 36th, second lowest of the G7 countries, higher only than the United States.ⁱⁱ Scotland has the lowest life expectancy of all UK countries and the lowest life expectancy of all western European countries.

Like Scotland, many countries across Europe have experienced stalling life expectancy since around 2012 and a fall in 2020.

Burden of Disease

The burden of disease in Scotland is forecast to increase 21% by 2043. Absolute increases in annual disease burdens are forecast to be largest for cardiovascular

ⁱⁱ Hiam L, Dorling D, McKee M. 2023. **Falling down the global ranks: life expectancy in the UK, 1952–2021**. J of the Roy Soc of Medicine. doi/10.1177/01410768231155637

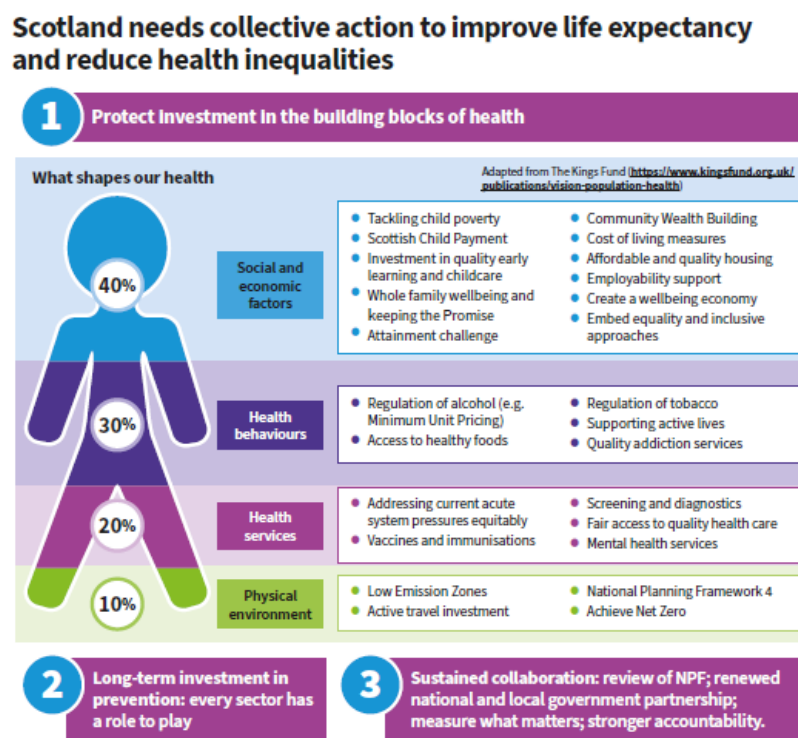
diseases, cancers, and neurological conditions. This has implications for the long-term sustainability of services.

Change is possible by investing in prevention and protecting investment in the building blocks of health.

3. Our Vision

In Public Health Scotland, we want to see a Scotland where everybody thrives. Specifically, we want to see life expectancy in Scotland start to improve again. We want to see the difference in life expectancy between the poorest and wealthiest areas get smaller.

Improving life expectancy and reducing health inequalities in Scotland will require action across the country by many organisations and individuals – locally and nationally. As Scotland's national public health body, we are at the heart of that effort.



Our role is to lead and sport work across Scotland to prevent disease, prolong life and promote health.

We defined what we want to achieve and how we will do that in our 3-year Strategic Plan covering the period from 2022-25. This set out our ambitions for the next three years and includes the actions and impact we aimed to deliver in 2022-2025 in line with our core missions.

- Prevent Disease
- Prolong Healthy Life
- Promote Health and Wellbeing

In delivering these missions, our strategic delivery plan sets out how we will shift our work from supporting Scotland's response to the pandemic to working with partners to:

- Protect investment in the socio-economic building blocks of health.
- Make the case for long-term investment in prevention, recognising that every sector has a role to play in improving population health; and
- Support sustained collaboration through opportunities such as the review of the National Performance Framework; maximising the potential of national and local government working together; measuring what matters; and stronger accountability to outcomes.

That reframing of our work is clearly set out in our 3-year strategic plan and in this Annual Delivery Plan. The Annual Delivery Plan also sets out how we will deliver against the Scottish Government's Recovery Drivers. For example:

We are focused on strengthening the building blocks of health.

- Supporting delivery of the Child Poverty Delivery Plan, Best Start, Bright Futures.
- Supporting NHS Scotland to embed the Anchor Institution approach.
- Working with Education to adopt a public health approach to learning.

We are driving whole system working locally and nationally.

- Increasing the support, we provide to Community Planning Partnerships.
- Working in partnership with Police Scotland and justice system to improve community health and wellbeing.
- The Care and Wellbeing Dashboard will support collaborative action on health.
- Providing public health data and evidence for action.

We provide public health data and evidence to local and national partners for action:

- Providing data and intelligence to address immediate pressures and recovery of health services.
- Modelling current and future demands on health and care supports planning and redesign.
- Provide evidence to support decision making.
- Policy evaluations, such as Minimum Unit Pricing, to identify what works.

We are already seeing progress in the areas outlined above, as described in our strategic delivery plan for 2023-25. Our focus for our Annual Delivery Plan will be working in partnership to ensure our evidence and knowledge supports NHS recovery and the wider public sector tackle immediate systems pressures, plan effectively and deliver public services, ensuring the long-term sustainability of those services by increasingly focussing on prevention and driving wider system change and collaboration.

4. NHS Recovery Drivers

The Re-mobilise, Recover, Re-design Framework (RRR) was published on 31 May 2020, and set out the approach for Health Boards to safely and gradually prioritise the resumption of paused services.

In line with the Re-mobilise, Recover, Re-design Framework, the NHS Scotland Delivery Plan sets out how boards can support the transition from recovery into a renewal phase of our health and care services.

The Recovery and Renewal phase is intended to focus on driving delivery at pace, of existing work across NHS Scotland over the next 12-18 months.

An early and urgent focus will be on measures that can be taken to make rapid improvements to capacity and sustainability to support system performance through 2023/24. The Recovery & Renewal phase has 10 Drivers of Recovery which will form the planning focus for this Annual Delivery Plan, these are outlined below:

Recovery & Renewal: The 10 Drivers of Recovery	
1	Improved access to primary and community care to enable earlier intervention and more care to be delivered in the community
2	Urgent & Unscheduled Care - Provide the Right Care, in the Right Place, at the right time through early consultation, advice and access to alternative pathways, protecting inpatient capacity for those in greatest need
3	Improve the delivery of mental health support and services
4	Recovering and improving the delivery of planned care
5	Delivering the National Cancer Action Plan (Spring 2023-2026)
6	Enhance planning and delivery of the approach to health inequalities
7	Fast track the national adoption of proven innovations which could have a transformative impact on efficiency and patient outcomes
8	Implementation of the Workforce Strategy
9	Optimise use of digital & data technologies in the design and delivery of health and care services for improved patient access
10	Climate Emergency and Environment

The Drivers of Recovery are an NHS Scotland focus and National Boards will set out in their Annual Delivery Plan and Medium-Term Plan how they will support the Health and Social care systems recovery directly and indirectly depending on their specific scope and focus.

In addition, the guidance on developing our delivery plan also includes priorities for Public Health Scotland specific to our role as Scotland's national Public Health Agency. These are:

Priorities for Public Health Scotland	
11	Through the Care and Wellbeing Portfolio, provide public health leadership and expertise to strengthen the focus on evidence-based action, impact, outcomes, reporting, joint accountability, and prevention across the system.
12	Remobilise key health protection services
13	Health and Social Care Statistics

5. Our Plan

Our plan aims to bring together work on the NHS Recovery Drivers as set out above and the work contained within our three-year strategic plan.

In doing so, we have framed our work around our vision for population health and in line with our core missions to.

- Prevent Disease
- Prolong Healthy Life
- Promote Health and Wellbeing

In doing so this plan will demonstrate how our current and emerging programme structures to **Transform Scotland** and **Transform Public Health Scotland** describe our work and are fully aligned with our vision, missions and incorporate the NHS recovery drivers outlined above.

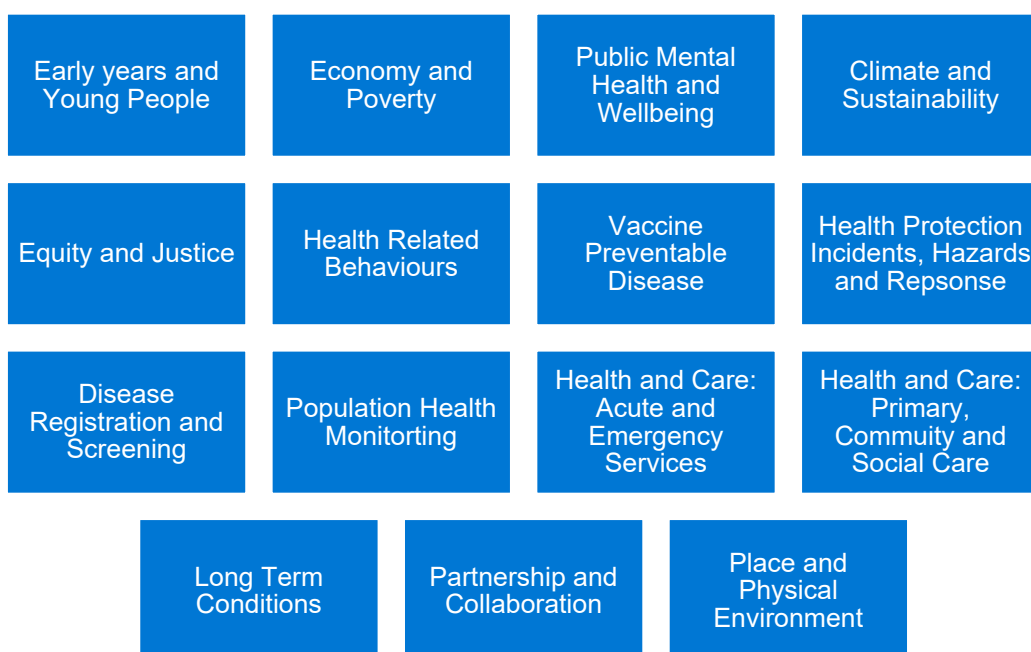
6. Our Programmes

We have begun the process of organising our work as a portfolio incorporating a number of cross organisational programmes.

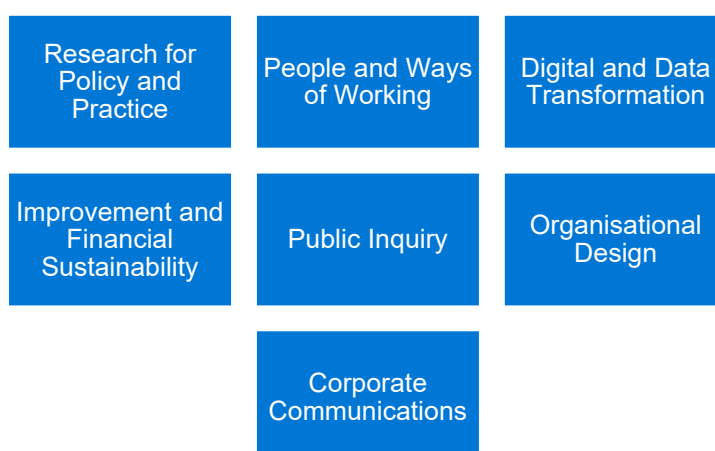
These programmes are emerging and intended to be aligned with our vision, changing how we work to focus our efforts and resources on those actions that matter most for improving population health and reducing health inequalities.

The actions set out in this Annual Delivery Plan, including work to support the recovery drivers, are organised under these programmes.

TRANSFORMING SCOTLAND

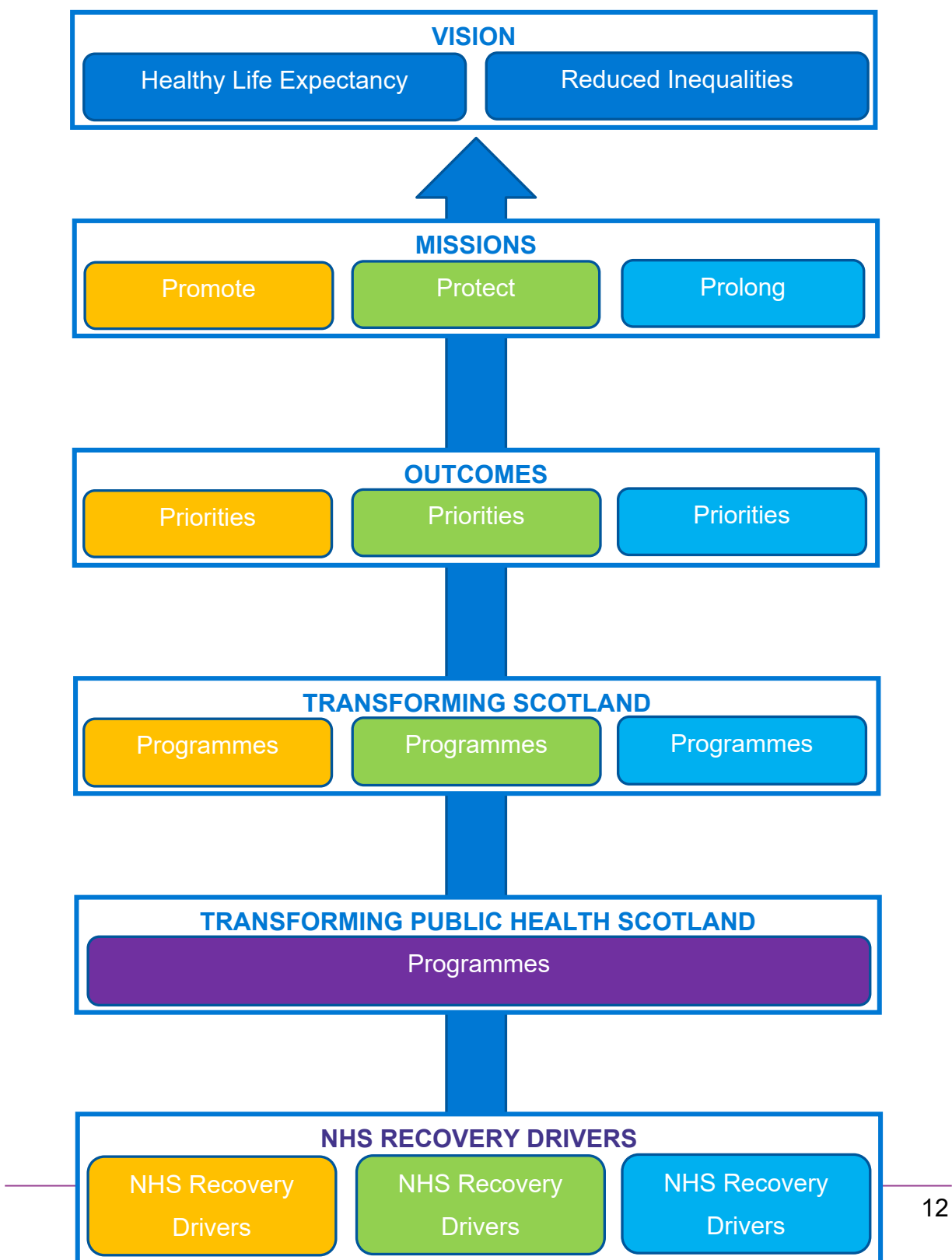


TRANSFORMING PUBLIC HEALTH SCOTLAND



The strategy map below illustrates how these programmes align with our vision and mission and contribute to delivering our strategy.

PUBLIC HEALTH SCOTLAND ANNUAL DELIVERY PLAN STRATEGY MAP



7. Transforming Scotland

7.1 Promote

7.1.1 Early Years and Young People

Deliverable Title	Deliverable Summary
Child Public Health Intelligence: future data displays	Plan developed for the most appropriate location and tools for communicating child public health intelligence currently hosted on the PHS wider impacts dashboard to increase visibility, coherence, and utilisation of Child Public Health intelligence products to support policy development and decision making.
/Adverse Childhood Experience (CEs) Strategic Development and Implementation	Maintain and develop links to overlapping cross-organisational programmes currently in development such as: Justice and Equity, Public Mental Health and Wellbeing, and Early Years and Young People particularly in relation to the joint Scottish Government and COSLA Mental Health and Wellbeing strategy. This includes children arriving in Scotland fleeing violence, persecution, and war.
Data Management Services for early Years and Young People.	Provide a consistent data collection and data quality management service for data sets relating to early years and young people, ensuring fit for purpose data is available for analysis and to support policy development and decision making
Design analysis to assess the impact of changes in the quality of local food environments on changes in maternal weight.	Scope and produce protocol to exploit use of existing PHS maternal weight time series and contract with ordnance survey to design longitudinal analysis of association between change in physical radial fast-food density and maternal weight.
Development and provision of national public health intelligence relating to child health and development	This work includes ongoing collection and quality assurance of existing national datasets and production of agreed official statistics, management information and collaborative development of new or enhanced national data resources or information outputs to inform policy and service development and evaluation.

Deliverable Title	Deliverable Summary
Development and provision of national public health intelligence relating to reproductive and maternal health outcomes	Design, review, and communication of annual surveillance of reproductive and maternal health outcomes including production of official and national statistics publications to identify priorities for health improvement, understand the distribution of need for prevention and promotion and monitor health trends.
Improve CHI seeding on NRS live birth records	Improve the quality and timeliness of maternal and child CHI seeding on NRS live birth records by implementing a new process using NHS live births data to enable better informed decision making
MatNeo Data Hub: enhanced data displays	New co-designed Scottish Pregnancy, Births and Neonatal Data (SPBAND) Dashboard showing CORE maternity and neonatal measures, enhancing access to publicly available quality assurance data for policy makers, maternity, and neonatal service professionals (clinicians and managers) and service users.
MatNeo Data Hub: enhanced datasets	Development, testing and introduction of enhanced Maternity Dataset for Scotland (EMaDS) and new Neonatal Care Data Set to allow monitoring of additional aspects of social determinants, health behaviours, service provision (including equity) and outcomes.
Monitoring the Health and Wellbeing of School Aged Children	Monitor trends in self-reported health outcomes in school-aged children and young people. Including Health Behaviour in School-aged Children (HBSC) study: Health & Wellbeing Census in schools; and work with World Health Organization Collaborating Centre for Health Promotion and Public Health Development. These data sources are used by Scottish Government and Local Authorities to inform action on Children and Young People's health nationally and locally.
Public Health Approach to Learning (PHAL)	Establishing our Public Health Approach to Learning (PHAL) approach as a core work programme, including development of novel data linkage and expansion of the toolkit and supporting knowledge into action in Education settings. This work will provide health and wellbeing data at a school level alongside support and advice on its implementation and use.

Deliverable Title	Deliverable Summary
Scottish ACEs (Adverse Childhood Experiences Hub) Hub	Provide co-ordination and administrative support to the Scottish ACEs Hub and delivery sub-groups, monitor implementation of ACEs Hub action plan, ensuring ownership for each action and evidence that system and organisations are working towards prevention and mitigation of ACEs.
Support delivery of the new national Child Health System	Provide expert input to the development of the new national Child Health System (SCPHWS) to ensure that it meets public health and intelligence needs and that information important to understanding and improving child health in Scotland can be collected and processed by the new Child Health System.
Support for Early Years Transformational Change Programme (TCP)	Establishing the research support requirements for the Early Child Development Programme to support evidence informed policy and practice and improve child development outcomes by providing specific priority evidence and analysis requested by Scottish Government and stakeholders.
Support for the expansion of Early Learning and Childcare (ELC)	Advise on and support the development, implementation, analysis and reporting of Phases 4-6 of the Scottish Study of Early Learning and Childcare (SSELC), provide evidence reviews on the effectiveness of ELC for different age groups, undertake the Economic Evaluation of the policy and assessment of whether the expansion of ELC has resulted in greater health and wellbeing for children and increased parental employment and family well-being.
Children and Young People - Specialist Public Health Group	Enhance collaboration on Children and Young People across the public health landscape in Scotland through facilitation and development of specialist (local-national) action to enhance collaboration capacity in support of the four Early Years and Young People programme developmental deliverables (and their associated cross cutting PHS projects).
Develop programme to respond to requirements of the women's health plan for Scotland.	Represent and advocate for action at Scottish Government women's health groups, including migrant women, including appointment of a women's health champion in PHS and improve information on endometriosis menopause and heart health.

7.1.2 Economy and Poverty

Deliverable Title	Deliverable Summary
Improved use of data, intelligence and evidence to better influence, support and inform national and local actions to address the drivers of child poverty	To ensure improved use of data, evidence and intelligence to better influence, support and inform national and local actions to address the drivers of child poverty and improve evidence-based policy and practice, contributing to the target to reduce the number of children living in poverty by 2030. This data will support local authorities and regional health boards to produce their annual Local Child Poverty Action Reports.
Enable income from benefit to be maximised and cost of living to be reduced	Develop evidence led approach to maximising income. Collaborate with the Scottish Government and COSLA to mitigating the impact of the cost of living and local action to ensure access to benefits and cost of living support for families.
Maximise Parental Income from Employment	Develop and evidence led approach to maximising pathways for parents to access, sustain and progress in fair and healthy employment, increasing the number of parents employed
Provide independent co-ordination, capacity, and expertise in evaluation and monitoring of family benefits and payments	Support and, where appropriate, deliver the evaluation of family benefit payments, such as the Scottish Child Payment, focusing on the impact on health, wellbeing, family economic and employment circumstances, as data allows to identify effectiveness of interventions aimed at reducing child poverty
Establish an evaluation and communications programme for Anchors	Establish an evaluation and communications programme to increase awareness and understanding of Anchors and demonstrate the economic and social impact of Anchor institutions at a local level in addressing inequalities.
Promote and support access to fair and healthy work for those experiencing health conditions and disabilities	Support Health Boards in their ambition to become a more diverse and inclusive employer and their contribution to reducing the disability employment gap and number of individuals remaining economically inactive due to health conditions
Promote and support retention in work for those with health conditions	Improve the support available to individuals and employers in the workplace to reduce absenteeism and increase retention due to health conditions, contributing to reducing the number of individuals becoming economically inactive due to health conditions

Deliverable Title	Deliverable Summary
Improved use of data, intelligence, and evidence to support a more inclusive economy	To enable data, evidence, and intelligence to help influence, support and inform both national and local policies supporting action on the drivers of a fair and inclusive economy and reducing and closing the gap on income inequality
Provide evidence for action through fair and healthy work	Provide evidence for action to help inform policy and practice and achieve the ambitions of a Fair Work Nation and direct investment and prioritise actions that have the potential for greatest impact, enabling Scottish Government and COSLA towards the commitments made in the Joint Statement of Intent for Adult Social Care 2022/23.
Addressing income inequalities through fair and healthy work	This deliverable will provide practical support and tools to employers and individuals at risk of losing employment due to health conditions Improved access to support for individuals and in particular SME employers
Influencing and supporting regional economies and local systems to Improve health outcomes	Influencing and supporting regional economies and local systems to adopt a health in all policies approach at a national, regional, and local level to improve health outcomes from economic development focussed activities

7.1.3 Public Mental Health and Wellbeing

Deliverable Title	Deliverable Summary
Data Management Services to support public mental health and wellbeing	Provide a consistent data collection and data quality management service for data sets relating to public mental health and wellbeing (Scottish Suicide Information Database (ScotSID), Mental Health Inpatient and Day Case (SMR04), Child and Adolescent Psychiatry Trials Network (CAPTN) & Mental Health Access Improvement Support Team (MHAIST). Development of existing underlying datasets and scoping and development of new collections.

Deliverable Title	Deliverable Summary
Learning Programme Review	Complete review of trainer delivered learning programmes and present recommendations to SG commissioners and take account of findings for PHS managed and contributed learning programmes (legacy and NES joint work), influencing how the knowledge and skills of the mental health workforce/community is enhanced and achievement of identified learning related strategic outcomes.
Mental Health and Employment	Improve the delivery of mental health support and services, aligned to the health and social care workforce strategy and Health and Care (Staffing) (Scotland) Act 2019 by working in partnership with Scottish Government, COSLA and SeeMe to support Mental Health and Employment including the review of nationally delivered trainer led programmes and development of options on how to expand the learning offer to workforces and communities
Ongoing Development of Distress Brief Intervention Data Collection and Reporting	Develop an improved data collection and reporting system for Distress Brief Interventions across Scotland which provides fit for purpose data to support analysis, decision making and policy development.
Perinatal & Infant Mental Health Programme Evaluation	Lead a series of studies to evaluate the work of the Perinatal and Infant Mental Health Programme Board, providing evidence to inform the design and delivery of good quality services, which meet the needs and improve outcomes for women and children.
Public Mental Health Evidence Programme	Develop a suite of evidence tools and supporting products that synthesise research on the drivers of mental health and what works to improve public mental health.
Public Mental Health Indicators	Develop a dashboard, and supporting materials, to present both local and national data on a set of Adult Mental Health Indicators.
Public Mental Health Statistical Outputs	Provision of National Statistics publications and regular development and enhancement of these based on stakeholder intelligence needs. Provision of extensive bespoke novel analysis to support local and national service improvement, policy development and public information.

Deliverable Title	Deliverable Summary
Scoping of a Mental Health Surveillance System	Scope out the feasibility of developing a national mental health surveillance system to measure, monitor and analyse data on mental health and wellbeing and service access, enabling data access to a range of stakeholders and partners supporting decision making.
Suicide Prevention Strategic Development, Implementation, Monitoring and Evaluation	Develop with Scottish Government and COSLA a collaborative approach to support implementation of the Suicide Prevention Action Plan 2022-2025, including adoption of a public health outcomes approach.
Wider Determinants of Mental Health Programme	Develop and implement a PHS programme with associated resources, which supports partners develop, implement, and evaluate a long-term Scottish action plan for addressing the wider determinants of mental health. Influence the ongoing implementation of actions in Scotland to achieve relevant outcomes set out in the Mental Health & Wellbeing Strategy, Suicide Prevention Creating Hope Together Strategy 2022-2032, and upcoming Self-Harm Strategy.
Wider Mental Health Strategic Development, Implementation, Monitoring and Evaluation	Develop and implement a PHS programme and associated resources to support implementation and evaluation of Scottish Government and COSLA Mental Health & Wellbeing (MHWB) Strategy and delivery plan once finalised,

7.1.4 Place and Physical Environment

Deliverable Title	Deliverable Summary
Increase access to safe, secure, affordable, and appropriate housing for everyone	In collaboration with stakeholders further develop improved understanding and evidence on the impact of housing affordability, safety and availability on health and wellbeing to influence national policies and legislation, including the forthcoming housing bill to improve housing

Deliverable Title	Deliverable Summary
	outcomes will be improved for those at greatest risk of poor housing and people at risk of homelessness.
Place Standard Programme	Lead the design, delivery and monitoring of the new Place Standard 3-year strategy and delivery plan 2023/26. The Place Standard Implementation Group (PSIG) (Scottish Government, Architecture & Design Scotland, Improvement Service and Glasgow City Council) will have oversight of this process which PHS chairs and coordinates.
Scottish Community Development Centre - Health Issues in the Community	In partnership with the Scottish Community Development Centre's (SCDC), support continued delivery of the Health Issues in the Community programme that builds community development capacity, empower communities, improve health, and tackle health inequalities in Scotland.
Place Based Working Programme - National Policy translation into Local Delivery	In partnership with system leaders including Directors of Public Health, we will lead, deliver and/or support a range of place-based programmes and forums ensuring a focus on evidence-based practice, this includes the Shaping Places for Wellbeing Programme which is a delivery partnership between the Improvement Service and Public Health Scotland (PHS), funded by The Health Foundation and Scottish Government.

7.1.5 Climate and Sustainability

Deliverable Title	Deliverable Summary
Adverse weather health protection plan (EPH)	Develop and begin to implement adverse weather (heat, cold and flooding) health protection plan for Scotland and increase understanding of systems and actions required to protect health during periods of adverse weather in Scotland
Cleaner Air for Scotland Strategy 2 (CAFS2) implementation (EPH)	Work with SG and other partners to support implementation of CAFS2 and have an active role in influencing and supporting delivery of the national cleaner air strategy, providing expert advice and support to Scottish Government and stakeholders.

Deliverable Title	Deliverable Summary
The right to a healthy environment – transport	We will use a public health place-based approach to support local systems demonstrate the importance of transport planning outcomes and actions that deliver on health, climate and including the contribution to health and equity of sustainable transport provision that is accessible, affordable, and available, particularly for those without car access.
The right to a healthy environment - open spaces	Working in collaboration we will influence and inform improvements to the quality of and access to open spaces including improved understanding throughout the planning system of the contribution to health and equity of access and use of high-quality open spaces that meets the needs of all.
The right to a healthy environment - climate and sustainability	This programme will influence the development and delivery of national and local environment, climate change, adaptation, and Just Transition policy to integrate health and equity into its development and delivery, maximising the health co-benefits and minimise the health harms of climate change adaptation and mitigation measures that address health inequalities.
Increase our understanding of the health impacts of measures to improve energy efficiency and decarbonise housing	This work will review existing evidence, identify gaps, set out a programme of future evidence generation and, with a particular focus on the Glasgow City Region Deal to support local and regional authorities to better understand the health impacts of proposed housing retrofit programmes
PHS to achieve Net Zero by 2038	The NHS Scotland Climate Emergency and Sustainability Strategy requires all boards to introduce an environmental management system and to reduce their corporate environmental impact to Net Zero by 2038.
Supporting the use of less environmentally impactful inhalers	Supporting the developing and publishing of metrics on comparative use of high and low impact inhalers in primary care as part of collaboration with the Effective Prescribing and Therapeutics Branch, including making available data visualisation to external stakeholders.
Deliver a programme of work relating to water quality, safety, and health	Deliver a programme of work relating to water quality, safety and health providing a series of information, briefing notes and guidance will be available for relevant stakeholders and partners.

Deliverable Title	Deliverable Summary
PHS Climate Emergency and Sustainability Strategy 2023-2025	Engage with partners and stakeholders to develop and publish PHS Climate Emergency and Sustainability Strategy setting out how we will provide national leadership and use our knowledge, expertise, and influence to develop effective policy interventions addressing the link between the climate emergency and population health.

7.1.6 Equity and Justice

Deliverable Title	Deliverable Summary
Implementation of MAT Standards and reporting in Justice setting	MIST is collaborating with SPS, NHS, Governors in Charge, Police Custody, ADP's and third sector partners to provide SME support to facilitate the development of best practice and reporting arrangements to meet the requirements of MAT standards.
A public health approach to the prevention and eradication of Violence Against Women and Girls (VAWG)	Provide public health expertise and intelligence to inform VAWG policy and practice in Scotland and ensure a strong focus on prevention and a public health approach to tackling VAWG including the joint Scottish Government and COSLA Equally Safe Strategy Delivery Plan, Collaborative Framework and Forensic Medical Services Act 2021.
Implement actions arising from Scottish Government ethnicity data short life working group	Convene working group co-chaired by Director of Data Driven Innovation to identify and agree (a) short-, medium- and long-term priorities and workplan to progress, (b) wider systems/strategic issues that need consideration and (c) assure that the actions identified will further progress improvements in the capture and use of ethnicity data across PHS
Develop and establish a programme on ethnicity and data including publication of an annual monitoring report on racialised health inequalities	Develop and establish a programme on ethnicity and data that delivers improvement in systems and processes to better understand the relationship between ethnicity and health, increase ability to analyse data by ethnicity, guidance on the use of ethnicity data and production of annual monitoring report on racialised health inequalities. We will seek to develop links between ethnicity and deprivation data to other sources to inform analyses and understanding of the needs, for example, of refugee communities.

Deliverable Title	Deliverable Summary
Contribute to the prevention of homelessness and improve health outcomes for those experiencing homelessness	Develop and share evidence to support service improvement and homelessness prevention, with a focus on enabling health and social care services to identify risk of homelessness via improvements in linking health and homelessness data to support Health and social care partnerships better meet their homelessness prevention duty.
Develop and establish a data sharing and intelligence process with Police Scotland	As part of our partnership with Police Scotland, develop an approach to the utilisation of police and health data to strengthen our partnership and approach to sharing of intelligence and inform the focus of prevention activities
Lead a programme of work to tackle health inequities for Inclusion Health and Equality Groups.	This programme of work seeks to identify, prevent, and redress health inequities for the most marginalised and excluded communities in Scotland. It focuses on Inclusion Health and Equality groups experiencing poorer than average health access, experience and/or outcomes, and who would benefit from a tailored approach. Align this programme of work with the Ending Destitution Together (EDT) Strategy recognizing people with NRPF are a group who require additional focus and support. It should also support EDT action six which PHS are leading on.
Mouth Matters - national oral health improvement programme for people in custody	A collaboration, led by University of Dundee, involving local NHS Board oral health teams, National Education Scotland and PHS to support re-establishment of oral health improvement input to prisons
Preventing Children and Young People entering the Justice system	Undertake a policy analysis to establish options for strategic approaches for preventing children and young people entering into the justice system, including those who could become involved in organised crime. Work in partnership with Police Scotland, local authorities, community planning partners, SPS and other partners to support this.
Progress Edinburgh Futures Institute partnership with Police Scotland	Establish a prevention Hub in partnership with Police Scotland Prevention Hub and undertake a series of multi sectoral collaborative challenge projects around children and young people and develop an evidenced based collaborative programme of work.

Deliverable Title	Deliverable Summary
Public Health Approach to Learning - Education and Justice	Working with the Education and Justice systems, develop Public Health Approach toolkit to meet the needs of schools and that there is a shared approach to using data to underpin collective, strategic action to prevent children and young people entering the Justice system. This will include children and young people in residential and secure care environments as well as those not engaged in the education system.
Strategic Partnership and delivery plan with Police Scotland.	Work in partnership with Police Scotland to develop our collaborative partnership, ensuring clear strategic alignment on Public Health issues and challenges This will include developing a Public Health approach and action plan for Police Scotland supported by PHS.
In partnership with Police Scotland, establish process to produce Timely Suicide Data	Work collaboratively with Police Scotland to produce more timely data and insights on Police Scotland suspected suicide cases to local suicide prevention leads This will support local areas to develop tailored suicide prevention action plans based on local need.
Establish a surveillance system on the health needs of prisoners	Create a surveillance system to assess questions around the health of prisoners, pathways, and access to care to establish better care and throughcare for prisoners and improve health outcomes

7.1.7 Partnership and Collaboration

Deliverable Title	Deliverable Summary
Public Health Scotland Partnership model	Engage stakeholders and partners to define, develop and implement the strategic partnership model for Public Health Scotland, establishing strong and effective partnerships to support system change and deliver our strategic plan
Strengthen joint working with local systems engagement with and support for Community Planning	Engage with health and social care partnerships and community planning partnerships to develop a model(s) to support effective community planning partnership on public health issues and engagement with communities in driving improvement locally.
Strategic Collaboration	With strategic partners, define and deliver an effective model for building deep, strategic collaborations to deliver our strategy and corporate objectives with national, regional, and

Deliverable Title	Deliverable Summary
	local organisations, aligned to shared strategic outcomes to support system change and deliver improvements in population health outcomes
Collaborating for Innovation and scaling solutions	As part of our work on driving innovation, design and delivering an effective way of establishing evidence based good practice and innovation (globally, nationally, regionally and locally), engage with the Accelerated National Innovation Adoption (ANIA) programme as a partner and establish a model of engagement with stakeholders and systems to ensure these ways of working are good. reproducible, repeatable, scalable, and adopted across our programmes and through our partnerships
Public Health Action Teams (PHAcTS)	Focused on priorities as agreed by PHS, Scottish Directors of Public Health and Scottish Government, Scottish Public Health Network will support development and implementation, of Public Health Action Team model. providing leadership and clarity on what the system should collectively focus on for greatest impact.

7.2 Prolong

7.2.1 Health-related behaviours

Deliverable Title	Deliverable Summary
Influence and inform tobacco policy, strategy and plans to reduce the prevalence of tobacco use and associated inequalities	Inform tobacco policy and action plan by commissioning research and undertaking evidence reviews to identify the impact different pricing policies and other interventions have on smoking prevalence and inequalities in smoking in Scotland
Influence national tobacco policy and action plan to reduce youth vaping	Establish evidence base and case for new policy action to reduce youth vaping and a focus in the tobacco action plan on actions to reduce youth vaping

Deliverable Title	Deliverable Summary
Alcohol Brief Intervention programme review	Undertake review and produce report and recommendations for minister for alcohol and drugs policy and development of implementation plan and PHS programme to progress recommendations in partnership with alcohol and drug partnerships (ADPs) and other stakeholders.
Alcohol Brief Interventions (ABI) reporting	Produce a series of reports detailing the number of ABIs delivered quarterly to provide intelligence to the public and to Alcohol Drug Partnerships and Scottish Government on progress in meeting ABI targets.
Alcohol Indicator Dashboard	Provide a publicly accessible dashboard presenting data and trends around alcohol consumption and related harms. The dashboard will bring together key datasets including ARHS and those presented in the MESAS Monitoring report and will allow stakeholders and users access to this data, with the aim of reducing harm from alcohol across Scotland.
Alcohol treatment standards	Support the development of alcohol treatment standards for Scotland by providing research, data analysis, evidence, and intelligence to inform policy decisions and decision making
Review of smoking cessation services and lead improvement in the performance of smoking cessation services	As chair of the review of smoking cessation services in Scotland we will publish the review and work with national and local partners to implement findings and improve quit rates and smoking cessation service performance.
Child Healthy Weight	Work with local areas to improve consistency, equitability, and effectiveness of weight management interventions to support improvement in services and use of data to deliver better outcomes for people across Scotland
Co-chair new National Gambling Related Harms group	Together with Scottish Government, co-chair a new gambling related harm working group. This work will identify policies and local practice to reduce gambling related harm in Scotland and report on evidence and

Deliverable Title	Deliverable Summary
	recommendations to the minister of public health through Scottish Government.
Collaborate with Scottish Government to develop and publish the new Tobacco Action Plan for Scotland	Work with Scottish Government to produce a new tobacco action plan for Scotland to reduce smoking prevalence and inequalities. This work will include identifying the evidence on the effectiveness of new policies which will reduce smoking prevalence and inequalities and include action on youth vaping
Communication of UK CMOs Physical Activity Guidelines	Implementation of the UK Chief Medical Officers Physical Activity Guidelines Communications Framework to increase knowledge, awareness and application of the Guidelines and support adoption and implementation with stakeholders.
Consensus Statement on prevention of substance use harms for children and young people	Stakeholder engagement to agree consensus-based evidence informed approach to prevention of substance use harms and adoption of a whole system approach with stakeholders to prevention of harms from substance use among children and young people
Create a framework for transparent engagement with industry in the development of policy.	PHS is working in partnership with Scottish Government and academia to develop a framework for transparently engaging with industry in developing policy.
DAISY Data Management	Provide a consistent data collection and data quality management service for data sets relating to DAISy. Carry out a review of DAISy system to ensure it remains fit for purpose and supports decision making.
Data Management	Provide a consistent data collection and data quality management service for data sets relating to Naloxone, Injecting equipment provision and smoking cessation that are fit for purpose, support decision making and policy development. PHS will work in collaborating with Police Scotland, ADPs, and other stakeholders.

Deliverable Title	Deliverable Summary
Delivery of statistics on drug harms and services in Scotland	Publication of statistics and intelligence on drug harms and services in Scotland to support reporting, improvement, decision making and policy development. This will include reporting and publication on Naloxone, Drug and Alcohol Treatment Waiting Times, DAISy, Substance Use Treatment Target, Drug-Related Hospital activity and Drug-Related Deaths.
Development of drugs early warning system and support to local response	Development of drugs early warning system and support to local response systems, networks, and partnership development to develop local capacity to respond to changing drug trends and harms, and intelligence to influence wider systems change.
Drug Related Deaths (Data Management)	Carry out a review of the current data set to ensure it is fit for purpose, implementing recommendations to ensure a consistent data collection and data quality management service for Drugs Related Deaths to drive improvement, decision making and policy development
Eating Disorders Research	The research will seek their views on the impact of proposals to introduce calorie labelling in Scotland and investigate ways to mitigate any factors which may make eating out of home more challenging This work will influence policy and practice in relation to calorie labelling in Scotland and the Eating Out, Eating Well Framework.
Eating Out, Eating Well Framework	Lead development of the framework working with Food Standards Scotland, industry, and public sector stakeholders. The aim of this framework is to improve the accessibility and sales of healthy options in the Out of Home food sector. The framework will be piloted and evaluated to test if the framework meets its objectives to increase the range of healthier options in the Out of Home sector
Evaluation of Minimum Unit Pricing (MUP)	Publish and disseminate the final findings from the MUP evaluation to provide evidence to policy makers and inform the Scottish Parliament decision on whether Minimum Unit Pricing should continue.

Deliverable Title	Deliverable Summary
Evaluation of National Drug Deaths Mission	Scope and establish evaluation framework and start delivering evaluation of the Scottish Government National Drug Deaths Mission, identifying early lessons to help inform ongoing policy and programme development
Evaluation of Residential Rehab programme	Establish early impact and implementation of Scottish Government Residential Rehab programme, identifying initial findings and early lessons to further inform ongoing policy, programme development and implementation. Collaborate with Scotland Excel and Health Improvement Scotland leading the different workstreams.
Evaluation of whole system approach to mitigate gambling harm in a local system	Evaluate the impact of a community fund and the implementation of a multi-agency action plan as part of a whole system approach in Glasgow City to inform ongoing policy and programme development.
Evidence driven system-based approach to physical activity	Implementation of the PHS outcome focused systems-based approach to physical activity at a national and local authority level. Using data and evidence to drive forward the PHS physical activity public health outcomes framework for Scotland and contribute to national physical activity governance, leadership, policy, and implementation.
Frameworks UK: Health and Obesity	Work with Frameworks UK to empower and upskill key stakeholders in Scotland to communicate in ways that lead to more productive conversations, reducing stigma, building understanding, and driving action on obesity leading to reduced stigma and greater appetite for action on health
Gambling Harm (Data Management)	Provide data management support to establish a Gambling Harm data set (indicators) and deliver usable data and intelligence to support analysis, policy development and planning
Gambling harms data development	Establish a 2-year plan to develop a gambling harm dashboard, agreeing areas for data collection and sources, and embedding in practice with a

Deliverable Title	Deliverable Summary
	view to first data collection in 2024-25. to raise awareness of gambling harm and need to have routine surveillance to support local and national action to mitigate harm.
Generating new knowledge about drug use in Scotland via data linkage	Continuing development of the Scottish Public Health Drug Linkage Programme as a platform for drug-related research (including drug prevalence estimation) and a mechanism for further improving the content of routine statistics, providing new insights into one of Scotland's key public health challenges.
Guidance on learning from the reviews of deaths amongst people who used drugs or alcohol	Produce a guidance document and training commissioning for local areas and initiation of a network to support local systems identify improvements following reviews into the deaths of people who used alcohol or drugs and identify, system wide changes required and escalate these with and through Public Health Scotland
High Fat, Sugar, and Salt (HFSS) promotions restrictions evaluation	Working with policy colleagues develop an evaluability assessment and deliver evaluation (or parts of it) as required of the upcoming legislation to restriction the promotion of HFSS products in Scotland
Increase access to and uptake of affordable, acceptable healthy food, particularly for Scotland's communities affected by health inequalities and poverty	Provide leadership and manage the National Community Food reference group, to support a stronger community food sector, tackling health inequalities and poverty, prioritising action on pathways out of poverty, including links to cash first, and encouraging uptake of sustainable, nutritious, and acceptable food. Discussions with accommodation providers and their facilities management contractors for asylum seekers residing in hotels or other contingency accommodation.
Knowledge into action support to drug treatment and care (support to implement MAT standards)	Evidence informed support for models of care and drug treatment improvement work to improve quality of access, choice and support for drug treatment and care. This will support MIST teams and ADPs when implementing the MAT standards within local areas.

Deliverable Title	Deliverable Summary
Modernising drug statistics	Embedding the recommendations of the drug death and naloxone short life working groups, conducting a wider review of PHS drug outputs to identify and implement improvements
Performance Management of the Scottish Grocers' Federation (SGF) Healthy Living Programme	Support the implementation of the Scottish Government funded, SGF Healthy Living Programme to improve the accessibility and sales of affordable healthy options within the convenience retail sector in low-income communities and ensure the programme meets the objective to increase healthier options.
Population Health updates	Scottish Public Health Observatory (ScotPHO) produce a series of population health updates for stakeholders on the health harms resulting from alcohol and tobacco including, Chronic Liver disease, Alcohol related hospital statistics, Smoking related hospital statistics and deaths.
Using real-time data to provide new insights into drug harms and services	Delivering RADAR reporting and enhancing functionality to provide new national and local analyses, participating in the DAISy review, and implementing changes to local reporting through collaborating with ADPs. Development of PHSs capacity for the rapid provision of intelligence for action in relation to local/national drug harms and services
National reporting of referrals to Tier 2 and Tier 3 NHS commissioned weight management services	To collect a third annual cycle of data on referrals to Tier 2 and Tier 3 weight management services and publish a further national report that aims to help answer key questions on services offered, the users of those services and evidencing outcomes achieved.
Implementation support to Medication Assisted Treatment (MAT) Standards	Define and develop indicators and systems to aid in data gathering and analysis that aids reporting on and implementation of the MAT standards and supports development of benchmarking and Implementation of local improvement plans conducted through ADPs. Working in collaboration with ADPs and other stakeholders will allow greater implementation of

Deliverable Title	Deliverable Summary
	the standards leading to improvement in access, choice and support for drug treatment and care

7.2.2 Health and Care - Acute and Emergency Services

Deliverable Title	Deliverable Summary
Accident & Emergency activity and waiting times	Improve definitions, data capture and interpretation of A&E activity and waiting times to Improve consistency and accuracy of reporting, particularly for the 4hr standard
Costing data review	Respond to SG Commission to modernise the national data collection on the annual cost of health services in Scotland (known currently as the 'Cost book'). Initial scoping of the work will focus on clarifying in more detail the intelligence needs that require to be met and clarify the optimum approach the project should take to steer redevelopment, the resources required and timescales for completion.
Data Management Services	Provide a consistent data collection and data quality management service for data sets relating to acute and emergency services that are fit for purpose and support improvement and analysis.
Gender identity Clinics	Continue to work with local providers to develop nationally consistent data on Waiting times for Gender Identity services and establish clear understanding of what would be required to achieve medium- and longer-term solutions
Homecare Medicines (HCM)	Development of IT solution for storage, analysis and reporting of prescribing information from homecare suppliers in Scotland to supports service recovery and deliver intelligence across whole system medicines pathway to allow Boards to compare medication use, identify trends and review efficacy of medication usage.
Hospital Electronic Prescribing Medicines Administration (HEPMA)	Development of IT solution for storage, analysis and reporting of hospital prescribing information available for 6 NHS Boards in Scotland. Dataset and solution will evolve to align

Deliverable Title	Deliverable Summary
	with new NHS Digital HEPMA dataset and data from additional NHS Boards will be included as HEPMA is rolled out across Scotland.
National data on new and evolving patient care pathways	Scope options to improve national data capture on the diverse range of modern services associated with unscheduled care patient pathways - to include, but not limited to, Hospital at Home, OPAT, Respiratory, SDEC, AMU/AEC
National Radiology Information and Intelligence Platform (NRIIP)	PHS NRIIP data management and analytical functions to be established as business as usual and continue development work to improve data completeness and quality. Continue development of the national analytical service (includes improvement of dashboard views and to provide nationally consistent data for monitoring, planning and improvement work
National Treatment Centre Activity	Develop a mechanism to collect, report and publish updates on National Treatment Centre activity identifying 'fit for purpose' data available for reporting, collated monthly and published annually. providing nationally consistent data for monitoring, planning and improvement
NRAC Formula Development	Continue to maintain PHS's ability to run the NRAC Formula, whilst working closely with the SG & TAGRA to ensure data inputs adequately allow the Formula to assess the geographical distribution of healthcare needs post-COVID-19 and to scope any future redevelopment of the Formula ensuring outputs can continue to be used effectively by the Scottish Government to inform decisions on how funding for healthcare services should be distributed geographically.
Reporting of acute care information	Reporting of acute care information Provide regular reports on acute and secondary care, including management information, publications, and information to monitor acute and secondary care system pressures and to support policy and improvement work.
Reporting of unscheduled care information	Provide regular reports on unscheduled care, including management information, publications, engaging with stakeholders to review uses of unscheduled care data to support policy and improvement work.
Scottish National Audit Programme (SNAP)	Deliver the SNAP Governance Policy across the Programme by informing NHS Boards of their outlier status, compliance with Standards/ KPI's and other issues to reduce variation in

Deliverable Title	Deliverable Summary
	service access, improved outcomes for patients and hold NHS Boards to account for their performance across SNAP
System Watch Tool	Complete System Watch review and increase strategic engagement with Scottish Government to support system pressures work. Increase NHS Board user base and improve engagement; build upon existing partnerships with SAS and NHS 24, ensuring Scottish Government and NHS Boards are using the tool to its full potential and are steering further development to meet their needs.
Waiting Times	Continue to collect, validate analyse and report on data relating to the Waiting Times patients experience for NHSScotland planned care services, including statistics on performance against national Waiting Times targets, ensuring ability to monitor NHS performance and access to Acute Care.
Waiting Times Guidance	Implement changes to national data collection that arise from the Scottish Government review of National Guidance for managing waiting times for planned care services within NHSScotland and discussions relating to Chronic Pain and IVF data collections. Ensure national data collection and analysis of these waiting times is aligned to the new guidance, including how waits are to be managed & measured. This will ensure data provides intelligence on the impact of the new guidance on patient access to services.
Whole System Modelling - Acute System Pressures	Expand existing tool to incorporate elective pathways (inc. outpatients) and additional emergency care pathways and Board Support for winter planning, including insight through the provision of acute winter pressure scenarios. Supporting NHS Boards ensure the most efficient use of resources and investment in the right areas at the right time.

7.2.3 Health and Care - Primary, Community and Social Care

Deliverable Title	Deliverable Summary
Collection and improvement of Social Care data	Refine Care at Home data definitions, reducing duplication of effort for data providers and contribute to Care Home Review working with Scottish Government and Care Inspectorate, identify other priority areas with Scottish Government to support more care being delivered in the community. Ensuring this aligns with the joint Scottish Government and COSLA health and social care data strategy and delivery plan.
Collection and improvement of Social Care data - preparation for National Care Service	Review social care data, streamline, modernise and develop the data landscape and information in preparation for the implementation of the National Care Service
Data Management Services for Primary and Community Care	Provide a consistent data collection and data quality management service for data sets relating to Primary & Social Care services, ensuring fit for purpose data available for analysis and decision making.
Ensure General Practice data reporting	Successfully decommission SPIRE including associated infrastructure and data channels and ensure the implementation of an alternative solution to make General Practice data available and maintain access to data previously taken via SPIRE, strengthening links with stakeholders nationally around data extract work post-SPIRE and re-engaging with practices previously not online with SPIRE
GP Data Extraction and Reporting	Set out the approach to develop and improve approaches to extracting and reporting data from in hours and out of hours general practice to provide further insight into the current system, support evidence-based decision making and assess ways to drive improvement
GP In-Hours Activity Data	Continue GP In-Hour's project work targeting key deliverables around guidance for practices, in-practice dashboard, national publication, and data quality delivering improvements in data quality and consistency nationally for GP encounters and greater awareness of current demands on practices.

Deliverable Title	Deliverable Summary
Health and Care Experience Survey 2023/24	Deliver the biannual health and Care Experience Survey (HACE) 2023-24 on population experience of their GP and their experience as a carer (if any) providing a baseline for improvement.
Learning Disability & Complex Care	National data extract and analysis of person identifiable data for people on local authority learning disability registers with complex care needs, enhancing ability to monitor the reduction in the number of delayed discharges and out-of-area placements. Support the work of the Complex Delayed Discharge Senior Strategy Group.
Local analytics and intelligence for CPPs and Local Authorities.	The new PHS Partnership Team programme is testing through three pathfinders in NHS D&G, Dundee City Council and NHS WIs combined analytical and public health improvement support to CPPs to better inform service design and investments. In Q1 2023/24 agreement will be reached by a National Oversight Group on roll-out and focus of delivery.
Local analytics and intelligence for Integration Authorities and GP Clusters/Primary Care.	LIST will continue to provide data and analytical support to Integration Authorities and GP clusters. However, building on the learning from the Pathfinders, it will be integrated into a wider programme of work designed to provide a broader range of public health data and intelligence support to all key local partners including integration authorities, GP clusters, local government, and community planning partnership
Medicines in Pregnancy	Develop a national medicines surveillance in pregnancy information asset which will support surveillance and reporting to further progress improvements during pregnancy in the safe use of sodium valproate and other teratogenic medicines to reduce the risk of harm from medicines taken during pregnancy.
Memorandum of Understanding (MoU) evaluation and Primary Care Evaluators Network (PCEN).	Work with Scottish Government and the Primary Care Evaluators Network to support evaluation of the MoU, provide national coordination to evaluation of the MoU and agree priorities for evaluation with SG and PCEN members and capture learning from local areas to inform national developments.
Oral and dental health	Support delivery of data intelligence and healthcare public health functions in relation to dental services and oral health. Establish cross-organisational PHS dental and oral health

Deliverable Title	Deliverable Summary
	working. Review General Dental Service publications to ensure they align with emerging payment reform, aligned with the Health and Care (Staffing) (Scotland) Act 2019.
Oral and dental health	Support delivery of health improvement and health protection functions in relation to dental services and oral health. Participate in national oral health improvement leadership group. Establish cross-organisational PHS dental and oral health working.
Primary Care Out of Hours Activity Data	Following the national system cyber-attack in summer 2022, re-instate regular flows of PC OOH activity data into PHS enabling regular and timely monitoring information and public facing monitoring and reporting of Primary Care Out of Hours Activity, including in whole system views/pathways analysis.
Reporting of health and social care information	Provide regular reports on health and social care services, including management information, publications, and engage with health and social care partnerships and other stakeholders to review uses of Social Care data Information to support more care being delivered in the community
Reporting of Prescribing information	Provide regular reports on prescribing, including management information, publications and engage with stakeholders to review uses of Prescribing data. to support improvement.
Reporting of Primary Care Information	Provide regular reports on primary care, including management information, publications, bespoke information requests and engage with stakeholders to review uses of Primary Care data to drive improvement and improve outcomes.
SPARRA development	Improve access to primary and community care, enabling earlier intervention and more care to be delivered in the community by developing modelling tools to identify those at risk of hospital admissions including enhancement of SPARRA (Scottish Patients at Risk of Readmission and Admission) tool.
Whole System Modelling - Social Care Model Development	Implement demand and capacity model development & Health and Social Care Partnership scenario planning support, providing insight on future demand and capacity, and allowing users to test the impact of planned changes before they are implemented, ensuring investments are well planned to take a whole system approach.

7.2.4 Disease Registration and Screening

Deliverable Title	Deliverable Summary
Better intelligence supporting Cancer Quality Performance Indicators (QPIs) will be achievable through direct access of eCASE database	This will allow patient-level extracts to be taken by PHS from the eCASE system to make running survival analyses and reporting in the new dashboard slicker and ultimately supply the Cancer Intelligence Platform
Cancer Patient Experience Survey 2023/24	Scottish Cancer Patient Experience Survey (CPES) is sent to those who have recently had treatment for cancer. it is co-funded by SG and Macmillan. Due to report 2024 and will provide an updated understanding of cancer patients' experiences of treatment and care, providing a baseline for improvement.
Data Management Services	Provide a consistent data collection and data quality management service for data sets relating to registrable diseases and screening services, ensuring fit for purpose data available for analysis and support for planning and improvement.
Delivering the national evaluation of antenatal screening for fetal trisomy	Establish new national data returns on the results of antenatal screening for fetal trisomy and antenatal/infant genetic diagnostic testing to monitor this element of pregnancy screening and hence inform policy and service development.
Delivery of intelligence, data and official statistics for registrable diseases and screening.	Delivery of intelligence, data and statistics for registrable diseases and screening. Update SCRIS dashboard with new data once published and provide intelligence service provide high-quality, timely data and intelligence published to inform the Public and key stakeholders to enable evidence to drive actions
Disease Registration	The collection, maintenance, quality assurance and management of data for registrable diseases in Scotland, ensuring robust data is available for registrable diseases.

Deliverable Title	Deliverable Summary
Genealogy Services	Supporting the four Regional Genetics Centres in Scotland in their risk assessment of patients with a potential history of familial cancer and other diseases that have a probable inherited basis.
Improving the Cancer Journey (ICJ)	Establish a screening and invitation process including geographical analysis of cancer for each Partnership developing ICJ. This is a Macmillan funded initiative to enable patients to engage with local ICJ service for support.
Scottish Cancer Pathways	Develop and perform analyses to aid the understanding of cancer care pathways and to support and influence decision making around commissioning and service redesign. Macmillan funded in partnership with PHS will generate findings on people living with cancer's needs and outcomes from diagnosis across the whole of the cancer journey. Including the impact of Covid on people diagnosed with cancer and mental wellbeing in cancer analysis.
Screening Confidence & Informed Choice	Lead development of national public-facing information to support informed consent for all national screening programmes, as well as professional-facing toolkits. Chair national governance group - National Screening Communications & Information Group (NSCIG), enabling local Health Boards to fulfil their legal duties around ensuring informed consent/choice and build and strengthens confidence with eligible population groups.
Screening equity	Support national health inequalities activities to support inclusive /equitable screening service delivery and information enabling national and local partners to consider the impact of each screening programme on the eligible population, ensuring attention is paid to health inequalities, people with protected characteristics, human rights, and socioeconomic circumstances.
Screening Intelligence Platform (SciP)	Make all datasets relevant to adult screening available on one platform. This will include related datasets, such as the Cancer Registry, SMR01, deaths, as well as all geographies and inequality data. New datasets will be added to the SciP as and when they become available with a working date to 'go live' by March 2024.

Deliverable Title	Deliverable Summary
SCRIS - Cancer Intelligence Platform (CIP)	Long-term project to deliver CIP to be available for use across NHS Scotland by 2023. with a minimum of three new datasets to be added in 2023/24. The CIP will allow all datasets relevant to cancer patients, or suspected cancer patients available in one platform. This will allow rapid linkage between datasets thereby allowing the full cancer journey for each patient to be mapped out, from primary care/screening through diagnosis and treatment, and outcomes, supporting patient-level and population-based analysis.
SCRIS - SACT National Data Platform available	Making SACT (Systematic Anti-Cancer Therapy - mainly chemotherapy) data available to all relevant stakeholders, making a wider range of SACT analytical outputs available to stakeholders for the first time.
SCRIS Radiotherapy National Data Platform	Automation of data receipt from NHS England. Making radiotherapy data available to all relevant stakeholders by creating an automated feed to Scottish Cancer Registry and linkages to other cancer datasets. National standardised Radiotherapy data will be available for analysis within PHS in the first instance.
Urgent Suspicion of Cancer Referrals and Early Cancer Diagnostic Centres	Work in partnership with Centre for Sustainable Delivery (CfSD) to collect and analyse datasets, such as Rapid Cancer Diagnostic Service (RCDS), All Urgent Suspicion of Cancer (USoC) referrals, Improved Patient pathways (Cytosponge) to provide high quality and timely National data and Intelligence relating to the early patient pathway available to inform CfSD and health boards for improved cancer care

7.2.5 Long Term Conditions

Deliverable Title	Deliverable Summary
Chronic Pain Data provision	Develop the availability of chronic pain data and intelligence to support planning and decision making incorporating monthly reporting and quarterly publications on chronic pain figures for Scotland

Deliverable Title	Deliverable Summary
Community support on self-management and care pathways.	Contribute towards the development of enhanced co-ordination of community and third-sector support for people with chronic pain to improve self-management, treatment, and care pathways
NHS Inform Chronic Pain Information	Advise on the quality and access to chronic pain information on NHS Inform to promote understanding and learning on chronic pain to ensure more effective knowledge and support for prevention and self-management of pain
Pain Management Taskforce and Short life Working Groups to support the implementation of the SG Pain Management Strategy	Support the delivery of the Scottish Government Pain Management Strategy to develop improved services and support person centred, accessible care through leading engagement with Scottish Government and partners on the Pain Management Task Force and associated Working Groups
PHS support to NSS strategic network overseeing delivery of long COVID services	By 23/24 established evaluation framework and minimum dataset for long covid services against which to monitor progress, allowing national comparison and deliver improved data and evidence to inform delivery of effective long COVID services
Prevention and Proactive Care programme support to ensure evidence-based prevention better embedded into health services	Contribute to Prevention and Proactive Care programme by supporting work to adopt evidence-based prevention approaches more effectively into the planning and delivery of health services, initially focused on cardiovascular disease and Diabetes.
Scope potential modelling for long term conditions	To scope and assess service needs and capacity on long term conditions for 2023/24, undertaking work on long COVID services, fragility fractures with joint replacements to view delivering improved data and evidence to help inform delivery, service improvements and future modelling.

7.3 Prevent

7.3.1 Vaccine Preventable Disease

Deliverable Title	Deliverable Summary
Changes to the Childhood Immunisation Schedule	The UK Childhood Immunisation schedule will change in 2025. This is because Menitorix®, Hib/Men C combination vaccine, will cease to be available, so the schedule needs to be re-configured to maintain protection against Hib. An additional visit will be introduced at 18 months, also providing opportunity for MMR2 at an earlier age. Varicella vaccine is also being considered by JCVI. This work will also support inclusive /equitable vaccine service planning and information; evaluation input.
Continued safe delivery of all routine childhood, adolescent, and adult vaccinations	Leadership, coordination, and programme management to continue the safe delivery of all routine childhood, adolescent, and adult vaccinations. This will include activities to support inclusive /equitable vaccine service planning and information and utilising the new Scottish Linked Pregnancy and Baby Dataset (SLiPBD) to undertake test analyses of uptake of vaccinations offered to pregnant women.
COVID-19 vaccine surveillance	Provide routine epidemiology, surveillance, interpretation, and public health expertise to assess case rates, uptake, safety, impact and effectiveness of COVID-19 vaccine programme and provision of data, providing insights and evidence into programme performance to improve uptake and reduce inequalities Support surveillance through the provision of data. Aid service delivery. Identify areas groups for targeted promotion. Proactively address health inequalities.
COVID-19/Influenza Vaccination uptake Reporting	Report on regular COVID-19/Influenza vaccination uptake levels across a range of metrics and in all eligible groups for vaccine (identified JCVI groups) supporting surveillance through the provision of data to improve service delivery, identify areas and populations groups for targeted promotion and proactively address health inequalities.

Deliverable Title	Deliverable Summary
Creation of the Vaccination and Immunisation Division in Clinical & Protecting Health Directorate.	A new Divisional structure within PHS to host SVIP will be established - the Vaccination and Immunisation Division. It will involve the recruitment of new permanent roles and the transfer of core posts to the new Division. New governance and accountability arrangements will be introduced between the Division and rest of PHS. This will facilitate the integration of management, coordination, and delivery of all immunisation programmes and provide governance and leadership for vaccination across PHS, promoting a strengthened cross-organisational approach.
Develop a Quality Management System framework approach for immunisation	Develop a Quality Management System framework for immunisation for supporting and improving uptake of vaccination programme within board, including a focus on inequalities. This will include consideration of SVIP standards, key indicators, and targets; taking forward digital and data improvements to enable local interrogation and monitoring of the data; taking responsibility for Board performance meetings; and others.
Inequalities Plan	Lead the development of an inequalities plan that includes PHS's approach to stakeholder engagement with third sector and community groups.
Managing Adverse Events	Support effective and timely management of clinical and programmatic adverse events relating to vaccination and vaccination programmes. This includes review of the recently implemented PHS Vaccination Adverse Event Management Protocol to improve vaccine safety, protecting the population and support NHS Boards in the safe delivery of vaccine programmes.
Planning and delivery oversight of the Flu and Covid Vaccination programme (FVCV) and assuming responsibility for planning and co-ordination of adult flu and Covid-19 vaccination	Coordinating the planning and delivery of JCVI recommendations for flu and covid vaccines for the Scottish population. This includes working with workstream leads and the 14 Health Boards to ensure safe, effective, and equitable access to the covid and flu vaccines. Leadership, coordination and programme management; cohort creation; data collection & data quality management; development & review of educational resources and opportunities for workforce (in partnership with NES); clinical & pharmacy advice; health protection action in response to outbreak or incident; vaccine preventable disease and vaccine surveillance, reporting and performance; communications & marketing activities; public facing information

Deliverable Title	Deliverable Summary
	resources to support informed consent; activities to support inclusive /equitable vaccine service planning and information; evaluation input.
Strategy for vaccine delivery in Scotland	Lead the development of a strategy for vaccine delivery in partnership with the Scottish Government. This will detail the roles and responsibilities of national and local health boards.
Universal Change in Shingles Programme	The shingles vaccine programme will be extended due to availability of inactivated vaccine. There will be a two-dose schedule for immunocompetent individuals turning 65 and 70 for 5 years, then to those turning 60 and 65 for a further five years. After this 10-year period it would be routinely offered to those turning 60. Individuals identified as having a weakened immune system will be offered the vaccine from age 50 years and above.
Vaccination uptake dashboard development	Integrate reporting of additional vaccinations to the public facing vaccination uptake dashboard which will consolidate a range of digital products to support service delivery and support surveillance through the provision of data.

7.3.2 Health Protection

Deliverable Title	Deliverable Summary
Adverse weather health protection plan (EPH)	Develop and begin to implement adverse weather (heat, cold and flooding) health protection plan for Scotland to increase understanding of systems and actions required to protect health during periods of adverse weather in Scotland
All Hazard Situational Awareness	Develop and embed All Hazard Situational Reporting, across PHS, ensuring collaboration to enhance horizon scanning, information collection, information sharing and actions, whilst exploring and implementing supporting technological solutions and actions to support planning, risk assessment and decision making.

Deliverable Title	Deliverable Summary
Assess the validity and utility of SARS-CoV-2 wastewater-based surveillance in Scotland to inform on whether to continue the testing of wastewater samples to estimate Covid-19 prevalence and monitor variants.	Make recommendations for future improvements and requirements for effective implementation, including integration of wastewater surveillance with the existing respiratory and wider pathogen surveillance systems to enhance surveillance of COVID-19 prevalence and trends in the community
Blood Borne Virus and sexually transmitted infections: Programme/ Service Delivery	Remobilisation of pre -COVID substantive (and stable) team with the capacity and capability to deliver a Blood Borne Virus and sexually transmitted infections (BBV STI) monitoring and evaluation function, establishing a cohort of specialist staff to ensure PHS continues to be the recognised centre for expertise to reduce morbidity and mortality from BBV STIs
Blood Borne Virus and sexually transmitted infections Hepatitis C elimination monitoring and evaluation programme	Assessment of progress in achieving Hepatitis C Elimination in Scotland and inform Scottish Government and National/local Hepatitis C Virus (HCV) treatment targets and wider efforts to achieve HCV elimination.
Blood Borne Virus and sexually transmitted infections HIV monitoring and evaluation programme	Review of existing HIV surveillance programme and improve data collection systems. Establish monitoring and evaluation plan for HIV transmission elimination to ensure a comprehensive understanding of HIV epidemiology in Scotland and inform public health action and service delivery to support the implementation of the HIV elimination strategy.
Border Health Strategic Plan including IHR standards	Scottish contribution to the UK Borders Strategy to develop standards for ports of entry in relation to protecting public health from all hazards. Key focus in first stage will be on amending current ships/aircraft regulations and ensuring robust assessment of designated ports of entry.
Category 1 under Civil Contingencies Act	Strengthen and enhance resilience arrangements across PHS if PHS is designated a Category 1 responder in terms of the Civil Contingencies Act 2004, putting in whilst developing multi-agency emergency preparedness collaboration opportunities.

Deliverable Title	Deliverable Summary
Cleaner Air for Scotland Strategy 2 (CAFS2) implementation (EPH)	Work with SG and other partners to support implementation of CAFS2 undertaking an active role in supporting delivery of national cleaner air strategy, providing expert advice and support to stakeholders.
Community Acute Respiratory Infection (CARI) sentinel surveillance in General Practice	Sustained and real-time (sentinel) surveillance of respiratory pathogens in the community, with widely disseminated weekly and summary reporting, and regular evaluation of system performance. Providing data which allows for monitoring of the burden and trends of acute respiratory infection (ARI) in the community and serves as an early warning system for increases in unspecified ARI, providing the evidence for public health interventions/response, contributing to K and international data sets and research programmes.
COVID and flu vaccine uptake, safety, and effectiveness	Provide routine epidemiology, surveillance, interpretation, and public health expertise to assess case rates, uptake, safety, impact and effectiveness of COVID-19 and flu vaccine programmes. Work collaboratively to provide qualitative and quantitative insights and evidence into programme performance and lead and participate in the latest vaccination work, ensuring Scotland maintains its position as a leader in vaccine surveillance.
Data Management Services	Provide a consistent data collection and data quality management service for data sets relating to health protection ensuring provision of fit for purpose data and analysis to support service planning and decision making,
Developing Surveillance and Preparedness for Avian Influenza	Streamline the surveillance, reporting and health protection activities around Avian Influenza (AI), to ensure early awareness of changes in AI incidence and to further develop preparedness for increasing incidence or risk, providing expert advice and support to stakeholders on avian influenza.
Development of Respiratory Unit Infrastructure	In collaboration with Scottish Health Protection Network (TB network) and Scottish Government, identify and deliver priorities for TB control and influence and contribute to TB strategic direction for Scotland.

Deliverable Title	Deliverable Summary
Emergency Planning Resilience and Response Team	Recruit to Emergency Planning Resilience and Response Team to support the development establishment of team and responsive unit crucial to supporting incident management and preparedness.
Environmental Protection and Health team support and development functions	The EPH team will establish a training and development and quality improvement programme t for PHS building skills and capacity across the organisations and within the team to continuously improve and develop as a service and function.
Establishing a one health approach to zoonotic infections	Establish a one health approach to zoonotic infections by leading the development of the PHS zoonoses work plan and structures to facilitate cross team working and development of a zoonoses work plan for PHS.
Establishment of a Primary Care Data and Intelligence Platform to continue work carried out with EAVE II (Early Assessment of COVID-19 epidemiology and Vaccine/anti-viral Effectiveness)	Work in collaboration with internal PHS colleagues and business partners (NSS) to scope requirements for establishing a Primary Care and Data Intelligence Platform - with the aim to establishing a platform and supporting information governance around a system that meets the needs of public health practice using GP-based primary care data,
Establishment of acute flaccid paralysis surveillance in Scotland.	Acute Flaccid Paralysis (AFP) and Acute Flaccid Myelitis (AFM) have recently been made notifiable in England. work with Scottish Government colleagues to consider evidence to adopt similar process in Scotland to Establish a formalised AFP notification process and enterovirus typing which means there will be minimum delay/miss in reporting of AFP and Enterovirus D68 (EVD68) cases.
Field Epidemiological Team (FET)	Recruit and establish a new Field Epidemiological Team for Public Health Scotland to strengthen capacity and resilience in providing expert support and advice to PHS topic teams and local Health Protection Teams.
Gastrointestinal and Zoonosis team re-establishment	Recruitment and training of permanent team members to re-establish a full complement of staff able to deliver a full complement of functions, enabling delivery of key workstreams beyond urgent response functions building capacity and resilience across PHS and wider system.

Deliverable Title	Deliverable Summary
Impact of detectable ANTI-Sars-COV 2 on the subsequent incidence if COVID 19 in healthcare workers in Scotland (SIREN)	Completion of SIREN data collection, report writing, and managing transition to passive follow up as part of research to provide an indication of the prevalence of respiratory diseases in healthcare workers.
Laboratory Services	Produce Gap Analysis report for NHS Public Health Laboratories in Scotland, review requirements for laboratory services in conjunction with the gap analysis for pandemic preparedness, identifying solutions to ensure a robust and resilient Public Health laboratory service,
Modernisation of GIZ surveillance activities	Review of pre-pandemic surveillance systems with involvement from stakeholders. This will look at both at existing surveillance systems to determine whether improvements can be made and examine where new or revised systems are required that take full advantage of new technologies and other developments including one health ways of working to deliver an improved surveillance system(s)
Monitoring uptake, safety, inequity and genomic impact of monoclonal antibodies and antiviral therapies for COVID-19	Develop current understanding of uptake and impact of monoclonal antibodies and antiviral therapies, including potential impact on community viral evolution to ensure these therapeutics are being used as recommended and with equitable access, and without inadvertent introduction of variants of concern.
National Health Protection Guidance Programme	PHS will deliver the lead agency role in the prioritisation, production, and maintenance of health protection guidance in Scotland. This work programme will guide the delivery of health protection services in NHS territorial boards, Local Authorities, and other public health agencies. Guidance is essential to the standardisation of practice, alignment with evidence base and quality improvement. Guidance will also integrate a focus on health inequalities and the climate emergency in health protection practice in Scotland.
Pandemic Preparedness	Working with Scottish Government and Local Government on renewed plans as part of COVID-19 Recovery including undertaking an options appraisal for a 'Centre' of Pandemic Preparedness; in Scotland.

Deliverable Title	Deliverable Summary
Pathogen Genomic Sequencing Service	We will embed COVID-19 diagnostics and pathogen sequencing genomics into a One Health approach to Public Health Microbiology across Scotland, consistent with the Public Health Microbiology Strategy for Scotland 2018. We will develop a broader service in line with the aims agreed following approval of a Pathogen Genomics Strategy.
Public Health Microbiology strategy	We will collaborate with stakeholder groups and PHS teams to revise implementation timelines for the Public Health Microbiology Strategy for Scotland (2018), taking stock of learning from the pandemic. Includes prioritisation of infection threats; developing genomic sequencing for other pathogens (non-COVID); reviewing PH needs from One Health labs in Scotland
Public Health Microbiology Surveillance	Support surveillance so that our partners can generate and link data sets; to integrate, analyse and communicate genomic and epidemic intelligence with the focus on human health and disease in line with the Public Health Microbiology Strategy for Scotland (2018), ensuring surveillance sources are modernised and used effectively to informing key decisions for health protection
Recovery plan for FFT and TRAVAX Products	Work on FFT and TRAVAX was paused during COVID, and we now need to plan the work we need to do update the systems and communication channels to ensure confidence that the information provided is accurate to support users of the products
Re-establishment of Scottish HEALTH Protection Network	Establishment of refreshed Scottish HEALTH Protection Network governance structures, reporting and accountability to support the effective remobilisation of Health protection services and collaboration.
Rephased PH Microbiology Strategy	We will collaborate with stakeholder groups and PHS teams to revise implementation timelines for the Public Health Microbiology Strategy for Scotland (2018), taking stock of learning from the pandemic. Includes prioritisation of infection threats, developing genomic sequencing for other pathogens (non-COVID) and reviewing Public Health needs from One Health labs in Scotland
Routine surveillance of viral pathogens in Scotland	Routine surveillance and monitoring of respiratory pathogens trends including, hospitalisations, and mortality; NHS24 & GP, monitoring and contributing to risk assessment

Deliverable Title	Deliverable Summary
	of flu sequencing data and support flu vaccine uptake and vaccine effectiveness work and shifting COVID-19 surveillance activity from pandemic response to routine business function to inform partners strategic and operation decision making.
Severe Acute Respiratory Infection (SARI) sentinel surveillance in secondary care	Development of real-time SARI surveillance in up to nine hospital sentinel sites in Scotland, with widely disseminated weekly and summary reporting to provides real time intelligence to inform strategic direction, policy, guidance, and public health action. Contributes to UK and international surveillance.
Support Surveillance & Epi Intelligence	Support surveillance so that our partners can generate and link data sets; to integrate, analyse and communicate genomic and epidemic intelligence with the focus on human health and disease in line with the Public Health Microbiology Strategy for Scotland (2018).
Modernise our infectious disease intelligence systems	Review and modernise the data collection and systems required for infectious disease surveillance incorporating production of scoping and business case in 2023/24
Water and health (EPH)	Continue to deliver range of work relating to water quality / safety and health, providing support to stakeholders to improve decision making and policy development leading to improved human health via understanding the impact on improved water quality.
Working in collaboration with DDI & DaS colleagues to scope and develop a robust IT infrastructure, supporting more efficient use of Primary care data for surveillance (used previously for EAVEII) in the handling and analysis of data	Cross-organisational collaboration to help improve efficiencies of infrastructure and access to Primary Care data. This will include working with Date Driven Innovation (DDI) and Digital and Security (DaS) colleagues to identify areas for improvement in the IT infrastructure development process and identifying and prioritizing key features and functionalities needed to optimise the primary care platform (was EAVEII) for data handling and analysis; leading to improved data quality, accuracy, and speed of analysis, ultimately enabling the organisation to make better decisions and take more informed actions.

7.3.3 Population Health Monitoring

Deliverable Title	Deliverable Summary
HIA Support Unit	Increased support, guidance and capacity building for Health Impact Assessment leading to enhanced capacity among partners to use HIA to enable a Health in All Policies approach to planning and policy making, ensuring policies across all sectors maximise their positive impact on underlying determinants of health and health inequalities
Mortality trends	Develop a paper and analysis on recent mortality trends to enable stakeholders to better understand determinants of increased mortality and to more effectively influence policy position and responses.
Scottish Public Health Observatory (ScotPHO) governance	Re-established Steering group, consultation with stakeholders and agreed paper setting out position/vision and priorities for development to enhance contribution of ScotPHO to support evidence-based policy and strategy in partner organisations
Scottish Public Health Observatory (ScotPHO) upgrading	ScotPHO website upgraded, and restructured section to provide a framework and clearer overview of building blocks of health, be more resilient and adapted to user needs to support clearer communication and sharing of data with stakeholders.
Scottish Public Health Observatory (ScotPHO website & profiles tool	Continued maintenance and development of ScotPHO content for profiles tool and website, ensuring and updated regularly and provides a variety of public health related information and data relevant to Scottish geographies and available to all and readily accessible
Scottish Burden of Disease study (Current PH pressures)	Scoping of data sources to feed into next update of SBOD estimates and forecasts., to be considered and agreed during 2023/24 to improve data lead times for when the burden of disease cause estimates for 2022 can be updated including providing intelligence evidencing the wider extent of harmful alcohol consumption on the overall burden of disease.

Deliverable Title	Deliverable Summary
Scottish Burden of Disease study (Forecasting PH pressures)	Forecasts of the future burden of disease in Scotland by cause focused on explorations into the future trajectory of obesity and overweight prevalence, providing intelligence evidencing the extent to which population health needs are changing and the scale of challenge within the public health, and health and social care system to maintain and improve population health in Scotland.
Scottish Burden of Disease study (Health Economics)	Develop a programme to determine Health-related costs and cost effectiveness thresholds of public health spending in Scotland as part of an economics of prevention workstream.
Scottish Burden of Disease study (Scenarios)	Determine the impact of modifiable scenarios on the future burden of disease, evidencing the attributable burden of disease in relation to specific scenarios and interventions, providing stakeholders with evidence to manage expectations about the extent of difference that action could bring.
Whole System Modelling - Service Pressure Projections	Forecast the demand for health services directly related to key conditions over the next 20 years, based on the shifting burden of disease, demographic pressures, and historic trends. Forecasts will allow users to understand future demand projections and measure the impact of change/interventions through scenario modelling of service, redesign, improvement, and investment.
Whole System Modelling - System Pressure Projections	To allow users to run scenarios to estimate long term unscheduled care demand and the expected bed occupancy, based on historical trends and NRS population projections. Projections will allow users to understand the current pressures on acute services and the reasons for these pressures and measure the impact of change/interventions including service redesign, improvement, and investment.
Cost of living modelling	Assessment of mortality impact of income mitigation measures, working with Scottish Government to develop a 'ready reckoner' to allow assessment of impact of changes in income on mortality by SIMD quintile.

8. Transforming Public Health Scotland

8.1 Organisational Design

Deliverable Title	Deliverable Summary
Glasgow office move	Deliver the successful decommissioning of Meridian Court as one of PHS's main office spaces by Sept 2023 and move to new accommodation in Bothwell Street as soon as practicable. This requires a contingency office option on an interim basis due to the timescales involved.
Embedding a 'One PHS' approach to our Portfolio and Programmes	In 2023/24 PHS will embed and mature a One PHS Approach to delivering our Portfolio and programmes. The approach is focused on two elements - Transforming Scotland and Transforming PHS and includes cross organisational programmes co-developed with all PHS Heads of Service to improve upon current governance and ways of working, supporting the Exec Team to make decisions on where to prioritise our strategic and operational efforts.
Organisational Change	To develop PHS as an organisation that enables our teams to flourish, we will deliver any necessary formal organisational change, establish new staffing structures and ways of working that will enable PHS to deliver its strategy and maximise our capacity to deliver impact across Scotland
Review - Business Services and P3M	In 2023/24 PHS will design and implement its Business Services and P3M (Portfolio, Programmes and Projects) functions, taking account of recent external review to support and enable improved governance and ways of working.

Deliverable Title	Deliverable Summary
Shared Services**	PHS will formally renew and strengthen the arrangement with National Services Scotland (NSS), to deliver its corporate services for a further five years (formal review at year 3). To support delivery of PHS Strategy and priorities. Increased accountability with stronger governance and performance arrangements to ensure the services support business needs.

8.2 Improvement and Financial Sustainability

Deliverable Title	Deliverable Summary
Continuous Improvement	Define, deliver, and leverage new approaches, standards, and tools to empower our people adopt and embed continuous improvement methodologies across our work, investing in developing our workforce and establishing an Innovation & Improvement team, building the capacity and skills across the organisation to deliver continuous improvement
Financial Sustainability	Define, deliver, and leverage new approaches, to help us focus our assets (including spend/budget) on delivering our strategy and strategic objectives in the most effective, impactful, and sustainable way to improve population health
Approach to Innovation	Engage with the Accelerated National Innovation Adoption (ANIA) programme as a partner and define, deliver, and leverage a new approach on Innovation, to solve complex problems, with partners, which can deliver prevention and early intervention that impacts public health outcomes.

8.3 Research for Policy and Practice

Deliverable Title	Deliverable Summary
Implement National Safe Haven 2.0 to support the next generation of Scottish Medical Imaging (SMI) research projects	Working with EPCC to deliver and implement the next iteration of Scotland's National Safe Haven with improved, storage, memory, and processing power. Alongside this are service automation improvement to enhance the researcher experience and deliver higher performance computing for projects requiring AI tools and advanced imaging analysis
Knowledge and Evidence Services	Support research in Public Health Scotland with provision of Evidence and Summary Searches, Current Awareness Bulletins helping to shape research proposals at an early stage and support development of strong research projects building on available published evidence.
Public Engagement on Public Health Related Research in Scotland	Engage with large scale research initiatives such as Administrative Data Research UK, Health Data Research UK and Research Data Scotland to collaborate in public engagement activities that help shape the research strategy in Scotland, developing public trust in the benefits of research and their understanding of the safeguards put in place to protect their data.
Public Health Scotland Honorary Research Contract Process	Update and implement the Honorary Research Contract Process to enable PHS to collaborate directly with academic and other institutions to delivery high quality research, establishing a strong audit trail and structure for collaborating with external researchers
Public Health Scotland Research Commissioning Process	Update and implement the Research Commissioning Process within Public Health Scotland to support prioritisation of research in line with the Public Health Priorities.
Public Health Scotland Research Strategy	Publish a Public Health Scotland Research Strategy establishing the strategic direction of research in PHS and in partnership with our stakeholders agree and prioritise public health research priorities for Scotland.
Winddown of Scottish Clinical Trials Research Unit (CTU)	Engage with key stakeholders such as the Cancer Research UK Glasgow Clinical Trials Unit, Scottish Government Cancer Research Champion, and trial Chief Investigators to ensure that

Deliverable Title	Deliverable Summary
	closedown is completed in line with regulatory requirements and long-term records management and data access plans are put in place when the CTU is closed.

8.4 People and Ways of Working

Deliverable Title	Deliverable Summary
Develop the PHS Equality, Diversity, and Inclusion Strategy	By bringing together all the work that is already happening within PHS and confirming what else needs to be done - we will create a clear vision of how we will ensure equality, diversity and inclusion will live and breathe as a fundamental aspect of our culture, thereby supporting our role as a lead anchor institution and in tackling health inequalities across Scotland.
Developing and implementing an effective Organisational Development and Learning strategy for PHS and the wider Public Health Workforce	<p>Develop a clear range of impactful learning interventions that supports the PHS workforce; the transformation of PHS; supports lifelong learning and the NHS Staff Governance Standards; the delivery of the PHS strategy and establishes a positive working culture where life-long impact learning and career development supports our people to deliver the strategic aims and objectives of the organisation.</p> <p>In partnership with NES, Scottish Government, other NHS Boards, and the wider Public Health workforce - support a clear and effective development path for all staff involved in support the public health agenda in Scotland. To do this effectively, this will mean a broad reach to include those who can support the tackling health inequalities agenda upstream and a clear and effective plan to support the wider Public Health Workforce with PHS having a clear leadership role in this work</p>
Review, refresh, and delivery of the PHS Workforce Plan 2022 - 2025	Review, refresh, and implementation of the actions set out in the 22-25 PHS Workforce Plan, ensuring the actions are aligned to PHS's strategy and aims, and to deliver an improved and co-ordinated approach to workforce planning across Public Health Scotland

Deliverable Title	Deliverable Summary
Governance Processes and Ways of Working	Complete implementation of Committee Management System within Public Health Scotland including ongoing development roadmap; clear and robust systems and processes in place to support effective governance within PHS; completion of Blueprint for Governance Self-Assessment ensuring robust and effective governance across Public Health Scotland
Hybrid Working	Continue the development of the PHS approach to hybrid working - ensuring this supports our organisational identity and acts as a key enabler to the delivery of our strategy and aims by providing effective connections for colleagues and partners and delivering a modern and effective model of working consistent with Public Health Scotland's culture.
Widening access to employment in PHS	By developing the PHS Academy model and using current models of practice to provide opportunities within PHS that engage with and support those from non-traditional backgrounds into PHS which includes Modern Apprenticeships, Graduate Apprenticeships, and Intern Programmes.

8.5 Digital and Data Transformation

Deliverable Title	Deliverable Summary
Accelerated National Innovation Adoption (ANIA)	Work as an ANIA partner, providing support to the overall development of the process, as well as providing public health and analytical input at specific stages in the pipeline to support development of streamlined and efficient processes to access data
Accelerating Access to data	Contributing to the National Information Governance programme, accelerating data access through streamlining, and digitising of data access requests to provide nationally consistent data for planning and improvement work
Active Clinical Referral Triage (ACRT) and Patient initiated Return (PIR)	Explore options for collection of ACRT and PIR through engagement with HBs, SG, CfSD and system providers. New work

Deliverable Title	Deliverable Summary
Atlas of Variation	Continue the development of the Atlas of Variation including the delivery of 18-24 maps through development of new Shiny dashboard tool and provide support on the interpretation of the information to allow NHS boards to measure unwarranted variation, support service planning and redesign
Building a skilled and connected workforce operating with a digital first culture	Deliver our ambitions for digital transformation by establishing a Set up a digital and data community by equipping staff to function productively and develop good practice.
Care and Wellbeing Dashboard development	In partnership with Scottish Government development of dashboard and indicators under the marmot framework to support the work of the Care and Wellbeing board to monitor outcomes and indicators and support improvement and policy development
Data for Surveillance and Research to support pandemic preparedness	Reviewing the accessibility of data for surveillance and research purposes to support pandemic preparedness and ensure streamlined and efficient processes are in place to access data to inform planning and service redesign.
Data Science, Geo-spatial and CHILLI	Continue to drive technically advanced innovation (RPosit workbench etc) whilst working with teams across the organisation to improve practices, methods, and toolsets to support our data and digital transformational. This will support development of an PHS open data strategy and Improved practices leading to efficiencies across PHS.
Delivery of the Scottish Health & Care Data Strategy	Working with Scottish Government and other partners (including NSS and NES), develop action plan to deliver the Health & Care Data Strategy delivering the ambitions of the Strategy to improve access to data, create better insights, leading to improved outcomes for people.
Develop a strategic and user-centred design approach to our Data & Digital Development	We will develop a strategic, user-centred design approach to reviewing, transforming, and modernising PHS data and intelligence products to meet the needs of PHS customers. The programme of work will incorporate work already underway such as: Profile Tool Development, Dashboard Review & Dataflow Mapping, Publications (Public Facing) Review PHS customers will be able to find our data and intelligence quickly and easily and PHS will be able to focus its resources on delivering data and intelligence products that support our strategy.

Deliverable Title	Deliverable Summary
Enhance our Digital and Technology capabilities through collaboration with NSS on the implementation of SEER Platform	Continuing the modernisation of our data and analytical infrastructure through migration of our key data platform from SEER to SEER2, enhancing our Digital and Technology capabilities through collaboration,
Enhance the Scottish National Safe Haven platform to better support Research and Innovation using NHS Scotland data	Work with key partners and stakeholders to develop and enhance the Scottish National Safe Haven analytical environment to host research ready data and provide the technical capabilities needed to allow innovation, enabling good research and innovation in a safe and secure environment for public benefit
Implementation of Snomed-CT and ICD11 in collaboration with NSS	Support the implementation of Snomed-CT and ICD11 for disease classification and associated programme of work in conjunction with NSS. Provide support and guidance in the use of clinical classifications, coding and terminology to NHS Scotland and its partners, delivering locally based training, provision of an expertly manned Advisory Service and publication of Scottish Clinical Coding Standards
Implementing recommendations from Information Commissioner's Office (ICO) audit of data protection in PHS	Action plan developed and delivered to address key action points from ICO's audit of PHS Ensuring that PHS is fully compliant with Data Protection legislation and best practice is embedded in the organisation.
Laboratory Information System (LIMS) Replacement Project	Ensure we have continued data flow from NHS laboratories into PHS for ECOSS, CARDRISS and SOCRATES as NHS Boards move to new Laboratory IT Systems., ensuring there is a continuation of data flow for reporting beyond March 23 in the 6 impacted NHS Boards and we are prepared for go live of National LIMS in FY 24-25 including possible move to SNOMED.
Management Information (MI) Data for Insights	Provide high quality and timely Data for Insight as part of the Health and Social Care Data Strategy. Providing MI data as part of an analytical pipeline; removing non automated reporting, and duplication; set clear pathways to commissioning and decommissioning analytical work; moving toward a whole system approach to developing data and its use to create high quality intelligence that can be utilised to improve health and care, ensuring greater access to data, better insight and improved outcomes

Deliverable Title	Deliverable Summary
Modernisation of access databases	Review access databases in use across PHS and identify appropriate solutions for each to ensure data is stored on a robust, supported platform
Modernisation of existing PHS datasets	Continue to review existing datasets and explore opportunities to modernise the data that is collected, identify data gaps or the way in which data is collected to more accurately reflect care pathways, providing nationally consistent data for planning and improvement work
National Data Catalogue & Data Dictionary	Ensure we provide a comprehensive list of all datasets collected by PHS along with a dictionary of data definitions to ensure consistency in the data we collect and continuous development of a fit for purpose data collection and data quality management service.
National Reference Files and corporate warehouse management	Ensure we provide up to date national reference files for use within PHS (datasets) and external IT system suppliers and that our products in the warehouse are kept up to date with any required changes and provision of an effective data collection and data quality management service
Participating in the National Information Security (NIS) Audit	Review of the processes in place in PHS to safeguard the organisation from cyber-attack and ensure that PHS is compliant with the NIS
Protected Characteristics Dataset for Research	Work with Scottish Government and Research Data Scotland to create a protected characteristics dataset for the purpose of research. Create and maintain an ethnicity reference file using PHS held data enabling analysts and researchers to support inequalities work through good data
Secure data collection system for Public Health Scotland	Implementation of secure data collection system for Public Health Scotland to support projects across the organisation as part of an effective data collection and data quality management service
Review of Data Management Data Quality function (service)	Carry out a review of the PHS Data Quality function to design and ensure a consistent data collection and data quality management service for (public) Health and Care in Scotland whilst embracing technical innovation to support data collection and a data quality management service.
Statistical Governance Publication Consultation and on-going statistical governance support.	Conduct a publication consultation and establish an associated action (implementation) plan to transform our publication (reporting) estate to ensure our publications are fit for purpose and

Deliverable Title	Deliverable Summary
	support data and digital transformation ambitions. On-going statistical governance support across PHS and continued engagement with relevant statistical regulators.

8.6 Corporate Communications

Delivery Title	Deliverable Summary
Develop and deliver PHS website	Continue to develop the PHS website to communicate effectively with our key audiences, ensuring our customers can find and use our data, resources, and info to improve health and reduce inequalities
Rationalise the PHS legacy website estate	Continue the rationalisation of PHS's legacy website estate to close estate and migration of content onto PHS corporate website ensuring our customers can find and use our most up to date evidence, data, resources, and info to improve health and reduce inequalities
External communications strategy and schedule of activities	High level external communications strategy created to inform activity throughout the year. Include a schedule of Corporate Publications and Announcements to support our customers know who we are, what we do and trust our knowledge, data and expertise and act upon it locally, regionally, and nationally to improve health outcomes
Employee communications and engagement strategy and activities	PHS employees will be well-informed about the issues that affect them, will have opportunities to influence their role and how PHS works and will be empowered to advocate for public health Through development and delivery of our internal communications and engagement strategy and activities, our employees will be well informed and have access to essential corporate information they need to help them do their job and to engage within the organisation.
Continue developing and improving The Spark intranet	The Spark intranet continues to develop and improve as the primary digital channel for communicating and engaging with PHS employees and providing access to essential information, systems, and tools they need to help them do their job.

Delivery Title	Deliverable Summary
PHS office rebranding	PHS employees will be well-informed about the issues that affect them, will have opportunities to influence their role and how PHS works and will be empowered to advocate for public health
Build capacity in organisation for creating accessible and inclusive content and systems	Build capacity across PHS to creating accessible and inclusive content and systems, ensuring our products and services are developed using best practice methodology, and are developed to meet the needs of the target audiences, are accessible and of high quality.
Quality assurance for user centred products and services	Establish quality assurance process to deliver user centred products and services that are insight driven, inclusive and accessible to ensure the products and services we deliver meet the needs of the target audiences, are accessible and of high quality.
User focused translations and other formats	Our products and services are developed consistent with user focused translations and other formats to ensure insight driven, inclusive and accessible product development
Public Involvement and Insights	Our products and services are developed with Public Involvement and Insights using best practice methodology, to support product development.

9. Finance & sustainability

The 23-24 financial plan, which is forecast to meet all financial statutory targets, has been submitted to the Scottish Government in March 23.

The annual revenue income budget of £95.6M and capital budget of £2.7M remains uncertain due to costs associated a planned office move in Glasgow and the income and SG funding streams have still to be confirmed. However, it is anticipated that PHS can reprioritise resource within agreed limits.

PHS has financial sustainability plans, which have been shared with the Board in February 23 and will span over the three-year financial period. To drive sustainability, PHS has created an Innovation and Improvement Team, which will support staff to deliver continuous improvement.

PHS has a robust financial management and governance in place to ensure that resources are utilised efficiently. This includes the Executive Team which scrutinises all new demand to ensure that they fit with the strategy and is financially sustainable.

10. Workforce - PHS Actions Aligned with the National Workforce Strategy

The PHS Workforce Plan 2022- 2025 has been developed in partnership with our staff and is enabled through the PHS 3-year workforce action plan which sets out PHS's key deliverables against the five pillars of the Health and Social Care workforce journey.

These workforce pillars are detailed in the Health and Social Care workforce strategy which sets a vision of a sustainable, skilled workforce with attractive career choices and fair work where all are respected and valued for the work they do.

The Health and Social Care Strategy focuses on three objectives:

- Recovery
- Growth

- Transformation

It sets out the Five Pillars of the workforce journey:

- Plan – supporting evidence-based workforce planning.
- Attract – using domestic and ethical international recruitment to attract the best staff into health and care employment in Scotland.
- Train – supporting staff through education and training to equip them with the skills required to deliver the best quality of care.
- Employ – making health and social care organisations ‘employers of choice’ by ensuring staff are, and feel, valued, and rewarded.
- Nurture – creating a workforce and leadership culture focusing on the health and wellbeing of all staff.

The

The Annual Delivery Plan provides an update on implementation of the actions set out in the workforce plan. It also aims to consider new and emerging challenges and risks in delivering our workforce plan.

For 2023/24 this includes working in partnership with staff to deliver the Transformation Programme which will have a significant impact on how we design both our services and workforce. There are challenges around confirmation of funding to support our transformation which have impacted on the delivery timeframes for some areas which in turn will have an impact on other areas of work.

Career pathway development is being built into transformation plans too, however we have not yet been able to see these in action as we are still working through the detail. This is in part driven by several competing challenges that include directorates being at various stages of transformation, key areas experiencing specific national skills shortages in specialist posts and the availability of funding which directly impacts on workforce attraction and retention. Taken together these and other factors make it challenging to develop a ‘One PHS’ approach at this time. However, this

remains our aim and collaboration across directorates and specialisms will continue in 2023/24.

Linked to this, our workforce plan and implementation also recognises the need to support our staff and includes actions to:

- Develop a wellbeing plan to engage, nurture and support colleagues across PHS.
- Continue the focus on establishing an inclusive and diverse workforce; and
- Develop a learning culture across PHS.

The table below demonstrates how PHS's Workforce Plan supports and is aligned with the National Workforce Strategy and its five pillars. The table summarise the actions in our workforce plan and how we will progress in 2023/24.

National Pillar	PHS WFP Section	PHS Action	Short or Long Term
Plan	The Right People in the Right Roles at the Right Time	Managing the percentage of our workforce on fixed term contracts, in line with available funding.	ST
	2023/24 update	Reduction on FTCs within PHS with more permanent funding solutions being sought, particularly in CPH.	
Plan	The Right People in the Right Roles at the Right Time	Develop a model of the current Scottish working age population against which we can understand how well our workforce represents the people of Scotland	ST
	2023/24 update	Work ongoing in this area to develop effective reporting across all protected characteristics	
Attract	The Right People in the Right Roles at the Right Time	Design and implement structures that sit under our 'Heads of Service' aligned with our target operating model.	ST
	2023/24 update	Organisational change programmes being managed across PHS	
Attract	The Right People in the Right Roles at the Right Time	Using the lessons learnt from analyst recruitment to inform large scale recruitment through the PHS Academy going forward.	LT
	2023/24 update	Work underway to develop the PHS Academy so the model can be scaled across PHS	
Attract	The Right People in the Right Roles at the Right Time	Roll out a refreshed approach to recruitment, which is less dependent on specific sectoral experience.	ST
	2023/24 update	Work in relation to recruitment approach being developed in partnership with NSS	
Attract	The Right People in the Right Roles at the Right Time	Develop an Attraction strategy to position PHS as an employer of choice.	ST

National Pillar	PHS WFP Section	PHS Action	Short or Long Term
	2023/24 update	Benefits of working in PHS document now available for candidates considering a career in PHS	
Attract	The Right People in the Right Roles at the Right Time	Exploring options to address temporary gaps within our consultant workforce using locums.	ST
	2023/24 update	Work continuing with Clinical Protecting Health - have employed on short term contracts, a small number of Consultant in Public Health Locums to address the gaps on a temporary basis.	
Plan	The Right People in the Right Roles at the Right Time	Work in partnership with Developing the Young Workforce to focus on new recruitment pipelines into public health with a focus on reducing inequalities	ST
	2023/24 update	Delivering through the maturing of our approach to recruiting Modern Apprentices, Graduate Apprentices, and Internships	
Attract	The Right People in the Right Roles at the Right Time	Continuous improvement in our recruitment approaches, to attract a more diverse workforce including developing partnership approaches as an Anchor Institution to develop new and innovative career pathways.	LT
	2023/24 update	Delivering through maturing our approach to recruiting Modern Apprentices, Graduate Apprentices, and Internships	
Train	Building Skills and Ways of Working	Develop a staff development and skills plan to underpin our refreshed three-year strategy and a high performing workforce.	ST
	2023/24 update	L&D strategy for PHS in development – ensuring cross organisational and partnership approach to effective solutions	

National Pillar	PHS WFP Section	PHS Action	Short or Long Term
Plan	Building Skills and Ways of Working	Collaborate with local health improvement workforce to agree an approach to future workforce development planning.	ST
	2023/24 update	Continue to work with PHS Directorates and local Public Health Teams on agreeing approach	
Plan	Building Skills and Ways of Working	Work in collaboration with relevant stakeholders to scope out our existing leadership programmes to ensure meaningful and meeting the needs of PHS staff	ST
	2023/24 update	PHS Management Development Programme – refreshed model to be launch August 2023	
Train	Building Skills and Ways of Working	Develop and deliver a learning programme to support a range of management and public health skills	LT
	2023/24 update	Collaborating with partners – including NES, SG, NHS territorials to build an effective model of working	
Train	Building Skills and Ways of Working	Continuously refresh and update the induction programme ensuring relevance and value add for new starts into PHS.	ST
	2023/24 update	Induction programme – developed and now in person, including input from ET and Board	
Train	Building Skills and Ways of Working	Enhancement of the Virtual Learning Environment	LT
	2023/24 update	Work ongoing to develop learner requirements from the broader public health workforce. Roadmap in place for the development of the platform	
Train	Building Skills and Ways of Working	Develop and test a ‘Learning Academy’ model for digital and data that is aligned with digital and data roles	LT

National Pillar	PHS WFP Section	PHS Action	Short or Long Term
	2023/24 update	Links to PHS Academy model with strengthened approach to analytical roles over the last 12 months. Vacancy numbers at lowest point since programme commenced.	
Train	Building Skills and Ways of Working	Implementation of National Trauma Training Programme - Trauma Informed Practice Level	ST
	2023/24 update	National Trauma Training Programme has been implemented	
Train	Building Skills and Ways of Working	Delivery of development programme informed by staff development and skills plan	LT
	2023/24 update	Plan to ensure PDPR process effectively informs the L&D strategy and delivery plan for 2023/24	
Train	Building Skills and Ways of Working	Succession and talent management programmes developed and implemented	LT
	2023/24 update	Current review of leadership programmes – specifically for ET and Leadership Group. Reviewing options to ‘grow’ talent in PHS. Current leadership development programme being delivered in PWD.	
Train	Building Skills and Ways of Working	Explore the opportunity as a leader in developing a wider Public Health Academy by creating a partnership approach to a clear and impactful route to learning across the sector.	LT
	2023/24 update	Academy Model developed and seeking to start first phase of implementation over 2023/24.	
Train	Building Skills and Ways of Working	Build in ongoing evaluation of training delivered to ensure that it is meeting people’s learning needs, is having impact and is line with our strategic plan.	LT

National Pillar	PHS WFP Section	PHS Action	Short or Long Term
	2023/24 update	Working with colleagues in NSS to review model of evaluating impact of learning	
Plan			
Plan	Working as One PHS	Our performance framework fully deployed across the organisation to ensure a highly productive workforce.	LT
	2023/24 update	Model of performance being worked on and will be implemented	
Employ	Working as One PHS	Embed hybrid working.	ST
	2023/24 update	Hybrid Working guidance issued in March 2023 – ongoing evaluation and review programme in place	
Employ	Working as One PHS	Deliver a comms and engagement plan that ensures our staff remain engaged, aligned, and motivated with our strategy and purpose.	LT
	2023/24 update	Work ongoing to develop our approach to internal comms	
Employ	Working as One PHS	A programme established to further embed our organisational values.	LT
	2023/24 update	Work ongoing to mature our approach to embed our values across PHS in our ways of working	
Employ	Working as One PHS	Implementing i matter team action plans annually to drive high levels of employee engagement and satisfaction.	ST
	2023/24 update	2022 iMatter team plans completed and programme in place for delivery of the 2023 iMatter survey and action planning process.	

National Pillar	PHS WFP Section	PHS Action	Short or Long Term
Employ	Working as One PHS	All people policies updated for PHS to reflect our organisational priorities, subject to alignment with the Once for Scotland policy review	LT
	2023/24 update	On going programme of review in place for PHS policies and launch of Once for Scotland policies	
Employ	Working as One PHS	Engage with the national Fair Work recommendations to ensure we are reflecting fair work principles in all our employment practice.	LT
	2023/24 update	Ongoing work to engage and ensure working practices are reflective of fair work principles	
Nurture	Diverse and inclusive workforce	Set out the PHS vision in Equality, Diversity, Inclusion and Human Rights and strengthen our approach to delivery across our culture and our ways of working by having a robust plan in place to support this.	LT
	2023/24 update	Ongoing work to develop our approach, ensuring resource in place to support this at a cultural level and ensuring we develop to exemplar level.	
Nurture	Diverse and inclusive workforce	Equality, Diversity, Inclusion and Human Rights – continuing to raise the profile and engagement through the work of the forum and staff networks and supporting our staff networks to play an active part in developing our culture and understanding staff experience.	ST
	2023/24 update	Ongoing work to raise the profile of staff networks – including ET sponsorship of each network and a Board Champion	

National Pillar	PHS WFP Section	PHS Action	Short or Long Term
Nurture	Diverse and inclusive workforce	Deliver the anti-racism development programme which will strengthen our approach to anti-racism within the organisation.	ST
	2023/24 update	Anti-Racism Review currently in progress with CRER due to report in Autumn 2023.	
Nurture	Diverse and inclusive workforce	Recruitment - focusing on young people and, people furthest away from the employment market and training our managers to support individual's development.	ST
	2023/24 update	As per above – have used the Modern Apprenticeship and Graduate Apprenticeship routes to support young people into PHS	
Nurture	Diverse and inclusive workforce	Our Equality, Diversity, Inclusion and Human Rights approach - leadership, ensuring we have capacity, improving data, targeted work on disability pay gap, effective impact assessment.	ST
	2023/24 update	Work ongoing with NSS to develop reporting to ensure we have up to date data and a true reflection of the PHS workforce	
Nurture	Diverse and inclusive workforce	Participate in the Graduate Career Advantage Scotland programme offering job opportunities to unemployed graduates	ST
	2023/24 update	Work ongoing to continue to develop our approach in this space.	
Plan	Diverse and inclusive workforce	Explore further opportunities to benchmark our approach and gain recognition for the work we are doing in this space.	LT
	2023/24 update	Work ongoing to develop our approach in this space	
Nurture	Healthy, Supported and Enabled Staff	Delivery actions focussed on long term wellbeing priority themes, incorporating these into our 2022/23 delivery plan.	LT

National Pillar	PHS WFP Section	PHS Action	Short or Long Term
	2023/24 update	Work continuing to develop effective wellbeing supports across PHS	
Nurture	Healthy, Supported and Enabled Staff	Ensure we have the right systems and processes to support the ambitions of PHS. This includes services and systems delivered by NSS, in line with the jointly agreed action plan.	LT
	2023/24 update	PHS part of the long-term national system development discussions	
Nurture	Healthy, Supported and Enabled Staff	Embedding our new Prioritisation Process, developed as part of our Digital Strategy, to support a manageable workload across different staff groups	ST
	2023/24 update	New Demand Management process in place*	
Nurture	Healthy, Supported and Enabled Staff	We run effective work prioritisation approaches as part of planning linked to demand management	ST
	2023/24 update	As per the action above*	
Nurture	Healthy, Supported and Enabled Staff	A series of interventions to reduce long working hours.	ST
	2023/24 update	Part of the wellbeing package for staff	
Nurture	Healthy, Supported and Enabled Staff	Our internal communications channels provide opportunities for staff to engage with and influence the work of the organisation	ST
	2023/24 update	CEO Staff Listening sessions, Speaker sessions and PHS All Staff Conference in place	
Nurture	Healthy, Supported and Enabled Staff	Develop a network of wellbeing champions to support wellbeing across PHS	ST

National Pillar	PHS WFP Section	PHS Action	Short or Long Term
	2023/24 update	Time2Talk service launched in October 2022	
Nurture	Healthy, Supported and Enabled Staff	Conduct an audit against health and wellbeing best practice, with an annual assessment of our progress.	LT
	2023/24 update	Wellbeing sits as one of the Internal Audit reviews for 2023/24	
Plan	Deliver Our Ambitions Through How We Manage Our Workforce	Significantly expanded apprenticeships/ traineeships, with support in place.	LT
	2023/24 update	Work developing with partners and as part of the PHS Academy model.	
Attract	Deliver Our Ambitions Through How We Manage Our Workforce	Identify entry level jobs/ traineeships against key job families to better diversify the public health workforce.	LT
	2023/24 update	Work developing with partners and as part of the PHS Academy model.	
Plan	Deliver Our Ambitions Through How We Manage Our Workforce	Put in place strategic partnerships with schools, colleges, NHS Boards, and third-party providers to deliver employability programmes	LT
	2023/24 update	Work developing with partners and as part of the PHS Academy model.	
Train	Deliver Our Ambitions Through How We Manage Our Workforce	Identify opportunities for mentoring, volunteering, and other innovative initiatives	LT
	2023/24 update	Currently considering a Leadership Mentoring pilot and reviewing volunteering mechanisms within PHS	

11. Improvement Programmes

PHS has now adopted a **Portfolio Management** approach to be able to view the full breadth of its activity via twenty-two programmes. Eighteen of them are external focused (Transforming Scotland), and six of them are internal focused (Transforming PHS). Over 2023/24, PH. ill build its capability to use the Portfolio to improve how each of these programmes delivers to our strategic objectives, to deliver a positive impact on public health indicators.

In tandem with this, PHS has undertaken a review of **Business Services** and **Portfolio, Programme and Project Management (P3M)**. Over 2023/24 we will design a more resilient cross-organisational approach, to bring the strength of these professions across the Portfolio, including a new continuous improvement area, and an approach on innovation. As this develops, the Portfolio Management approach will help us improve around five areas:

1. **Implementation:** are our programmes doing activity when and as intended
2. **Effectiveness:** are our programmes achieving defined goals and objectives as intended
3. **Efficiency:** are our programmes running with appropriate use of resources (e.g., budget, FTE etc.)
4. **Cost-Effectiveness:** are our programmes realising ROI (i.e., does delivery cost less than the return)
5. **Attribution:** are our programmes achieving goals and objectives that can be evidenced to our actions

Every year, PHS has a requirement to consider how we can 'improve' and be more efficient and to make changes to help that, that are sustainable. We could of course just stop doing things, or not fill vacancies, but that alone would simply reduce our impact and increase pressure on remaining staff.

Continuous improvement is therefore important, as it allows us to do things differently and more efficiently, without reducing our impact or pressuring staff, indeed, enabling our staff to make changes increases aspects of empowerment and protects wellbeing by avoiding pressure from increased demand.

PHS has previously invested in training via NES for QI (Quality Improvement) training, based on the USA Institute for Healthcare Improvement approach. This has met with varying degrees of success, a key issue being whether the business supports and empowers people to deliver, but also if it provides people with the necessary project management skills to embed the learning.

Going forward, PHS will empower more people to drive improvement by investing in developing our peoples thinking in **Continuous Improvement**, and in **Agile LSS** (a method for driving through CI/QI projects). This includes providing accredited learning for some professional courses, the approach being based on the lean six sigma model, which follows five steps; (1) define, (2) measure, (3) analyse, (4) improve and (5) control. These steps each enable our people to define problems we encounter in processes, to use new tools and methods to measure the problem and analyse it to find the root causes, to then define solutions and to feel empowered to implement those to improve the process, and to then set out how PHS can control things and keep that change sustainable.

As part of this investment, the Strategy, Governance and Performance directorate (SGP), is building an **Innovation & Improvement** team. For people who have already completed their training, the team are supporting people to secure their academic accreditation by implementing a small improvement project. Over 2023/24, this team will develop to provide support to

help directorates deliver continuous improvement projects, this will be through a network of continuous improvement champions. In addition, this new team will bring forward our focus on ***Innovation***.

In terms of finance, PHS has robust financial management and governance in place to ensure that resources are utilised efficiently. This includes the Executive Team which scrutinises all new demand to ensure that they fit with the strategy and is financially sustainable. PHS also has financial sustainability plans, which were shared with the Board in February 2023 and will span over the three-year financial period.

12. Measuring Impact

Our focus remains on delivering the most effective interventions that will deliver our strategy and vision of a Scotland Where Everybody Thrives. This means measuring our performance against the outcomes we want to change. For our Vision and Mission this will be the extent that we have contributed to improving population health and reducing inequalities. For our corporate priorities and programmes, it will be the extent to which we contribute to these national measures through delivering programme level outcomes. For our Annual Delivery Plan, we will measure our contribution to national and programme outcomes by delivering the actions set out in the plan as a series of milestones for each action.

In 2023/24 we will work to strengthen the focus on improving outcomes across the organisation and developing Key Performance Indicators (KPIs) as part of an integrated performance framework.

