

# PHR Programme Risks and Issues

Public Health Reform Programme Board

August 2018

# PHR –Issues

There are currently 8 issues on the PHR Risk Log that are to be escalated to the PHR Programme Board in accordance with the PHR Risk and Issue Management Strategy.

## **Programme Issues**

There are no new or existing programme issues to report.

# PHR Commissions/ Projects – New Issues

4 new issues have been raised by the Commissions/ projects.

Issue ID	Date Raised	Raised By	Category	Issue Description	Impact Description	Score	Mitigating Strategy	Mitigating Action	Update	Action Owner	Date of next review
5	20/08/18	Improving Health Commission	Economic	Within each deliverable 4, each commission may go into detailed planning about the structures and staffing models etc. for PHS which raises the potential of a risk of duplication of effort		Medium	Reduction	1. Seek clarity from PHR team on whether broad recommendations would be acceptable within the documentation of the future health improvement function, or if there is a specific expectation of this deliverable.	1. 20/08 - Feedback from the PHR team has been provided to advise that this should be undertaken as outlined in the related product description.	IH Commission	29/08/2018
6	20/08/18	Leadership for Public Health Workforce Development	Economic	Need to ensure coordinated engagement on workforce development issues across the commissions		Medium	Reduction	1. LPHWD to write to other commissions to request that they share data on workforce issues.	1. 20/08 - PHR team happy with this approach and happy to be involved.	LPHWD Commission Team	29/08/2018
7	20/08/18	Research, Innovation and applied evidence commission	Engagement	Haven't been able to fully engage with UK wide organisations including UK research funders.		Medium	Reduction	1. Will maintain dialogue with key organisations.		ScotPHN	29/08/2018
8	20/08/18	Protecting Health	Resource	Insufficient capacity within programme team due to resource constraints during June - August	Impacting on pace of progress in supporting arrangements	Medium	Reduction	1. - Source additional resource	20/08 - New resource is now in place and team is being re-established with a new Project Manager and programme Manager. New processes are also being established to facilitate planned approach and enable prompt response to request from commission leads	NSS Programme Director	29/08/2018

# PHR Commissions/ Projects – Existing Issues

Issue ID	Date Raised	Raised By	Category	Issue Description	Impact Description	Score	Mitigating Strategy	Mitigating Action	Update	Action Owner	Date of next review
1	12/07/2018	Improving Health Commission	Economic	Uncertainty about available resources to fund the work of the commission (particularly the engagement elements). Finances to cover engagement costs and costs of project team time to plan and deliver the engagements has not been clearly defined by the PHR team and was not fully discussed at the cross commission meeting on 9th July		Medium		1. Seek clarity from the PHR team on available resource to undertake engagement work to ensure that appropriate funding streams are drawn upon and there are no delays in progress due to funding.	1. - 20/08 - PHR has offered additional support but no formal request has been received from the commission. 25/07/18 - Content with PHR Programme team recommendation. 17/7/2018 - PHR programme team are happy to provide additional resource if required. Commissions to advise level of support required.	SROS	29/08/2018
2	17/07/2018	Underpinning data & intelligence commission	Legal	Lack of clarity around the strategic freedom to act of PHS may impact on thinking around potential organisational models. e.g. PHI undertakes a large degree of work at the direct direction of SG. HS is more able to set its own delivery commitments. The new public health priorities are not enough on their own as they give no indication e.g. in relation to health protection. Clarity around the place of non-tradition PH functions such as waiting times would also be helpful.		Medium	Reduction	Feedback is requested from the PHR team regarding the proposed strategic governance of PHS.	1. – 23/07 – PHR programme team are looking into this and will be in a position to respond in due course.	PHR Team	29/08/2018
3	17/07/2018	Underpinning data & intelligence commission		Lack of clarity around the proposed funding model for PHS may impact on thinking around potential organisational models. E.g. PHI is funded via a combination of baseline funding and commissioned funding.		Medium		Feedback is requested from the PHR team regarding the proposed funding model for PHS and transitional arrangements for PHI in the planning round prior to the establishment of PHS.	1. 23/07 - PHR programme team are looking into this and will be in a position to respond in due course.	PHR Team	29/08/2018
4	17/07/2018	Leadership for Public Health Workforce Development		Clarity required on where the boundary sits with reference to the "broad" PH workforce		Medium		1. Project team agree on the scope of the workforce 2. PHR programme team to agree the scope is correct.	20/08 - The PHR team would like to see the revised scope. 23/07 - The commission team have been asked by stakeholders to look at both 'broad' and 'core' PH workforce and need to define these more clearly.	LPHWD Commission Team	29/08/2018

# PHR –Risks

There are currently 20 risks on the PHR Risk Log that are to be escalated to the PHR Programme Board in accordance with the PHR Risk Management Strategy:

The heat map below covers all 20 risks which are split across the programme and its constituent commissions/ projects.

IMPACT	RISK PROFILE				
VERY HIGH				1	
HIGH		2	17		
MEDIUM					
LOW					
NEGLIGIBLE					

# PHR Programme – New Programme Risks

1 new risk has been raised by the Programme.

Risk ID	Date Raised	Raised By	Category	Risk Title	Risk Description	Impact Description	Score	Mitigating Strategy	Mitigating Action	Update	Action Owner
16	17/08/18	Programme	Economic	Deliverables	There is a risk that the Commissions defining the future state of Public Health Scotland do not produce deliverables that meet the ambitions of the programme, in part or in whole.	This may impact on the ability for Public Health Scotland to be successful and credible from the point of establishment.	75	Reduction	1. Request Commissions/ projects share early drafts of deliverable outlining the future state of PHS 2. Identify additional dedicated capacity to support the EDG in translating the commission products into our final Target Operating Model		PHR Team

# PHR Programme – Existing Programme Risks

Risk ID	Date Raised	Raised By	Category	Risk Title	Risk Description	Impact Description	Score	Mitigating Strategy	Mitigating Action	Update	Action Owner	Date of next review
8	23/05/2018	Geoff Ogle	Economic	Financial	There is a risk that our ambition for reform could be compromised due to a lack of detail around delivery costs and related funding.	If this occurs, the programme may not achieve the whole system changes required.	200		<ol style="list-style-type: none"> <li>1. Identify all programme delivery costs and review regularly</li> <li>2. Identify all additional funding sources which will come together to form the core funding for the new body.</li> </ol>	<ol style="list-style-type: none"> <li>1. –15/6 - Finance lead has started recording known programme costs and will report on a monthly basis to the programme board.</li> <li>2. - 1/8 - SMT are looking into additional funding with the EU initiative being a potential source</li> </ol>	Andrew Scott/ John Wood	29/08/18
1	06/02/2018	Marion Bain	Economic	Strategic alignment	There is a risk that the PHR will duplicate effort and/or cut across existing public health endeavours due to misalignment with current and planned public health strategies, programmes or activities	If it occurs will result in wasted resource time and costs	75	Reduction	<ol style="list-style-type: none"> <li>1. Undertake a mapping exercise to identify which strategies, programmes and activities are to be aligned to.</li> <li>2. Once identified ensure PHR is linked into the necessary groups.</li> </ol>	<ol style="list-style-type: none"> <li>1. - 20/08 - PHR team continues to liaise with the DHS team regarding alignment.  15/6 – Digital Health strategy identified and rep to be invited to sit on programme board. Marion Bain will represent PHR on their governance group. 21/3 - commissions identify strategies, stakeholders and groups to be involved/ consulted in delivering key activities in order to deliver PHR</li> <li>2. - 06/4 - strategy reps to be considered as member of programme board.</li> </ol>	Andrew Scott/ John Wood	29/08/18
2	06/02/2018	Marion Bain	Economic	Resource capacity	There is a risk that timescales may slip due to a lack of resource capacity in lead organisations who will be delivering some of the projects for the PHR	If it occurs may result in some key milestones being delayed which would impact other future milestones for the programme	75	Prevention	<ol style="list-style-type: none"> <li>1. PHR to be clear on the ask of lead organisations</li> <li>2. PHR to provide funding for additional support</li> </ol>	<ol style="list-style-type: none"> <li>1. - 20/08 - The PHR team continue to offer support and the recently received resource requests have been met.  23/7 - the PHR team continue to offer support and have a received a number of funding requests to support delivery.  21/3 - at the time commissions are being issued lead organisations are being invited to meet and discuss initial support requirements. The commissions then ask the organisations what further resource requirements are necessary to deliver the remaining deliverables in the commission.</li> </ol>	PHR Programme Board	29/08/18

# PHR Programme – Existing Programme Risks

## continued

Risk ID	Date Raised	Raised By	Category	Risk Title	Risk Description	Impact Description	Score	Mitigating Strategy	Mitigating Action	Update	Action Owner	Date of next review
3	17/01/18	Amanda Trolland	Political	Benefits and outcomes	There is a risk that the programme may be seen as not delivering major changes as the estimates benefits and outcomes are not detailed or measured strongly	May result in the Scottish Government being seen as not delivering value and beneficial outcomes	75	Prevention	<ol style="list-style-type: none"> <li>1. Programme Team to undertake a benefits workshop and detail expected benefits specifically</li> <li>2. Expected benefits to be shared with key stakeholders</li> <li>3. Baseline measures to be captured and monitored regularly</li> </ol>	1. - Complete. Benefits workshop held and outputs being worked up. 11/06 - Benefits workshop arranged for 31/7. 14/05 - Benefits workshop postponed to allow time for logic modelling workshop to take place. 21/3 - Benefits workshop to be arranged for May following the final blueprint being produced.	Andrew Scott/ John Wood	29/08/18
6	28/02/18	Geoff Ogle	Political	Brexit	There is a risk that the PHR programme may be impacted due to the outcome of Brexit	May result in the programme not achieving it's vision	75	Acceptance	<ol style="list-style-type: none"> <li>1. Until the result of Brexit is known the programme will continue to deliver as planned</li> <li>2. Ask the Leadership for Public Health Research, Innovation and applied evidence to consider Brexit risks as part of their commission</li> </ol>	1 - 23/7 - commissions to be asked to consider Brexit risk	Andrew Scott/ John Wood	29/08/18
7	11/05/18	Amanda Trolland	Political	Legislation	There is a risk that the PHR programme may be delayed due to the uncertainty about the form and legal basis of the new body	May have an impact on staff affected, and will impact more broadly in the progress of the programme	75	Reduction	<ol style="list-style-type: none"> <li>1. Work with SGLD to identify legislation options</li> <li>2. PHOB to provide advice and guidance on best option</li> <li>3. Programme Board to agree on option</li> </ol>	1. - 23/7 - legislation options outlined and now to be passed with Ministers for decision. 11/6 - July PHOB will review legislation options and provide recommendation. 14/05 Options detailed and workshop with PHOB member to be held end June to discuss and identified best option.	Andrew Scott/ John Wood	29/08/18



# PHR Programme – Commission/ Projects New Risks

6 new risks have been raised by the Commissions/ Projects.

Risk ID	Date Raised	Raised By	Category	Risk Description	Impact Description	Score	Mitigating Strategy	Mitigating Action	Update	Action Owner	Date of next review
17	20/08/18	Improving Health Commission	Resource	The IHC have identified the need for data and analytical support as part of their stakeholder engagement activity. There is a potential risk in multiple commissions identifying the need for this resource and independently sourcing it.		75		1. Ask PHR team if any other commissions have highlighted a need for this type of resource and possibly make efficiency savings by securing appropriate resource to support all commissions	20/08 - The PHR team will look into this.	PHR Team	29/08/2018
18	20/08/18	Leadership for public health workforce commission	Scale and Scope	As a result of the diversity of the broad workforce there is a risk that the scale and scope of work will be too large to fit within current timescales and resource availability.		75	Reduction	1. Project team agree that framework should be high level and not granular. 2. PHR team to agree that scope is correct 3. Increased engagement with third sector.	2. 20/08 - PHR would like to see the revised scope from the LPHWD team.	LPHWD Team	29/08/2018
19	20/08/18	Research, Innovation and applied evidence commission	Scope	Scope of commission is very wide.	Ability to maintain focus	75	Prevention	1. Clearly defined scope in PID. 2. SLWG to monitor at monthly meetings.		RIAE Commission	29/08/2018
20	20/08/18	Research, Innovation and applied evidence commission	Resource	ScotPHN is a small resource.	If something happens to a team member, it impacts on capacity and ability to progress projects	75	Reduction	1. Seeking further resource within Health Scotland to ensure greater resilience and capacity.	1. - 20/08 - Additional team resource has been agreed but may take some time to recruit.	RIAE Commission	29/08/2018
21	20/08/18	Research, Innovation and applied evidence commission	Engagement	Various commissions will seek engagement with a lot of the same stakeholders - getting the right people at the right time may be a problem - for all the commissions		75	Prevention	1. Seek to have joint events where multiple commissions are discussed.	1. - 20/08 - ScotPHN have already progressed their events so the other commissions with need to fit into that timetable.	PHR Team	29/08/2018

# PHR Programme – Commission/ Projects Existing Risks

Risk ID	Date Raised	Raised By	Risk Title	Risk Description	Impact Description	Score	Mitigating Strategy	Mitigating Action	Update	Action Owner	Date of next review
6	12/07/18	Improving Health Commission	Stakeholder engagement fatigue	The identified stakeholders have been asked to contribute to many consultations (e.g. PH priorities, IJB engagements etc.)		75		1. Seek guidance from the PHR team about plans for engagement to ensure a coordinated approach is taken to prevent further engagement fatigue amongst identified stakeholders	1. - 20/08 - Work ongoing with PHR team and commission leads to ensure a coordinated approach to engagement is undertaken. 23/7/18 - Content with PHR Programme team recommendation. AT to speak with commission leads. 17/7/18 - PHR programme team will ensure a collaborative approach to customer engagement upon receipt of approaches from all commissions.	PHR Team/ Commission Leads	29/08/2018
9	17/07/18	Protecting Health Commission	Communication	Delays in feedback from the PHR team to commissions regarding decisions made and the approach to cross-commission coordination	May lead to: - duplication of effort by commissions when resources are stretched - multiple approaches to the same stakeholders by different commissions which would be time-consuming, confusing and irritating to stakeholders (and see Risk 2). - commissions interpreting scope and deliverables in different ways	75		Formal mechanisms for the following are required: 1. to communicate decisions and actions from the PHR team, PHR PB and PHR PHOB to the commissions swiftly 2. to communicate PHR PB responses to issues and risks raised in these highlight reports back to the commissions swiftly 3. to coordinate planning and delivery of deliverables across the commissions, particularly deliverable 3	1. - minutes, actions being circulated following meetings. 2 - decisions from PB shared following PB meetings. 3 - PB agreed that commissions for designing the body coordinate engagement with support from PHR team.	PHR Team	29/08/2018
10	17/07/18	Protecting Health Commission	Engagement	Risks associated with stakeholder engagement: - the timelines for inputting Deliverable 3 to the PHR team, waiting for any central coordination and planning and booking engagement events, - the coordination across commissions of stakeholder engagement events - there is no identified budget for events, facilitators, etc.	Impact - May overlap (proceed without formal agreement) or will add delay to the timeline - Will impact attendance	75		1. PHR team to clarify intent / process re. Deliverable 3 2. Central funding to be made available for stakeholder engagement events	17/7/18 - Protecting Health Commission is proceeding with organising stakeholder events to develop its deliverables	PHR Team	29/08/2018

# PHR Programme – Commission/ Projects Existing

## Risks continued

Risk ID	Date Raised	Raised By	Risk Title	Risk Description	Impact Description	Score	Mitigating Strategy	Mitigating Action	Update	Action Owner	Date of next review
13	17/07/18	Leadership for public health workforce commission	Duplication of effort	As a result of lack of visibility of work being carried out by other commissions there is a risk that work will be duplicated across commissions	Waste of resource time and effort	75		1. Joint commission lead meetings to be set up by PHR programme team. 2. Establishment of cross-organisational sharing of information, e.g. highlight reports, deliverables for visibility across commissions.	1. 20/08 - Fortnightly commission/ projects lead meetings place. 2. KHUB in place. Documentation to be uploaded by each commission.	PHR Team	29/08/2018
14	17/07/18	Leadership for public health workforce commission	Scale	The scale and diversity of the "broad" PH workforce	It may not be possible to describe the current arrangements for WFD for such a broad spread of the public services workforce	75		1. We are considering how we can describe this in a manageable way (e.g. through case studies for example).	1 - LPHWD producing a definition	LPHWD Commission Team	29/08/2018
15	17/07/18	Improving Health Commission	Capacity	There may be capacity issues (in the project team and when we reach the engagement phase with wider stakeholders)	Will impact on meaningful engagement on the work of the commission due to the summer holidays.	75		The IH project team are proposing that to ensure sufficient time for a meaningful engagement phase that the deadline for deliverable 3 is moved to the end of September 2018 (with the potential of it spilling into October 2018). This will not affect the delivery date of deliverable 4, it is proposed that the engagements and preparation of deliverable 4 documentation happen in parallel.	20/08 - can this be closed? 17/7/18 - PHR Programme team recommendation: Accept date change as it falls in line with other commission timelines for engagement. PHR Programme Board response: Content with PHR Programme team recommendation.	IH Commission team	29/08/2018