

# PHR Programme Risks and Issues

Public Health Reform Programme Board

October 2018



# PHR – New Issues

## Programme Issues

There are no new or existing programme issues to report.

## Commissions/ Project Issues

There is 1 new issue to report. 1 issue has been closed since the last update.

Issue ID	Date Raised	Raised By	Issue Title	Issue Description	Score	Mitigating Action	Update	Action Owner	Status
7	09/10/18	Leadership for Public Health Workforce Development	Resource Capacity	Need to ensure coordinated engagement on workforce development issues across the commissions	Medium	1. LPHWD to write to other commissions to request that they share data on workforce issues.	09/10 - LPHWD Project team are working on a set of questions to go to commission leads	LPHWD Commission Team	Open

# PHR Commissions/ Projects – Existing Issues

There are currently 4 issues on the PHR Issue Log that are to be escalated to the PHR Programme Board in accordance with the PHR Risk and Issue Management Strategy.

Issue ID	Date Raised	Raised By	Issue Title	Issue Description	Score	Mitigating Action	Update	Action Owner
2	17/07/2018	Underpinning data & intelligence commission	Strategic freedom	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	Feedback is requested from the PHR team regarding the proposed strategic governance of PHS.	14/09 - PHR Team will feedback in due course	PHR Team
3	17/07/2018	Underpinning data & intelligence commission	Funding model	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.	14/09 - PHR Team will feedback in due course	PHR Team

## PHR Commissions/ Projects – Existing Issues

Issue ID	Date Raised	Raised By	Issue Title	Issue Description	Score	Mitigating Action	Update	Action Owner
4	17/07/2018	Leadership for Public Health Workforce Development	Lack of clarity	Clarity required on where the boundary sits with reference to the "broad" PH workforce	Medium	The commission team have been asked by stakeholders to look at both 'broad' and 'core' PH workforce and need to define these more clearly.	09/10 - Further developing deliverable 4 and Project Brief that will explain scope. Expected October/November 2018 14/09 - Definition outlined in Deliverable 2 and has been shared with the SPHWA commission for their view. PHR Team recommendation - follow up with SPHW for their views on the definition and share with PB for approval.	LPHWD Commission Team
5	14/09/2018	Leadership for Public Health Workforce Development	Resource Capacity	Replacement required for Commission Lead from the Improvement Service	Medium	1. Request resource from Improvement Service to fill gap. This has already been identified and raised with IS and a replacement may be available by October 2018	09/10 - No further updates from LPHWD project team 14/09 - EDG in discussions to identify a replacement and will advise in due course	PHR Team

# PHR –Risks

1 risk has been closed since the last Programme Board.

0 new risks has been raised by the Programme.

There are currently 16 risks on the PHR Risk Log that are to be escalated to the PHR Programme Board in accordance with the PHR Risk Management Strategy:

RISK PROFILE					
LIKELIHOOD	IMPACT				
	1	5	10	25	50
VERY HIGH				1	
HIGH			4		1
MEDIUM		1	7	13	
LOW					
NEGLIGIBLE			1	3	3

# PHR Programme – Existing Programme Risks

Risk ID	Date Raised	Raised By	Risk Description	Impact Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner
9	23/05/18	Geoff Ogle	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.	High	50	200	1. identify all programme delivery costs and review regularly 2. Identify all additional funding sources which will come together to form the core funding for the new body.	1. - 15/6 - Finance lead has started recording known programme costs and will report on a monthly basis to the programme board. 2. - 14/09 - EDG are working to secure EMF funding. 1/8 - SMT are looking into additional funding with the EU initiative being a potential source	Andrew Scott/ John Wood
1	06/02/18	Marion Bain	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	Medium	25	75	1. Undertake a mapping exercise to identify which strategies, programmes and activities are to be aligned to. 2. Once identified ensure PHR is linked into the necessary groups.	1. 08/10 - More programmes, strategies, activities being identified and meetings taking place to ensure 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. 2. - 06/4 - strategy reps to be considered as member of programme board.	Andrew Scott/ John Wood

# PHR Programme – Existing Programme Risks continued

Risk ID	Date Raised	Raised By	Risk Description	Impact Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner	Status
2	06/02/2018	Marion Bain	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	Medium	25	75	<ol style="list-style-type: none"> <li>PHR to be clear on the ask of lead organisations</li> <li>PHR to provide funding for additional support</li> </ol>	<ol style="list-style-type: none"> <li>08/10 – Ongoing. 23/7 - the PHR team continue to offer support and have received a number of funding requests to support delivery.</li> <li>14/09 - Funding provided to NSS and LPHRIAE commission to support delivery.</li> </ol>	PHR Programme Board	Open
3	17/01/2018	Amanda Trolland	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	Medium	25	75	<ol style="list-style-type: none"> <li>Programme Team to undertake a benefits workshop and detail expected benefits specifically</li> <li>Expected benefits to be shared with key stakeholders</li> <li>Baseline measures to be captured and monitored regularly</li> </ol>	<ol style="list-style-type: none"> <li>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.</li> <li>08/10 – Ongoing. 14/09 - Outputs from benefits workshop being worked up and will be shared in due course.</li> </ol>	Andrew Scott/ John Wood	Open

# PHR Programme – Existing Programme Risks continued

Risk ID	Date Raised	Raised By	Risk Description	Impact Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner
6	28/02/18	Geoff Ogle	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	Medium	25	75	1. Until the result of Brexit is known the programme will continue to deliver as planned 2. Ask all commissions/ projects to consider Brexit risks as part of their commission	1 - 14/09 - Ongoing. 23/7 - commissions to be asked to consider Brexit risk	Andrew Scott/ John Wood
18	17/08/18	Programme	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.	Medium		75	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	08/10 – Ongoing. 14/09 - TOM PID drafted and put to PB for approval which help in pulling the bigger picture together.	PHR Team



# PHR Programme – Commission/ Projects New Risks

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

Risk ID	Date Raised	Raised By	Risk Description	Impact Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner
35	10/10/18	Protecting Health Commission/ UDI Commission/ IS commission	Differences in perspectives between different key stakeholders are irreconcilable – consensus or compromise is not reached in the timescale required.		High	25	100	New risk – corrective action to be confirmed.	10/10 - PHR Team recommendation - Commission Leads to raise any conflicts via the PHR Team for resolution at the programme board.	PHR Team
29	08/10/18	Organisational Development	There is a risk that OD and other commissions will engage staff who are not going to join PHS and yet who are key to delivering the creation of PHS due to uncertainty about which staff will be included in the final cohort transferring to PHS	May result in those staff disengaging from and impeding the process of optimally engaging the rest of PHS's future staff	Medium	25	75	TBC	08/10 - New risk - PHR Team's recommendation - Staff will be identified following the completion of the TOM work in February.	PHR Programme Board

# PHR Programme – Commission/ Projects New Risks Continued

Risk ID	Date Raised	Raised By	Risk Description	Impact Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner
36	10/10/18	Underpinning data and intelligence	We have not consulted with who we need to consult with by year end. As UD&I Commission have been advised not to engage directly with groups of stakeholders, it is dependent upon delivery of Deliverable 4 by other commissions – whereby clarity on the delivery of Deliverable 4 by other commissions is required, as currently no clear timetable for when information from these will be available.		Medium	25	<b>75</b>	Programme Team to work with commission teams to clarify plans for each commission to year end so UD&I Commission are clear who is being consulted with on what, when and how pre and post Christmas.	10/10 - Meeting with PHR Team on 11/10 should help identify process and clarify timetable	PHR Team NSS ePHB Programme Team Commission Teams

# PHR Programme – Commission/ Projects New Risks Continued

Risk ID	Date Raised	Raised By	Risk Description	Impact Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner
37	10/10/18	Underpinning data and intelligence	Without adequate consultation, knock-on impact on Deliverable 5 will be that it will not reflect customer requirements.		Medium	25	<b>75</b>	Programme Team to work with commission teams to clarify plans for each commission to year end so UD&I Commission can plan this in	10/10 - Meeting with PHR Team on 11/10 should help identify process and clarify timetable	PHR Team NSS ePHB Programme Team Commission Teams

# PHR Programme – Commission/ Projects Existing Risks

Risk ID	Date Raised	Raised By	Risk Description	Impact Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner
12	17/07/18	Protecting Health Commission/UDI Commission/IS commission	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	Low	50	100	1. PHR team to clarify intent / process re. Deliverable 3 2. Central funding to be made available for stakeholder engagement events	10/10 - Score raised by commission. PHR team recommendations: PHR Team to discuss deliverable 3 with commission leads to understand ask. 14/09 - Ongoing. No update received from the PH commission.	PHR Team
14	17/07/18	Leadership for public health workforce commission	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		Medium	25	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	1/2 - 09/10 - Commission leads meeting taking place on 11/10. 14/09 - EDG meeting with commissions and 'special' workshop being established. 06/08 - ongoing 2. - 09/10 - KHUB established to allow document sharing.	PHR Team