

# PHR Programme Risks and Issues

Public Health Reform Programme Board  
February 2019



# PHR – Programme Issues

There is currently no open programme issues.

# PHR – Commission/ Projects Existing Issues

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	Engagement	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.	21/02/2019 – No further update. 15/01/19 – No further update. 16/11 - Project team have agreed a set of questions to go to commission leads. Resource identified to meet and discuss questions with leads	LPHWD Commission Team	Open
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.	21/02/2019 – No further update. 15/01/19 – No further update. 22/11 – Ongoing. 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.	LPHWD Commission Team	

# PHR – Programme Risks

11 programme risks have been closed since the last Programme Board.

No new programme risks has been raised by the Programme.

There are currently 20 programme 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					
HIGH			4	1	
MEDIUM			2	18	
LOW			3	5	
NEGLIGIBLE	2		1		

# PHR Programme – Existing Programme Risks

Risk ID	Date Raised	Raised By	Risk Description	Impact Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner
2	06/02/18	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>	1. - 17/02/19 - Ongoing. No further requests for support have been received by the PHR team.	PHR Programme Board
3	17/01/18	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>Until the result of Brexit is known the programme will continue to deliver as planned</li> <li>Ask all commissions/ projects to consider Brexit risks as part of their commission</li> </ol>	<ol style="list-style-type: none"> <li>- Complete. Benefits workshop held and outputs being worked up.</li> <li>- 2. - 15/02/19 - Benefits management approach developed and work to profile benefits about to commence.</li> </ol>	SROs
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	<ol style="list-style-type: none"> <li>Until the result of Brexit is known the programme will continue to deliver as planned</li> <li>Ask all commissions/ projects to consider Brexit risks as part of their commission</li> </ol>	1. – Ongoing	SROs

# 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
73	25/01/19	Mary Morgan	There is a risk that corporate systems required by PHS are not captured accurately	Will result in PHS staff being impacted	Medium	25	75	1. Corporate IT and Corporate Services lead to work together to identify all necessary corporate systems 2. Corporate Services Lead to develop an SLA and MOU	1 - 15/01/19 - Ongoing. 16/11 - Ongoing. 14/09 - Ongoing. 23/7 - commissions to be asked to consider Brexit risk	Cath Denholm	Open

# PHR Programme – Commission/ Projects New Risks

2 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	Status
75	15/02/19	Governance & Accountability	There is a risk that candidates for the Chief Executive role will more than likely be performing a full-time job at the time of applying.	May impact there capacity or time for taking up the role	High	25	100	Negotiate and agree contractual arrangements at the time of appointment (dependent on successful candidate's current role).	New risk	Steven Manson	Open
78	15/02/19	IT & Digital	There is a risk that Microsoft Office 365 is not fully implemented prior to vesting day, due to current implementation timescales defined by the O365 team, which could sit beyond 1 December 2019.		Medium	25	75	Project team are liaising with the O365 team to determine potential implementation options for Public Health Scotland, that will ensure that certain tools and functionality is available prior to vesting day.	New risk	IT & Digital	

# PHR Programme – Commission/ Projects Existing Risks

Risk ID	Date Raised	Raised By	Risk Description	Impact Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner
79	16/01/19	Branding & Identity	There is a risk that the timescales are tight due to branding options being presented the PHS Chief Executive and Chair in Summer 2019.	This may result in poor quality of Branding options.	High	25	100	Additional administrative support sought.	15/01/19 – No further update. Additional administrative support has been obtained but not yet in place.	RIAE Team
38	16/11/18	Leadership for public health workforce commission	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	May deliver something with gaps	Medium	25	75	The BIPT have agreed an approach which allows enough time for good quality with time for engagement.	21/02/19 – The BIPT team are meeting with design agency 25/2 to start design work.	Gareth Brown
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	1. PHR team to clarify intent / process re. Deliverable 3 2. Central funding to be made available for stakeholder engagement events	22/01/19 – No further update 16/11 - No further update. <b>PHR Team's recommendation - Staff will be identified following the completion of the TOM work in March.</b>	PHR Team



# PHR Programme – Commission/ Projects Existing Risks

Risk ID	Date Raised	Raised By	Risk Description	Impact Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner
38	16/11/18	Organisational Development	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		Medium	25	75	<ol style="list-style-type: none"> <li>1. Project team agree that framework should be high level and not granular.</li> <li>2. PHR team to agree that scope is correct</li> <li>3. Increased engagement with third sector</li> </ol>	22/01/19 – No further update	LPHWD
39	16/11/18	HR	There is a risk of lack of suitable resources to undertake the work (incl. HR and Staffside), due to competing priorities across PHR Programme and wider BAU work.		Medium	25	75	<ol style="list-style-type: none"> <li>1. Robust engagement with HR leaders and specialists from NSS and Health Scotland to ensure all necessary information is captured.</li> <li>2. Clarity around overlaps between internal and PHR projects to ensure required resources are allocated most effectively</li> <li>3. Development of detailed workplans and associated critical timelines to ensure resource allocation can be prioritised as required to meet needs of PHR Programme</li> </ol>	22/01/19 – No further update	HR

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Risk ID	Date Raised	Raised By	Risk Description	Impact Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner
62	10/01/19	Accommodation	There is a risk to timelines required to allow any redesign of current accommodation required due to short timescales available and unclear requirements for PHS Day 1.	This could result in redesign work required being incomplete or insufficient for Day 1; impacting on the project objective of having different "look and feel" , and potential further ongoing redesign work and disruption for staff after Day 1.	Medium	25	75	17/02/19 - Project team working on day 1 requirements. 10/01 - Accommodation Project team to establish Day 1 requirements for PHS as early as possible.	22/01/19. Ongoing. Day 1 requirements to be produced by end March	Accommodation
68	25/01/19	Legislation	There is an issue with SGLD capacity and resourcing currently due to staffing shortages and Brexit pressures – this is currently limiting approval of documents and policy instructions.		Medium	25	75	Continue to monitor capacity and escalate where required	21/02 - SGLD processing legislation. Issue closed and n raised as risk. Additional resource has been allocated, however there remains ongoing issues with limited engagement.	Legislation

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70	15/01/19	HR	There is a risk of lack of clarity around which staff should transfer to PHS due to uncertainty around future Corporate Services models	This could potentially result in staff transferring more than once.	Medium	25	75	1. KS/RS to meet with CD to clarify position	21/02/19 – CS model will be available from end March	HR
71	15/01/19	Legislation	There is a risk of lack of clarity around the legal position of Continuity of Employment for Local Government colleagues due to unclear legal advice on the matter	Updates to the PHR Programme Board have already been given based on previous Legal advice. If this advice is changed, this may result in incorrect messages to key stakeholders and potential resulting reputational damage.	Medium	25	75	1. KS has sought legal advice from CLO, and has escalated this with their team for clarification 2. JJ to escalate with Norma (CLO Director) to seek early clarification on the matter.	21/02 – Ongoing	HR
72	25/01/19	IT & Digital	There is a risk that there is a lack of technical capability available to implement the necessary IT and digital requirements for PHS day 1	Will result in PHS not being able to launch as planned	Medium	25	75	1. Seek assurance for IT lead	21/02 – Ongoing	IT & Digital

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72	25/01/19	IT & Digital	There is a risk that there is a lack of technical capability available to implement the necessary IT and digital requirements for PHS day 1	Will result in PHS not being able to launch as planned	Medium	25	75	1. Seek assurance for IT lead	21/02 – Ongoing	IT & Digital
80	16/01/19	Branding & Identity	There is a risk that the Branding options will not be delivered due to a lack of budget	This may result in poor quality of Branding options.	Medium	25	75	The BIPT have written an approach to the PHR Programme Board for sign off. This will allow approval of costs and approach.	21/02 – To be approved by the PB 25/2.	BIPT

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82	16/01/19	Branding & Identity	There is a risk the PHS Chief Executive and Chair won't choose any of the the Branding options due to personal opinions	This may result in new Branding options with more budget	Medium	25	75	The BIPT process will show the options have been chosen following a subjective process using an evidence based approach	21/02 – Ongoing	HR