

PHR Programme Risks and Issues

Public Health Reform Programme Board

April 2019



PHR – New Issues

There are 4 programme issues to report.

Issue ID	Date Raised	Raised By	Issue Title	Issue Description	Score	Mitigating Action	Update	Action Owner
17	22/04/19	Amanda Trolland	Financial Constraints	There is an issue that PHS cannot be delivered due to financial constraints placed on the programme.	High	1. SRO's to negotiate budget for delivery. 2. PHR Finance lead to collate estimated costs from project leads	22/04 - PHR lead for finance presenting report on estimated costs to PHR programme board in April.	SROs
19	22/04/19	Amanda Trolland	Delay to Public Consultation	There is an issue that the delay to the public consultation being approved that the programme cannot progress with the recruitment of the Chair and CE and staff consultation has been delayed.	High	1. SROs to work to have the Public consultation approved and issued.	*New issue	SROs
18	22/04/19	Amanda Trolland	Resource capacity	There is an issue of resource capacity in the SG PHR Team	Medium	1. PHR Team to review current activity and estimate resource required	*New issue	PHR Team
15	18/03/19	Jacqui Jones	Duplication	There is an issue of duplication of effort due to complexity and overlaps between PHR commissions, projects and governance structures.	Medium	1. Programme manager to identify areas of duplication and take to PHR SMT for review	22/04 – In progress. Review will be taken to SMT mid May.	PHR Team

PHR –Risks

3 risks have been closed since the last Programme Board.

2 new risks has been raised by the Programme.

There are currently 25 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			3	2	
MEDIUM			9	19	1
LOW			2	9	2
NEGLIGIBLE	1	11			1

PHR Programme – New Programme Risks

Risk ID	Date Raised	Raised By	Risk Description	Impact Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner
107	21/04/19	Mary Morgan	There is a risk that corporate services provision may be impacted due to financial constraints across the programme	May result in PHS not being provided the correct level of service required	Medium	25	75	<ol style="list-style-type: none"> Design briefs to outline estimates costs for Corporate Services SROs to identify budget for corporate services 	*New	SROs

PHR Programme – Existing Programme Risks

Risk ID	Date Raised	Raised By	Risk Description	Impact Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner
2	06/02/2018	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	1. PHR to be clear on the ask of lead organisations 2. PHR to provide funding for additional support	22/04 – Ongoing. Resource capacity continues to be monitored across the programme. Links with issue around duplication across the programme.	Project Leads
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	1. Programme Team to undertake a benefits workshop and detail expected benefits specifically 2. Expected benefits to be shared with key stakeholders 3. Baseline measures to be captured and monitored regularly	1. - Complete. Benefits workshop held and outputs being worked up. 2. - 22/04 – BCM and Programme manager will work to define benefits for PHS by end Summer 2019.	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	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	22/04 – 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 not having key corporate services in place	Medium	25	75	<ol style="list-style-type: none"> 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 	22/04 – IT and CS lead working to capture all corporate systems.	Andy Robertson/ Cath Denholm	Open

PHR Programme – Commission/ Projects Risks

No 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
75	15/02/19	Governance and 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 result in them not being available to attend key meetings	High	25	100	Negotiate and agree contractual arrangements at the time of appointment (dependent on successful candidate's current role).	22/04 – Ongoing. Timelines have been extended on the assumption that 3 months' notice will apply upon appointment	PHR Team
104	18/03/19	Accommodation	There is a risk that NSS cannot provide suitable accommodation to relocate PHS staff together within Gyle Square & Meridian court due to contractual agreements with existing tenants.	Could limit options for day 1	Low	50	100	NSS to identify options PHR SMT to identify preferred option	22/04 – Options provided and preferred option chosen. Financial constraints mean staff will remain in current space in both locations. Risk can be closed.	John Wood
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	Programme Board to clarify which staff will be in the transfer cohort to PHS by accelerating work on shared services where possible.	22/04 - Ongoing. Consultation document outlines staff for transfer and will be updated following identification of Corporate Services staff (if required).	HR and CS Leads

PHR Programme – Commission/ Projects Risks

Risk ID	Date Raised	Raised By	Risk Description	Impact Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner
52	16/11/18	IT & Digital	There is a risk that the current IT resource capacity is not sufficient to deliver the 3 work packages within the CorpIT project, due to demand and constraints on IT teams across Health Scotland and NSS PHI.	May result in elements of IT will not be implemented on time	Medium	25	75	CorpIT Project Team will examine whether current arrangements will be sufficient to deliver current objectives. Failing this, scoping work will be carried out to determine current and future resource capacity/demand required to adequately deliver the sub projects. This will be supported by recommendations on proposed funding mechanisms.	12/04 - Current resource requirements under review in the light of current financial constraints across the programme.	Andy Robertson
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	Accommodation Project team to establish Day 1 requirements for PHS as early as possible.	12/04 - Requirements for Day 1 have been defined, along with a series of potential options - however risks around timelines and procurement schedules still remain.	John Wood

PHR Programme – Commission/ Projects Existing Risks

Risk ID	Date Raised	Raised By	Risk Description	Impact Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner
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.	May result in a mixture of software being used on Day 1	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.	12/04 - Engagement continues with the National Programme team for PHS implementation of O365. Whilst national licenses for Boards are being discussed, NSS and Health Scotland IT will continue with readiness for migration in anticipation of PHS being ready for consideration as an early adopter.	Andy Robertson
98	18/03/19	Corporate Services	Due to uncertainty about which services will transition to PHS or be housed as part of a shared services function, there is a risk that staff currently providing these services, are not fully engaged in the outcome of this project. This may also result in these staff impeding the process of optimally engaging the rest of PHS's future staff.					<ol style="list-style-type: none"> 1. Regular updates to be communicated to staff across Health Scotland and NSS, to ensure they are informed of any progress in this project. 2. Communications to be made available via a shared source, preferably the Public Health Reform Website. 3. A detailed staff engagement plan is to be drafted as soon as possible. 4. Service Workstreams to include input from staff who deliver and receive Corporate Services. 	11/4 PB agreed that 8 service areas not in scope for shared services. Decision communicated to staff and some greater clarity, although staff in critical support roles still in position of uncertainty.	Cath Denholm

PHR Programme – Commission/ Projects Existing Risks

Risk ID	Date Raised	Raised By	Risk Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner
99	18/03/19	Corporate Services	Due to limited availability of resource to support the Corporate Services (CS) project, there is the risk of some delay in fully achieving deliverables 1 to 3.	Medium	25	75	Where additional internal resource becomes available from other projects, transfer to CS project.	11/4 Additional project resource identified from within HS.	Cath Denholm
100	18/03/19	Corporate Services	Due to the extensive work required in ensuring PHS and its staff are sufficiently prepared for day 1 readiness, there is a risk that not all necessary systems are agreed and in place for vesting day.	Medium	25	75	Expand Senior Officer and Project Management resource, to accelerate work on detail of day 1 readiness Activity will include; collation of all day 1 readiness risks/issues across existing CS projects and emerging new workstreams; planning of a workshop(s) to agree the issues and how they are prioritised (including engagement with staff and staff side on which need addressed day 1). Share revised project plan with PHRPB on 25th February. Continue engagement with Corporate Arrangement Project Leads and propose commissioning of a 'Corporate Arrangements Board' to give oversight and assurance.	11/4 Day 1 readiness workshop held and action plan for day 1 readiness systems agreed and plans in place to support coordination between relevant projects.	Cath Denholm

PHR Programme – Commission/ Projects Existing Risks

Risk ID	Date Raised	Raised By	Risk Description	Likelihood	Impact	Score	Mitigating Action	Update	Action Owner
101	18/03/19	Corporate Services	Due to the limited availability of baseline costs/data for NSS/PHI, there is a risk that the information available will not be accurate or robust enough, resulting in the inability to correctly identify and propose a true reflection of what future resources/costs will be required by PHS.	Medium	25	75	Responsibility for identifying baseline costs/data for NSS/PHI has been passed to The NSS Director of Finance.	22/04 – Current due diligence underway by PHR Finance project. Upon agreement of TOM, table top exercise and design briefs the PHR Finance project will undertake due diligence to understand cost for PHS.	Carolyn Low
102	18/03/19	Corporate Services	Due to the number of projects and commissions working towards the transition to Public Health Scotland, there is a risk of an inconsistent approach to communication, resulting in staff receiving conflicting messages from various sources, or messages delivered to staff in HS, NSS/PHI at different times.	Medium	25	75	A representative member of the Communications and Engagement Group, with oversight of communications for all projects/commissions to be invited to sit on the Corporate Services Reference Group, ensuring alignment with these projects and the provision of consistent messages to staff.	11/4 Newsletter for corporate services produced to help keep information on this project consistent.	SCEG Chair