

| <b>CRR 2019/20 Risk Description</b>  | <b>Category</b>        | <b>Owner</b>         | <b>Response Coordinator</b>                                      | <b>Governance Committee</b> |
|--|------------------------|----------------------|--|-----------------------------|
| 19-1. As a result of uncertainties in the future funding arrangements for Public Health Scotland, there is a risk that we cannot deliver everything we want or our funders expect in 2019/20.  | Finance and Governance | Director of Strategy | Head of People and Improvement / Head of Finance and Procurement | Audit Committee             |
| 19-2. As a result of needing more of our resources than anticipated to manage the transition to Public Health Scotland, there is a risk we do not deliver all our commitments for 2019/20.   | Finance and Governance | Director of Strategy | Head of People and Improvement / Head of Finance and Procurement | Audit Committee             |
| 19-3. As a result of the transition of governance to Public Health Scotland or a lack of contingency planning for a delayed start date, there is a risk there are gaps in accountability, resulting in reputational damage.  | Finance and Governance | CEO                  | Organisational Lead for Executive and Governance                 | Audit Committee             |
| 19-4. As a result of issues in the process of creating Public Health Scotland, there is a risk that the different cultures and practices of the legacy bodies become an impediment to the effectiveness of the new body.   | Workforce              | Director of Strategy | Head of People and Improvement                                   | Staff Governance Committee  |
| 19-5. As a result of the impacts or perceived impacts on staff of the changes planned through the creation of Public Health Scotland and associated arrangements, there is a risk of an impact on productivity and staff turnover, and so we do not deliver all our commitments for 2019/20. | Workforce              | Director of Strategy | Head of People and Improvement                                   | Staff Governance Committee  |
| 19-6. As a result of not engaging local authority and third sectors in creating Public Health Scotland, key perspectives are not heard, reducing its credibility.  | Business               | Director of Strategy | Head of Strategic Change and Engagement                          | Board                       |

## **Risk Categories and Appetite**

We define our risks under the following four Categories. We do not assign each Category with a fixed appetite for risk as we believe this could falsely curtail the opportunities arising within that activity area. However, we do use the statements below as the starting point to guide the assessments we would make about any risk falling into that individual category.

***Business:*** We encourage innovation and creativity to in order to have impact in delivering A Fairer Healthier Scotland. This means we want to be open to exploring opportunities to improve current services, taking on new roles and also being prepared to move away from roles and services that no longer have impact.

***Finance and Governance:*** We encourage innovation and recognise that resources and decision making needs to support that. However, we also expect the activities to be carried out within the financial and regulatory parameters set.

***Workforce:*** Our people are critical to achieving our vision. We therefore encourage initiatives and opportunities which support and empower our staff to be innovative and influential, whilst ensuring that we retain a safe and well governed working environment.

***Reputation and Quality:*** We strive to have profound influence over how our stakeholders think and act to reduce inequalities in health. We therefore encourage messages that are bold, challenging of the status quo and designed to achieve change. However, we know that we can only achieve that level of influence if we have and retain a reputation for high quality, factual and useful information and engagement.

## **Managing and Governing our Risks**

Each risk has to be assessed individually for its negative impact. However, there are two general principles which we believe will help mitigate against many of our risks. These are: ensuring that all of our activities are evidence informed, and being committed to be able to demonstrate value for public money in all of work.

We have well managed governance arrangements in place to manage our risk exposure at corporate level. The risks are included on the corporate risk register and managed through the appropriate governance committees.