

Strategic Risks

This is our overarching strategic risk register, we have used the NHSE approach and risks will be subject to ongoing review, by the risk holder and committee. Observations and comments welcome

Risk No.	Risk Description	Current Risk Rating		
ID	What is the specific risk to business objectives?	Likelihood	Impact	LxI
1	Risk that due to significant increases in global demand the UK could experience supply shortages of critical PPE Products - impacting our ability to supply critical PPE to all settings	3	5	15
2	Risk of not achieving or proving value for money for the product's procured	4	3	12
3	Risk of ongoing data and system fragmentation impacting programme effectiveness	5	4	20
4	Risk that we do not provide inclusive product specifications for all end user requirements e.g. ethnic minorities, those with hearing disabilities etc	4	4	16
5	Risk that we don't have a coherent governance structure under pinning PPE programme that delivers the outcomes needed and is robust to external and public review (Governance areas include: Risk, financial, operational, policy, strategy, scope definition and management)	3	4	12
6	Risk that the efforts of the PPE programme represents a risk to the wider NHS/DHSC business objectives	3	3	9
7	Risk that due to high demand for products it is more difficult to effectively manage product quality assurance processes	3	4	12
8	Risk that we don't have effective and adequate PIPP stock replenishment for second outbreak or future pandemics	2	4	8
9	Financial risk with our ability to match the buy requirements/our category approach with the available resource (HMT envelope)	3	4	12
10	Risk that OJEU Procurement requirements are not met due to future longer term deals	4	2	8

Stream priorities for the week

Areas where leadership is needed

Numbers and Data (req't modelling) S Lorrimer / Tom Holvey	<ul style="list-style-type: none"> Develop "real-life" adjustment factors to PPE requirement through interviews, surveys and analysis to determine real-world usage of PPE (vs. requirement, based on inferred usage, direct procurement, PPE re-use) Perform scenario modelling based on adjustment factors for usage, variation in NHS activity levels compared to plan and parameters for PPE requirement (e.g., sustained transmission) to understand projected stock levels and support refinement of buying signal Support ongoing transition of PPE requirement modelling into NHS Foundry platform 	Link to Comms re correct PPE usage
Reuse Emmi Poteliakhoff	<ul style="list-style-type: none"> Piloting of VHP for FFP3 went to DMC this week – request for detailed protocols to reflect all outstanding issues with this method. Decision needed about extent to which we go at risk to pilot large scale operation alongside small scale pilot. Testing of Steam for FFP3 is underway with early results expected next week Need to work more closely with Buy team on P3 respirators Decision to pivot to respirators (away from gloves/ eye prot/ gowns) means we can no longer support Buy, may miss Buy opportunities 	Seeking Govt legal advice on constraints regarding returning decontaminated respirators to the same user
Tech Assurance Miranda Carter / Selvin Brown	<ul style="list-style-type: none"> Confirm how Buy TA fits with Make and Re-use, including understanding of individual accountabilities and responsibilities Understand the comprehensive asks from regulators outside the PPE cell Propose view on escalations required for leadership attention, and what delegations will be required from leadership 	No help required
Make/Buy Andy Wood & NR	<ul style="list-style-type: none"> Confirm additional short term (Jun-Oct) FFP3; verify high risk suppliers and exploring opportunities to accelerate delivery from reliable suppliers Prioritisation of short-term glove deliveries over next 2 weeks Procure additional glove volumes to cover 4th Qtr 2020 and 1st Qtr 2021 	Approval for Gloves FCO approval for FFP3, ID surplus FFP2 LPD to phone MEDICOM to req fwd FFP3 del
NR	<ul style="list-style-type: none"> Mitigate FFP3/ Gloves short and mid term gap Program manage new organisation Buy / Make Build up volume for Gloves, FFP3 Respirators, Aprons 	No help required
GSSEP Andrew Mitchell	<ul style="list-style-type: none"> Reaching out to target markets (urgent leads). Closing down 1st stage of EY work and ensuring a strategy and implementation plan is in place. China is a concern at centre of Govt. Work ongoing to manage relationships and suppliers, including increasing confidence in delivery. Ongoing calls to counterparts (Germany, Japan, 5 Eyes) on PPE (Short to Long Term) 	
UK Make Policy Tim Jarvis	<ul style="list-style-type: none"> National physical laboratory ensuring IIR mask testing, LT strategy aims, stakeholders management (community visors vs. meeting standards) 	
Distribution & Inbound Logistics Andrew Potter	<ul style="list-style-type: none"> Completing the commercial deal with the medium term storage solution site and launching the project to make it available to receive stock after 14 weeks Decision on gloves impact 2bn v 6bn NLT Mon to meet end of Jun Continue upload and uplift of data into OneWorld (incl. remaining SCCL data) go live on Thu 11 Jun to OW Design the structure that embeds supply chain intelligence in the organisation 	No help required
NSDR Lois Shield	<ul style="list-style-type: none"> Commence trial of Gowns push to 30/40 trusts and increase intelligence on daily burn rates to compare with foundry data and trust sit reps Continue to encourage mutual aid for short stock items and reduce the need for emergency issue of gloves and other short stock items such as FFP3s Maintain the resolution times to all organisations for P1 cases to be less than 1 day. Continue planning for the long term logistic provision for emergency stock issue via freight desk to support the transition from the IRG 	No help required
Strategy and Policy Anna Sanders / Selvin Brown	<ul style="list-style-type: none"> Bound the scope of who this programme will provide PPE for, with implications for each potential option Finalise DA protocol and Barnett Formula implications Continue developing channel options for the future (ePortal, LRFs, wholesalers) Providing legal and policy response to JRs 	Path to decision resolution in the upcoming deep dives
Finance Jen Nichols / Sarah Bevan	<ul style="list-style-type: none"> On-going support to OneWorld implementation Working with the reuse team and HMT to support development of initial "pilot" reuse business case and clarify approach to funding Continued planning for the future operating model of the finance function, including realignment of FBP resource to category led structure Devolved Administrations funding reconciliation exercise 	No help required
Comms Selvin Brown NR	<ul style="list-style-type: none"> Roll out new strategy narrative to organisation Set up policy hub for approved key data facts Appropriately reporting FFP3 usage to support forecasting model 	No help required