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| NHS Greater Glasgow and Clyde | Paper No. 26/72 |
| Meeting: | NHSGGC Board Meeting |
| Meeting Date: | 25 June 2026 |
| Title: | Corporate Risk Register (April 2026) |
| Sponsoring Director/Manager | Michael Breen, Director of Finance James Thomson, Deputy Director of Finance. |
| Report Author: | Katrina Heenan, Chief Risk Officer |

1. Purpose

The purpose of this paper is to update members on the current Corporate Risk Register (CRR) and any changes since the last review at the NHS GGC Board Meeting on 30 April 2026.

2. Executive Summary

The paper can be summarised as follows:

The Corporate Risk Register (CRR) was last presented to the NHSGGC Board in April 2026. The version included within this paper reflects changes arising during the period March 2026 to April 2026.

The CRR is subject to monthly update through engagement with risk owners and the Corporate Management Team (CMT). Each risk is aligned to an appropriate Standing Committee, with relevant extracts routinely reviewed to ensure robust scrutiny and oversight. This process is intended to provide assurance that risks are clearly articulated, risk scores remain appropriate, mitigating actions are defined in specific, measurable terms, and alignment with corporate objectives is maintained.

The content of this paper is provided for noting at this stage, ahead of further detailed review and formal approval through the Governance Committee structure. The CRR will continue to evolve throughout the year, supported by ongoing review through management processes, Standing Committees, and the Board.

Risk Score Changes

The Corporate Risk Register currently comprises twenty-five risks. The movements in risk scores presented within this paper are summarised below.

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Four current risk scores have decreased as a result of delivery against associated 2025/26 targets, leading to an improved risk position.

These risks are:

- Risk 2055: Unscheduled Care Waiting Time Targets
- Risk 3027: Delayed Discharges within NHS GGC
- Risk 2054: In Patient / Day Case Treatment Time Guarantee
- Risk 3343: Outpatients Scheduled Care Waiting Time Targets.

Two risk target scores have decreased. These are:

- Risk 2055 Unscheduled Care target risk score has been reduced from 10 (High) to 8 (Medium) to bring the target risk score in line with the Appetite level.
- Risk 3816 (Public Inquiries, Police Investigation, Fatal Accident Inquiries and other reviews and inspections) target risk score, has been reduced from a score of 16 (High) to 9 (Medium) to bring the target risk score in line with the Appetite level.

In relation to Risk 3816, the Finance, Planning and Performance Committee requested that the detailed mitigating actions and associated controls be subject to further review. This was to ensure that the actions are sufficiently robust, clearly articulated, and demonstrably aligned to reducing the current risk scores to within agreed appetite and tolerance levels.

The Corporate Risk Register has four risks that remain out with both the NHS GGC Board's defined appetite and tolerance levels, with a further twelve risks out with appetite but within tolerance. Focus will continue to be directed towards these risks to ensure that mitigating actions are effective and that risk exposure is reduced, where possible, to within agreed levels.

Please refer to **Appendix 1** for the Corporate Risk Register Update Report.

Please refer to **Appendix 2** for the Corporate Risk Register.

3. Recommendations

The NHS GGC Board is asked to consider the following recommendations:

- **Approve** the Corporate Risk Register, with assurance that risks are clearly described, risk scores are appropriate, and alignment to corporate objectives is maintained.
- The NHS GGC Board is also invited to advise on any additional risks for inclusion in the Corporate Risk Register.

4. Response Required

This paper is presented for Assurance.

5. Impact Assessment

The impact of this paper on NHS GGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- | | |
|------------------------|------------------------|
| • Better Health | <u>Positive</u> Impact |
| • Better Care | <u>Positive</u> Impact |
| • Better Value | <u>Positive</u> Impact |
| • Better Workplace | <u>Positive</u> Impact |
| • Equality & Diversity | <u>Positive</u> Impact |
| • Environment | <u>Positive</u> Impact |

6. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity:

The Corporate Risk Register is reviewed monthly by Risk Owners and their management teams.

7. Governance Route

This paper has been previously considered by the following groups as part of its development:

- Corporate Management Team 11 May 2026.
- Finance, Planning and Performance Committee 28 May 2026
- Audit and Risk Committee 4 June 2026
- Clinical Care and Governance Committee 4 June 2026

8. Date Prepared & Issued

Date Prepared: 26 May 2026
Date Issued: 17 June 2026

9. Appendices

Appendix 1: Corporate Risk Register Update Report April 2026
Appendix 2: Corporate Risk Register April 2026

Corporate Risk Register Review

Reporting Period: April 2026.

Data included for May 2025 to April 2026.

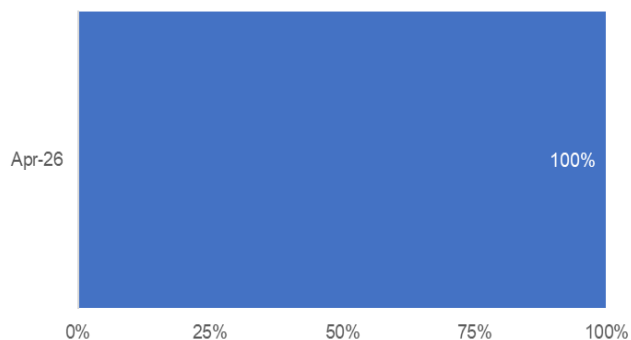
NHS GGC Board : 25 June 2026

Corporate Risks – Summary page

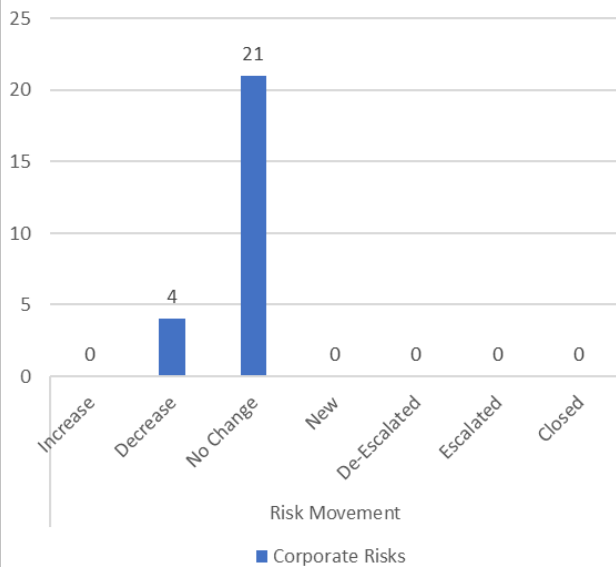
Summary Notes -

1. All Corporate Risk owners are requested to update risks and actions monthly. Monthly reporting dates and emails have been issued.
2. Summary page highlights risk update status and risk movement in previous month. In addition, risk update status as aligned to Governance Committee is noted.

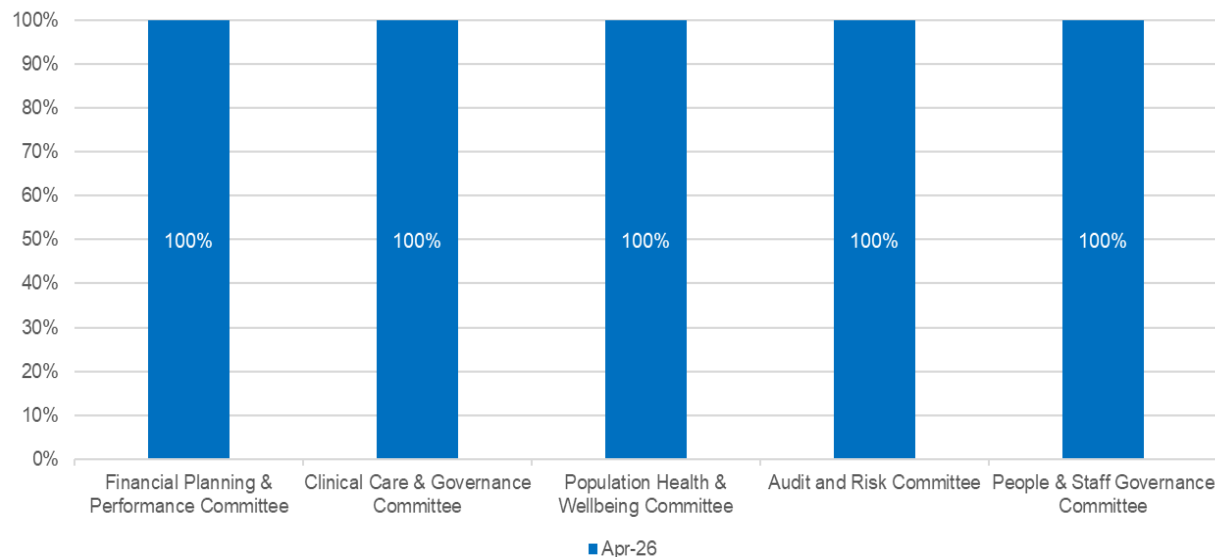
Corporate Risks Updated by Risk Owner %



Risk Movement - Corporate Risks



% Risks Updated Monthly, per assigned Governance Committee



Corporate Risk Dashboard April 2026



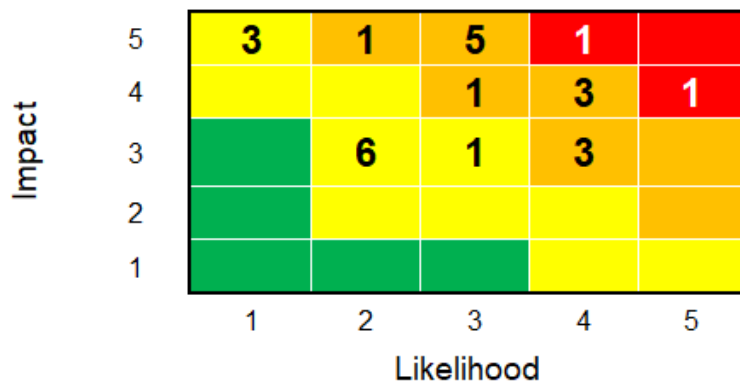
| ID | Risk Title | May-25 | Jun-25 | Jul-25 | Aug-25 | Sep-25 | Oct-25 | Nov-25 | Dec-25 | Jan-26 | Feb-26 | Mar-26 | Apr-26 | Target Score | Trend |
|---------------------------|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------------|-------|
| Current Risks - Decrease | | | | | | | | | | | | | | | |
| 2055 | Unscheduled Care Waiting Time Targets | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 16 | 8 | |
| 3057 | Delayed Discharges within NHSGGC | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 15 | 6 | |
| 2054 | In Patient / Day Case Treatment Time Guarantee | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 5 | 5 | |
| 3343 | Outpatients - Scheduled Care Waiting Time Targets | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 5 | 5 | |
| Current Risks - No Change | | | | | | | | | | | | | | | |
| 4035 | Climate Change & Sustainability | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 12 | |
| 3051 | Ageing Infrastructure | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 9 | |
| 4356 | Financial Sustainability Revenue Medium Term 2027/28 onwards | | | | | | | | | | 16 | 16 | 16 | 12 | |
| 3816 | Public Inquiries, Police Investigations, Fatal Accident Inquiries, Other Reviews and Inspections | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 16 | 16 | 16 | 9 | |
| 3052 | Regulatory body compliance | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 15 | 15 | 15 | 3 | |
| 2062 | Cyber threats | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 15 | 15 | 15 | 5 | |
| 3060 | Positive, engaging and diverse culture | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 15 | 15 | 15 | 5 | |
| 2199 | Pandemic Response | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 15 | 15 | 15 | 15 | |
| 4355 | Medium to Long Term Capital Plan 2027/28 – 2029/30 | | | | | | | | | | 12 | 12 | 12 | 9 | |
| 3036 | Financial Sustainability Revenue In-Year | 20 | 20 | 25 | 25 | 25 | 25 | 20 | 20 | 20 | 12 | 12 | 12 | 8 | |
| 4354 | Reduced Working Week | | | | | | | | | | 12 | 12 | 12 | 4 | |
| 3608 | Management of Staff Absence | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 12 | 12 | 12 | 3 | |
| 2060 | Breakdown of failsafe mechanisms for National Population Screening Programmes | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | |
| 2819 | Capital Funding Sustainability - In Year | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 9 | 9 | 9 | 9 | |
| 3432 | Industrial Action | 8 | 8 | 8 | 8 | 8 | 8 | 16 | 16 | 8 | 6 | 6 | 6 | 6 | |
| 3058 | Public Protection | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 6 | 6 | 6 | 6 | |
| 3062 | Safe & Effective Use of Medicines | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 6 | 6 | 6 | 6 | |
| 3054 | Annual Delivery Plan | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | |
| 3053 | Medicine costs and funding availability | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 6 | 6 | 6 | 4 | |
| 3059 | Mandatory Staff training and development | 12 | 12 | 12 | 12 | 12 | 12 | 8 | 8 | 8 | 6 | 6 | 6 | 3 | |
| 3450 | Delivery of medical training to the GMC required standards | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 5 | 5 | 5 | 5 | |

Note – Risk Register has been presented to Corporate Management Team in May 2026, subject to Governance Committee approval.

Corporate Risk Register - Analysis

Apr-26

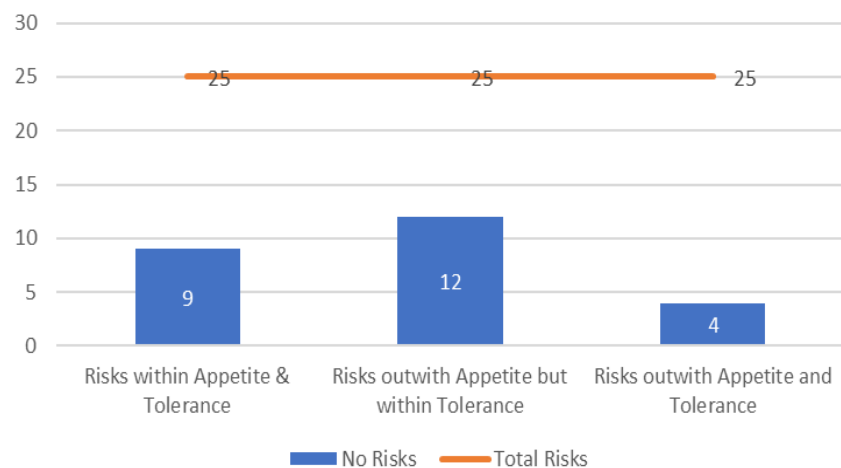
Current Score



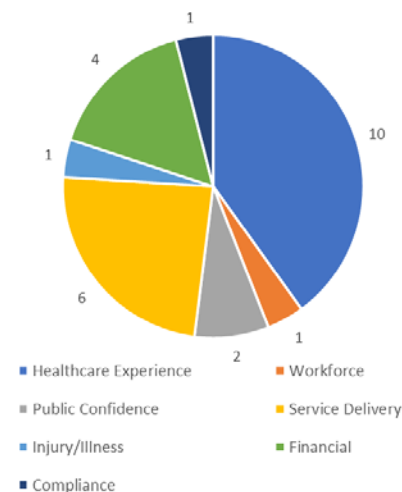
Summary Notes -

- There are 25 Risks on the Corporate Risk Register.
- These charts provide the following –
 - Heat map of the current risk score
 - Risk Appetite Overview
 - Risk Appetite Category Analysis

Risk Appetite - Overview



Risks by Appetite Category



| | | | Risk Score - Current | Risk Score - Target | | |
|----------------------------------|---|---|----------------------|---------------------|------------------------------|---|
| ID | Title | Description | Risk level | Risk level | Risk Owner | Assigned Governance Committee |
| Current Risks - Decrease | | | | | | |
| 2055 | Unscheduled Care Waiting Time Targets | Failure to deliver Urgent and Unscheduled Care which impacts patient care | 16 - High | 8 - Medium | Coulthard, Russell | Finance, Planning and Performance Committee |
| 3057 | Delayed Discharges within NHSGGC | Unable to maintain whole system flow, which results in increased delayed discharges and impacts patient healthcare experience | 15 - High | 6 - Medium | Coulthard, Russell | Finance, Planning and Performance Committee |
| 2054 | In Patient / Day Case Treatment Time Guarantee | NHSGGC fails to deliver Inpatient /Day Case TTG targets to agreed ADP trajectories, that results in delays to patient care | 5 - Medium | 5 - Medium | Coulthard, Russell | Finance, Planning and Performance Committee |
| 3343 | Outpatients - Scheduled Care Waiting Time Targets | NHSGGC fails to deliver Scheduled Care Waiting Time commitment, resulting in delays to assessment for patient care. | 5 - Medium | 5 - Medium | Coulthard, Russell | Finance, Planning and Performance Committee |
| Current Risks - No Change | | | | | | |
| 4035 | Climate Change & Sustainability Strategy | There is a risk that inadequate action on the climate emergency will result in NHSGGC not meeting statutory sustainability duties and compromising the resilience and continuity of health services. | 20 - Very High | 12 - High | Steele, Tom | Finance, Planning and Performance Committee |
| 3051 | Ageing infrastructure | The ageing infrastructure across the estate will continue to raise operational and financial issues which could result in service disruption and impact on patient care | 20 - Very High | 9 - Medium | Steele, Tom | Finance, Planning and Performance Committee |
| 4356 | Financial Sustainability - Revenue Medium Term | There is a risk that NHSGGC cannot achieve financial sustainability in the medium term (2027/28 - 2028/2029) to deliver the required service provision to meet service demand, which results in potential financial overspend and/ or service reduction. | 16 - High | 12 - High | Breen, Michael | Finance, Planning and Performance Committee |
| 3816 | Public Inquiries, Police Investigations, Fatal Accident Inquiries and other Reviews and Inspections | Public Inquiries, Police Investigations, Fatal Accident Inquiries and other major Reviews and Inspections as a result of adverse incidents impacts on staff wellbeing, public confidence and service delivery. | 16 - High | 9 - Medium | Vanhegan, Elaine | Finance, Planning and Performance Committee |
| 3052 | Regulatory body compliance | Failure to achieve and maintain statutory compliance through regulatory bodies | 15 - High | 3 - Low | Steele, Tom | Finance, Planning and Performance Committee |
| 2062 | Cyber threats | Cyber security of the organisation may be compromised and leave the organisation increasingly vulnerable to attack across the pillars of confidentiality, integrity and availability | 15 - High | 5 - Medium | Director of Digital Services | Audit and Risk Committee |
| 3060 | Positive, engaging and diverse culture | Failure to develop and maintain a positive, engaging and diverse culture in which staff are treated fairly, consistently with dignity and respect, inline with NHS Scotland values. | 15 - High | 5 - Medium | Smith, Natalie | People and Staff Governance Committee |
| 2199 | Pandemic Response | Inability to respond effectively to a pandemic in order to provide healthcare service to patients. | 15 - High | 15 - High | O'Dowd, John | Population Health and Wellbeing Committee |
| 4355 | Medium to Long Term Capital Plan 2027/28 - 2029/30 | There is a risk that without significant service redesign and whole system review that the Capital Investment requirements will continue to exceed the Capital funding plan on a medium to long term basis and will impact the ability of NHSGGC to deliver the level of services required to acceptable standards. | 12 - High | 9 - Medium | Breen, Michael | Finance, Planning and Performance Committee |
| 3036 | Financial Sustainability - Revenue In Year | There is a risk that NHS Greater Glasgow and Clyde cannot deliver the statutory duty of achieving in year financial balance whilst delivering the expected level of service commitments which results in the potential for financial overspend and/or service reduction. | 12 - High | 8 - Medium | Breen, Michael | Finance, Planning and Performance Committee |
| 4354 | Reduced Working Week | There is a risk that NHSGGC are unable to fully implement the Agenda for Change Reduced Working Week requirement by 1st April 2026, through service redesign and/or recruitment, which results in additional staffing costs or reduction in level of service provided to patients. | 12 - High | 4 - Medium | Smith, Natalie | People and Staff Governance Committee |
| 3608 | Management of Staff Attendance | Failure to manage Staff Attendance levels in line with Policy impacts on staff wellbeing and service provision. | 12 - High | 3 - Low | Smith, Natalie | People and Staff Governance Committee |
| 2060 | Breakdown of failsafe mechanisms for National Population Screening Programmes | Breakdown of failsafe mechanisms for any National Population Screening Programmes, that could lead to delayed diagnosis/ treatment. | 10 - High | 10 - High | O'Dowd, John | Population Health and Wellbeing Committee |
| 2819 | Capital Funding Sustainability - In Year | There is a risk that NHSGGC are unable to deliver the in year Capital Plan in full, due to scope change, which results in the re-prioritisation of the Capital plan to deliver against the funding allocation. | 9 - Medium | 9 - Medium | Breen, Michael | Finance, Planning and Performance Committee |
| 3432 | Industrial action | Industrial action that results in major disruption to service | 6 - Medium | 6 - Medium | Smith, Natalie | People and Staff Governance Committee |
| 3058 | Public Protection | There is a risk that there is a breakdown in public protection procedures and processes which results in failure to identify and act upon potential harm to a vulnerable person. | 6 - Medium | 6 - Medium | Wallace, Angela | Clinical and Care Governance Committee |
| 3062 | Safe & Effective Use of Medicines | Failure to avoid preventable patient and organisational harm from the use of medicines. | 6 - Medium | 6 - Medium | Davidson, Scott | Clinical and Care Governance Committee |
| 3054 | Annual Delivery Plan | There is a risk that NHS Greater Glasgow and Clyde will be unable to deliver on the commitments in our | 6 - Medium | 6 - Medium | MacArthur, Claire | Finance, Planning and Performance Committee |

| | | | Risk Score - Current | Risk Score - Target | | |
|------|--|--|-------------------------|------------------------|-----------------|---|
| ID | Title | Description | Risk level | Risk level | Risk Owner | Assigned Governance Committee |
| | | annual Delivery Plans in a structured, controlled manner and within required timescales. | | | | |
| 3053 | Medicine costs and funding availability | Overall medicines costs for NHS Greater Glasgow and Clyde are unsustainable in the future, due to increased demand and increased pricing and which results in overspend. | 6 - Medium | 4 - Medium | Davidson, Scott | Finance, Planning and Performance Committee |
| 3059 | Mandatory Staff training and development | Staff do not complete required Statutory and Mandatory training within required timescales which could result in increased incidents. | 6 - Medium | 3 - Low | Smith, Natalie | People and Staff Governance Committee |
| 3450 | Delivery of medical training to the GMC required standards | Units / Departments do not meet the required GMC standards of training, such that the unit is escalated to enhanced monitoring status. | 5 - Medium | 5 - Medium | Davidson, Scott | People and Staff Governance Committee |