

NHS Greater Glasgow and Clyde	Paper No. 26/108
Meeting:	NHSGGC Board Meeting
Meeting Date:	27 August 2026
Title:	Corporate Risk Register (July 2026)
Sponsoring Director/Manager	Michael Breen, Executive Director of Finance & Deputy Chief Executive 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 position of the Corporate Risk Register (CRR) and to highlight any amendments made since the register was last presented to the NHS Greater Glasgow and Clyde Board in June 2026.

2. Executive Summary

The paper can be summarised as follows:

The Corporate Risk Register was last presented to the NHS Greater Glasgow and Clyde Board in June 2026. The version attached to this report reflects all changes made between April and July 2026.

Since that update, further reviews of individual corporate risks have been undertaken, with any resulting amendments to be incorporated into future reports to the Board and its Standing Committees.

The Corporate Risk Register is reviewed and updated on a monthly basis through engagement with risk owners and oversight by the Corporate Management Team (CMT). Each corporate risk is aligned to the relevant Standing Committee, ensuring that corporate risks are subject to regular scrutiny and review. This process seeks to ensure that risks are accurately described, risk scores remain proportionate and appropriate, mitigating actions are SMART and clearly linked to the management of the identified risk, and that alignment with the Board's strategic priorities and corporate objectives remains current and relevant.

The information contained within this report is presented for noting in advance of detailed consideration and approval through the relevant Governance Committees and the Audit and Risk Committee. The Corporate Risk Register will continue to be developed, reviewed and refined throughout the year through established management arrangements, Standing Committee scrutiny and ongoing Board oversight.

Risk Scores**Table 1 – Current Risk Scores by Category**

The Corporate Risk Register presented comprises 26 risks.

Risk Score Category	Number of Risks
Very High	3
High	14
Medium	9
Low	0
Total	26

Increased Risk Scores

There are two corporate risks where the current risk score has increased since the previous reporting period: Risk 3432 (Industrial Action) and Risk 3036 (Financial Sustainability - In-Year Revenue 2026/27).

Risk 3432, Industrial Action, has increased from a score of 6 (Medium) to 12 (High) to reflect the ongoing disputes relating to job evaluation and the recent industrial action undertaken by staff. Management continues to engage closely with Trade Union partners to support constructive dialogue and mitigate the potential impact of further industrial action.

Risk 3036, Financial Sustainability-In-Year Revenue 2026/27, has increased from a score of 12 (High) to 20 (Very High), reflecting the financial position reported through the Board's monthly financial monitoring reports. Management continues to work with operational and corporate services to identify and implement mitigating actions aimed at reducing the risk and improving financial sustainability.

Decreased Risk Scores

There are no corporate risks where the current risk score has decreased since the previous reporting period.

Closed Risks

Risk 3816 has been closed since the last Board meeting, as the principal activities associated with the preparation and submission of witness statements and staff evidence have now been completed, pending publication of the final Inquiry report. As the risk profile has evolved, it is considered that the existing risk description no longer accurately reflects the principal challenges and potential exposures facing NHSGGC. Consequently, the risk has been removed from the Corporate Risk Register.

New Risks

Following the closure of Risk 3816, two new risks have been added to the Corporate Risk Register to more appropriately reflect the current and emerging risks associated with the Public Inquiry, related legal processes and ongoing investigations. These risks provide a clearer articulation of the organisational, governance and regulatory challenges that may arise as this work progresses.

The following risks have been added to the Corporate Risk Register:

New Risk 1: Failure to Effectively Learn from Internal and External Investigations, Reviews and Significant Events

This risk reflects the potential for the organisation to fail to identify, implement and embed learning arising from investigations, inquiries, reviews, inspections and significant events, which could adversely impact service quality, patient safety, organisational performance and public confidence.

New Risk 2: Impact of Public Inquiries, Legal Processes and Regulatory Inspections

This risk recognises the potential impact of public inquiries, legal proceedings, regulatory inspections and associated scrutiny on the organisation's reputation, resources, governance arrangements and ability to deliver strategic and operational objectives.

Risks Outwith Risk Appetite and Tolerance Levels

Of the 26 risks included within the CRR, there are currently 18 risks assessed as being outwith the Board's risk appetite. Within this group, five risks also exceed the Board's defined risk tolerance levels. These risks continue to be subject to active management, monitoring and review through established governance arrangements.

Table 2 – Risks Outwith Board's Risk Appetite

Risks Outwith Appetite but within Tolerance		Risks Outwith Appetite and Tolerance
2055	4355	3051
4356	4354	4035
3057	3432	3036
NR-1	3608	2199
NR-2	2060	3052
2062	3059	
	3060	
Total = 13		Total = 5

3. Recommendations

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

Approve the current Corporate Risk Register and satisfy itself that appropriate assurance arrangements are in place to ensure that:

- risks are clearly and appropriately described;
- risk scores accurately reflect the current level of risk exposure;
- mitigating controls and actions remain proportionate to the risks identified; and
- alignment with the Board's strategic and corporate objectives is appropriate.

Consider whether there are any additional strategic or corporate risks that should be included within the Corporate Risk Register for further assessment and monitoring.

4. Response Required

This paper is presented for **approval**.

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 risks are owned by Directors within the Corporate Management Team who are responsible for reviewing these risks monthly to ensure they reflect the level of risk and action required.

7. Governance Route

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

- The Corporate Management Team 10 August 2026.

8. Date Prepared & Issued

Date Prepared: 18 August 2026

Date Issued: 19 August 2026

9. Appendices

Appendix 1: Corporate Risk Register Update Report July 2026

Appendix 2: Corporate Risk Register July 2026

Corporate Risk Register Review

Reporting Period: July 2026.

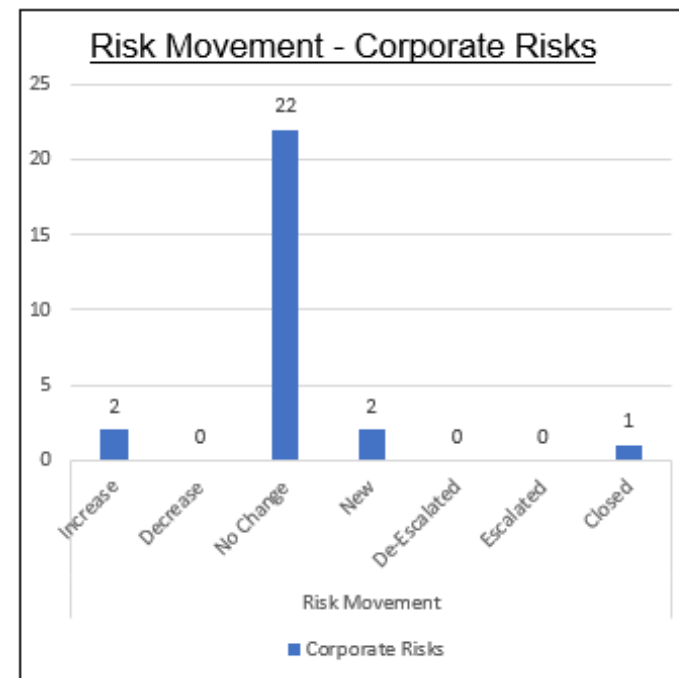
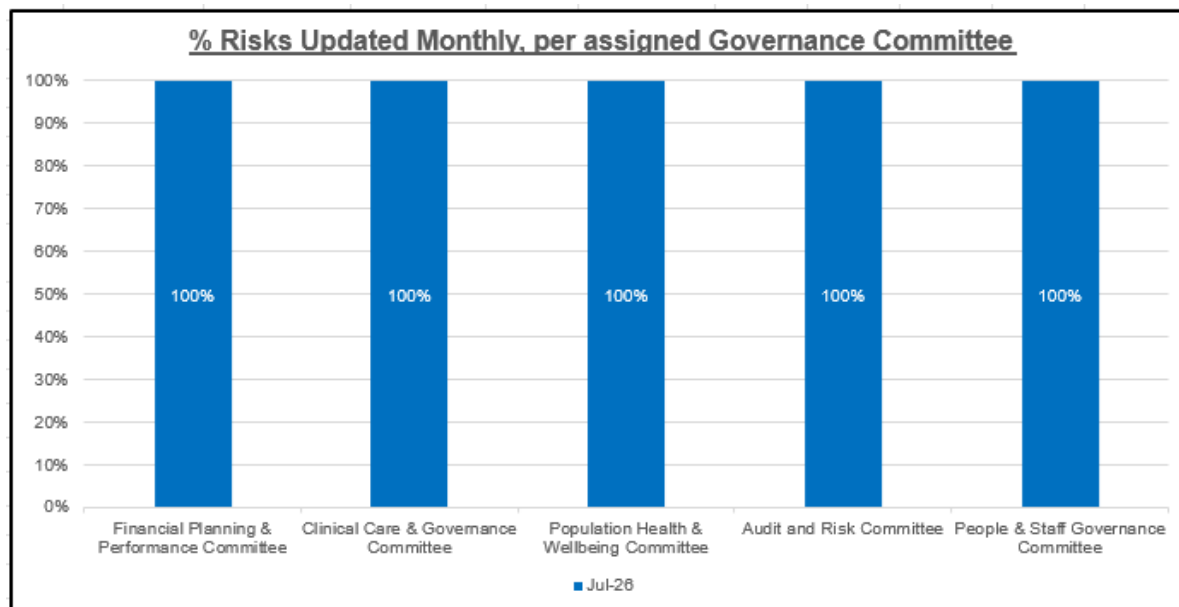
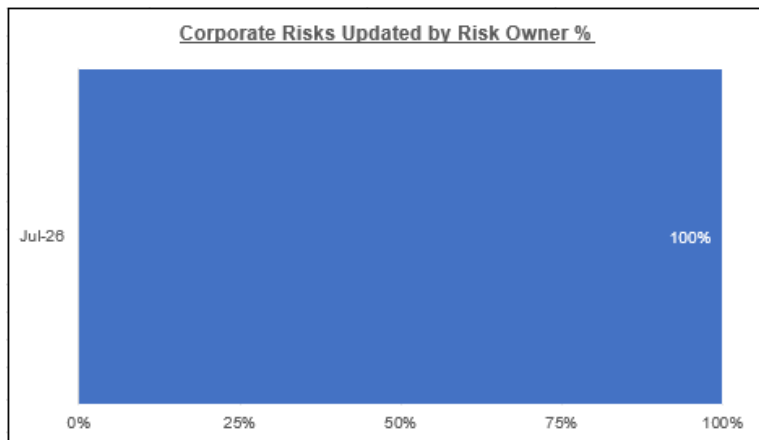
Data included for July 2025 to July 2026.

NHS GGC Board : 27 August 2026

Corporate Risks – Summary page

Summary Notes -

1. All Corporate Risk owners update risks and actions monthly.
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.

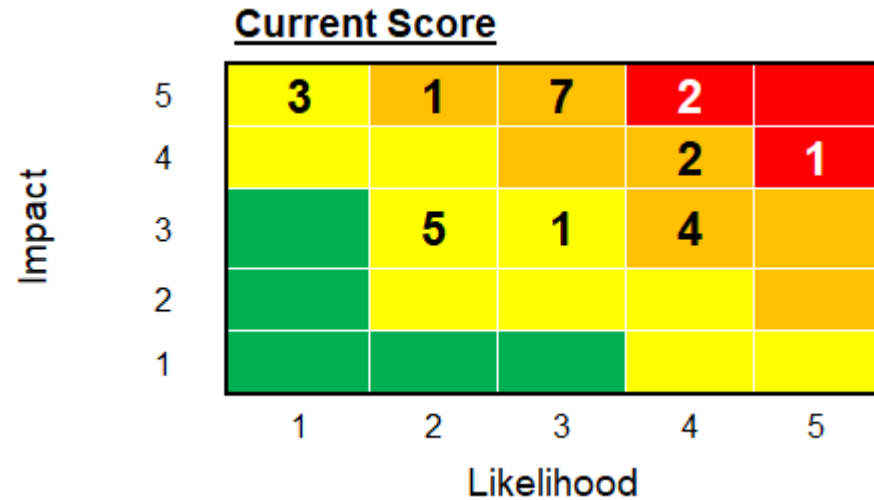


Corporate Risk Dashboard July 2026

ID	Risk Title	Risk Description	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Target Score	Trend
Current Risks - New																	
New 1	Failure to Effectively Learn from Internal and External Investigations, Reviews and Significant Events	There is a risk that NHSGGC does not effectively identify, share, implement and monitor learning from investigations, reviews and significant events. This could lead to repeated failures, patient harm, regulatory action, legal consequences, reputational damage and reduced public confidence.													15	5	
New 2	Impact of Public Inquiries, Legal Processes and Regulatory Inspections	There is a risk that outcomes arising from public inquiries, legal proceedings and regulatory inspections could reduce stakeholder and public confidence in NHSGGC, resulting in increased scrutiny and escalation through Scottish Government performance and assurance frameworks. There is a risk that large fines from Corporate Manslaughter and H&S prosecutions could further impact on finances required to recruit staff and deliver services.													15	9	
Current Risks - Increase																	
3432	Industrial Action	Industrial action that results in major disruption to service	8	8	8	8	16	16	8	6	6	6	12	12	12	6	
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 (2026/27) financial balance whilst delivering the expected level of service commitments which results in the potential for financial overspend and/or service reduction.	25	25	25	25	20	20	20	12	12	12	12	12	20	8	
Current Risks - No Change																	
4035	Climate Change & Sustainability	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	20	20	20	20	20	20	20	20	20	20	20	20	12	
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	20	20	20	20	20	20	20	20	20	20	20	20	9	
2055	Unscheduled Care Waiting Time Targets	Failure to deliver Urgent and Unscheduled Care which impacts patient care	20	20	20	20	20	20	20	20	20	16	16	16	16	8	
4356	Financial Sustainability Revenue Medium Term 2027/28 onwards	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	16	16	16	16	16	12	
3057	Delayed Discharges within NHSGGC	Unable to maintain whole system flow, which results in increased delayed discharges and impacts patient healthcare experience	20	20	20	20	20	20	20	20	20	15	15	15	15	6	
3052	Regulatory body compliance	Failure to achieve and maintain statutory compliance through regulatory bodies	16	16	16	16	16	16	16	15	15	15	15	15	15	3	
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	12	12	12	12	12	12	12	15	15	15	15	15	15	5	
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.	8	8	8	8	8	8	8	15	15	15	15	15	15	5	
2199	Pandemic Response	Inability to respond effectively to a pandemic in order to provide healthcare service to patients.	12	12	12	12	12	12	12	15	15	15	15	15	15	15	
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 2027/28 – 2029/30 basis and will impact the ability of NHSGGC to deliver the level of services required to acceptable standards.								12	12	12	12	12	12	9	
4354	Reduced Working Week	There is a risk that NHSGGC are unable to fully implement the Agenda for Change Reduced Working Week requirement on 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	12	12	12	12	12	4	
3608	Management of Staff Attendance	Failure to manage Staff Attendance levels in line with Policy impacts on staff wellbeing and service provision.	16	16	16	16	16	16	16	12	12	12	12	12	12	3	
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	10	10	10	10	10	10	10	10	10	10	10	10	10	
2819	Capital Funding Sustainability - In Year	There is a risk that NHSGGC are unable to deliver the in year (2026/27) Capital Plan in full, due to scope change, which results in the re-prioritisation of the Capital plan to deliver against the funding allocation.	20	20	20	20	20	20	20	9	9	9	9	9	9	9	
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.	9	9	9	9	9	9	9	6	6	6	6	6	6	6	
3062	Safe & Effective Use of Medicines	Failure to avoid preventable patient and organisational harm from the use of medicines.	8	8	8	8	8	8	8	6	6	6	6	6	6	6	
3054	Annual Delivery Plan	There is a risk that NHS Greater Glasgow and Clyde will be unable to deliver on the commitments in our annual Delivery Plans in a structured, controlled manner and within required timescales.	6	6	6	6	6	6	6	6	6	6	6	6	6	6	
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.	9	9	9	9	9	9	9	6	6	6	6	6	6	4	
3059	Mandatory Staff training and development	Staff do not complete required Statutory and Mandatory training within required timescales which could result in increased incidents.	12	12	12	12	8	8	8	6	6	6	6	6	6	3	
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.	8	8	8	8	8	8	8	5	5	5	5	5	5	5	
2054	In Patient / Day Case Treatment Time Guarantee	NHSGGC fails to deliver Inpatient /Day Case TTT targets to agreed ADP trajectories, that results in delays to patient care	15	15	15	15	15	15	15	15	15	5	5	5	5	5	
3343	Outpatients - Scheduled Care Waiting Time Targets	NHSGGC fails to deliver Scheduled Care Waiting Time commitment, resulting in delays to assessment for patient care.	15	15	15	15	15	15	15	15	15	5	5	5	5	5	
Current Risks - Closed																	
3816	Public Inquiries, Police Investigations, Fatal Accident Inquiries, 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.	20	20	20	20	20	20	20	16	16	16	16	16	16	9	

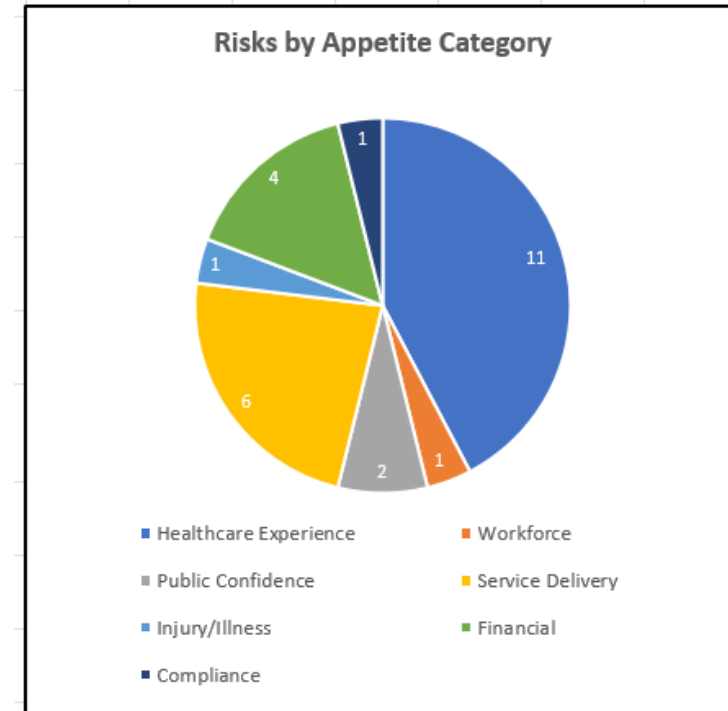
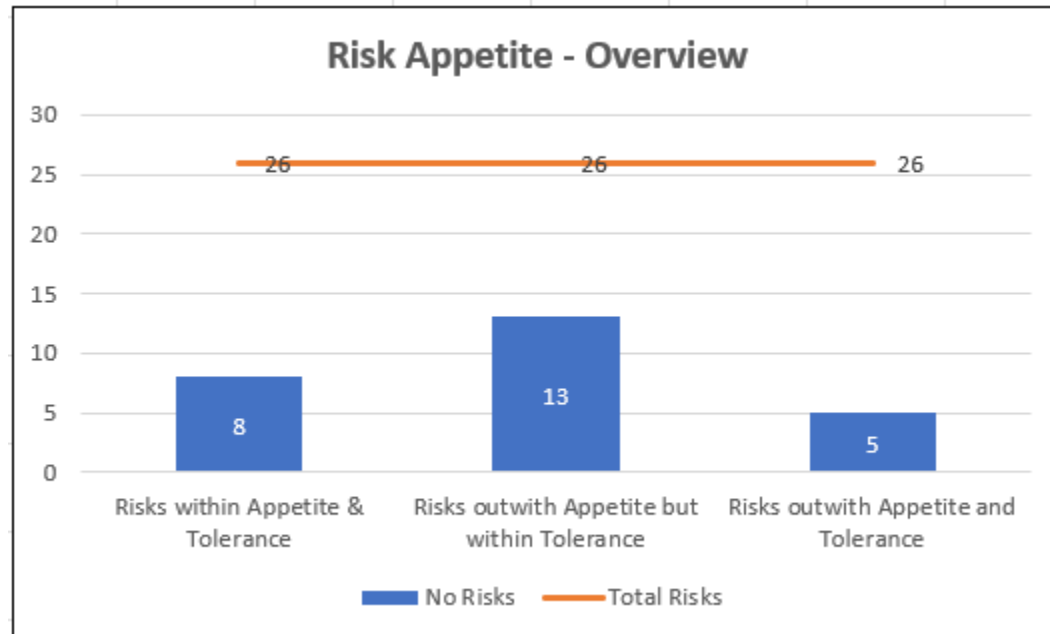
Note – Risk Register has been presented to Corporate Management Team in July 2026, subject to Governance Committee and Audit and Risk Committee approval.

Corporate Risk Register - Analysis



Summary Notes -

- There are 26 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



Appendix 2 – Corporate Risk Register July 2026

ID	Title	Description	Current Risk Score & Level	Target Risk Score & Level	Risk Owner	Assigned Governance Committee
New Risks						
New 1	Failure to Effectively Learn from Internal and External Investigations, Reviews and Significant Events	There is a risk that NHSGGC does not effectively identify, share, implement and monitor learning from investigations, reviews and significant events. This could lead to repeated failures, patient harm, regulatory action, legal consequences, reputational damage and reduced public confidence.	15 – High	5 -Medium	Breen, Michael	Finance, Planning and Performance Committee
New 2	Impact of Public Inquiries, Legal Processes and Regulatory Inspections	There is a risk that outcomes arising from public inquiries, legal proceedings and regulatory inspections could reduce stakeholder and public confidence in NHSGGC, resulting in increased scrutiny and escalation through Scottish Government performance and assurance frameworks. There is a risk that large fines from Corporate Manslaughter and H&S prosecutions could further impact on finances required to recruit staff and deliver services.	15 - High	5 -Medium	Breen, Michael	Finance, Planning and Performance Committee
Current Risks - Increase						
3432	Industrial action	Industrial action that results in major disruption to service.	12 - High	6 - Medium	Smith, Natalie	People and Staff Governance 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.	20 – Very High	8 - Medium	Breen, Michael	Finance, Planning and Performance Committee

Appendix 2 – Corporate Risk Register July 2026

ID	Title	Description	Current Risk Score & Level	Target Risk Score & Level	Risk Owner	Assigned Governance 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
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
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
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
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	Graham, Alistair	Audit and Risk Committee

Appendix 2 – Corporate Risk Register July 2026

ID	Title	Description	Current Risk Score & Level	Target Risk Score & Level	Risk Owner	Assigned Governance 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, in line 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
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	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

Appendix 2 – Corporate Risk Register July 2026

ID	Title	Description	Current Risk Score & Level	Target Risk Score & Level	Risk Owner	Assigned Governance Committee
	Screening Programmes					
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
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 annual Delivery Plans in a structured, controlled manner and within required timescales.	6 - Medium	6 - Medium	MacArthur, Claire	Finance, Planning and Performance Committee
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			5 - Medium	5 - Medium		

Appendix 2 – Corporate Risk Register July 2026

ID	Title	Description	Current Risk Score & Level	Target Risk Score & Level	Risk Owner	Assigned Governance Committee
	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.			Davidson, Scott	People and Staff Governance 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 – Closed						
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