

NHS Greater Glasgow and Clyde	Paper No. 25/61
Meeting:	NHSGGC Board Meeting
Meeting Date:	29 April 2025
Title:	Corporate Risk Register
Sponsoring Director:	Colin Neil, Director of Finance
Report Author:	Katrina Heenan, Chief Risk Officer

1. Purpose

Update Board members on, and provide assurance over, the Corporate Risk Register (CRR).

2. Executive Summary

The Corporate Risk Register (CRR) was last reported to the Board in December 2024 for the period May to October 2024. The Corporate Risk Register included in this paper reflects the period November 2024 to March 2025. Regular reviews of risks have taken place since and will continue to be presented in future updates.

The CRR is updated monthly via risk owners and the Corporate Management Team (CMT). Each risk is aligned to a standing committee with the risk register subject to regular review and scrutiny at the relevant standing committees to ensure:

- All relevant risks are identified
- Risks are clearly described in terms of risk description; risk cause; risk impact
- Risks are scored appropriately
- Alignment of risks to corporate objectives is appropriate
- Alignment of risk types is appropriate

The CRR will continue to be developed, reviewed and updated throughout the year via management meetings, Standing Committees and Board.

Detailed Risk Review Meetings are ongoing with Risk Leads to fully review all aspects of the risk including controls, mitigation actions and risk score. The updated Risks are reported through each of the Committees for approval, to Audit and Risk Committee

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and then the Board for assurance. Recently four detailed reviews, in addition to monthly reviews, have been completed. This has resulted in one increase in risk score, one decrease in risk score and two risk scores have remained the same. In addition the Current Score of Risk 3036 – Financial Sustainability Revenue has reduced from a score of 25 to 20, in line with the year end status.

A new Corporate Risk has been created for Climate Change and Sustainability, taking the total number of Corporate Risks to twenty-three.

Full details of all risks, controls and actions have been presented to the appropriate Governance Committee and Audit & Risk Committee.

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

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

3. Recommendations

The Board is asked to consider the following recommendations:

- To note the ongoing work of the Audit and Risk Committee and other standing committees in scrutinising, reviewing and updating the risk register and take assurance from that process.
- To review and accept the updated Corporate Risk Register.

4. Response Required

This paper is presented for **approval**.

5. Impact Assessment

The impact of this paper on NHSGGC'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

The content of this paper has been previously considered by the following groups as part of its development:

- CMT - Monthly
- Audit and Risk Committee – 18 March 2025.

8. Date Prepared & Issued

Date prepared – 10 April 2025

Date issued – 17 April 2025

Corporate Risk Register Review

Reporting Period: November 2024 to March 2025

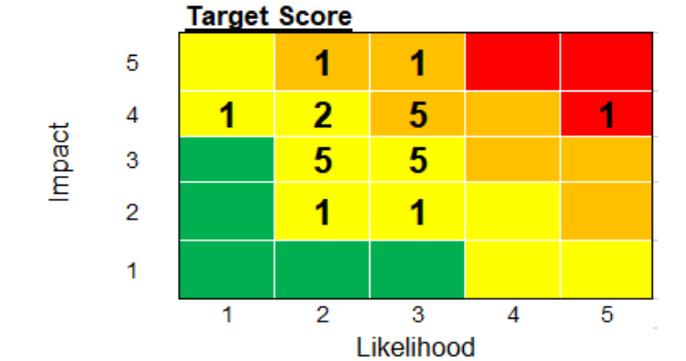
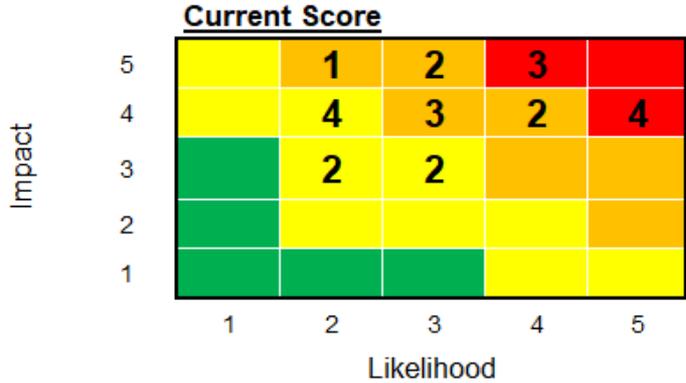
NHS Board: 29 April 2025

Corporate Risk Dashboard



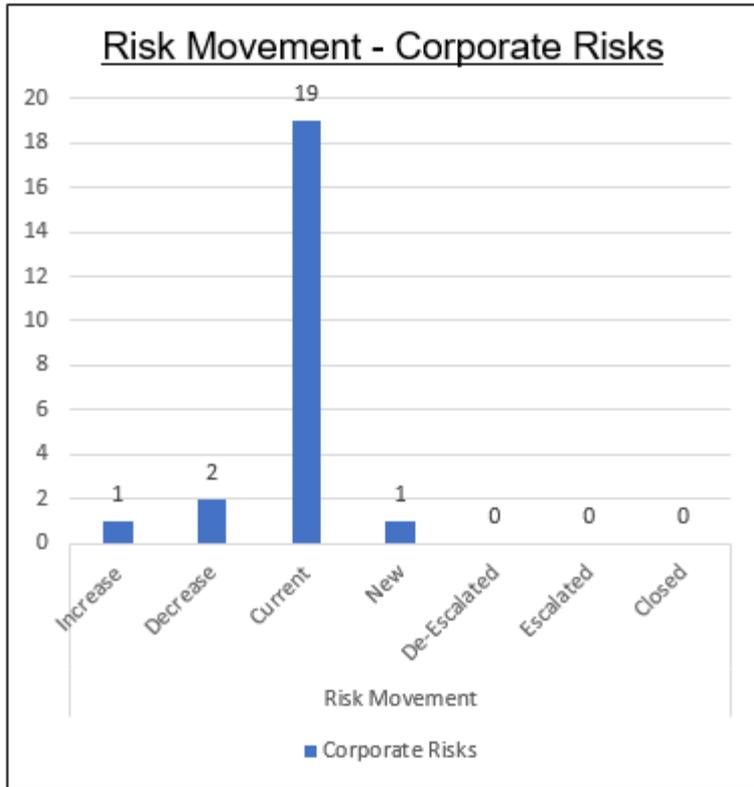
ID	Risk Title	Nov	Dec	Jan	Feb	Mar	Target Risk Score	Trend	Risk Reviewed in Month
Current Risks - New									
4035	Climate Change & Sustainability Strategy				20	20	9		
Current Risks - Increase									
3053	Medicine costs and funding availability	8	9	9	9	9	6		
Current Risks - Decrease									
3062	Safe & Effective Use of Medicines	9	8	8	8	8	8		
3036	Financial Sustainability - Revenue	25	25	25	25	20	20		
Current Risks - No Change									
3816	Public Inquiries, Police Investigations, Fatal Accident Inquiries, Other Reviews and Inspections	20	20	20	20	20	15		
2819	Capital Funding Sustainability	20	20	20	20	20	12		
2055	Unscheduled Care Waiting Time Targets	20	20	20	20	20	12		
3057	Delayed Discharges within NHSGGC	20	20	20	20	20	9		
3051	Ageing Infrastructure	20	20	20	20	20	9		
3052	Regulatory body compliance	16	16	16	16	16	9		
3608	Management of Staff Absence	16	16	16	16	16	9		
2054	In Patient / Day Case Treatment Time Guarantee	15	15	15	15	15	12		
3343	Outpatients - Scheduled Care Waiting Time Targets	15	15	15	15	15	12		
2199	Pandemic Response	12	12	12	12	12	12		
2062	Cyber threats	12	12	12	12	12	6		
3059	Mandatory Staff training and development	12	12	12	12	12	4		
2060	Breakdown of failsafe mechanisms for National Population Screening Programmes	10	10	10	10	10	10		
3058	Public Protection	9	9	9	9	9	6		
3450	Delivery of medical training to the GMC required standards	8	8	8	8	8	8		
3060	Positive, engaging and diverse culture	8	8	8	8	8	6		
3432	Industrial Action	8	8	8	8	8	4		
3054	Annual Delivery Plan	6	6	6	6	6	6		
3110	Failure to Recruit and Retain Staff	6	6	6	6	6	6		

Month	Number of risks reviewed	Number of Corporate Risks	CRR Risks Reviewed in month %
Nov	22	22	100%
Dec	22	22	100%
Jan	22	22	100%
Feb	23	23	100%
March	23	23	100%



Note – Risk Register has been approved by Corporate Management Team on 6 March 2025, however are subject to Governance Committee approval.

Corporate Risk Register - Analysis

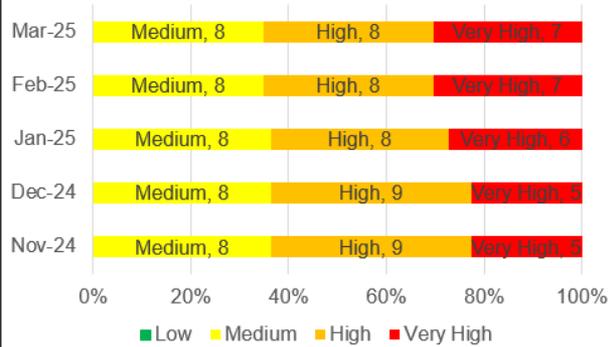


Commentary
The Corporate Risk Register comprises 23 risks.

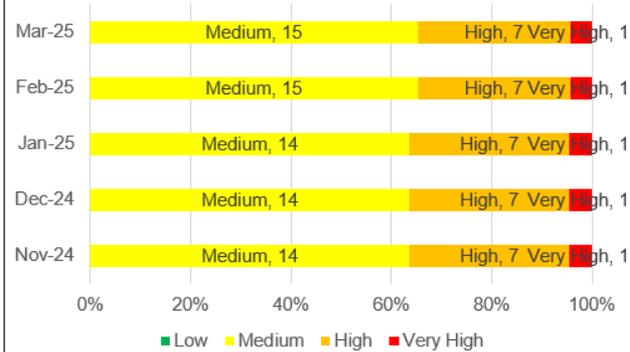
Corporate Risk Register – Movement in Risk Numbers		
Risk Movement	Total	Risk Titles
No. of risks November 2024	22	
Risks decreased in score	2	3036 - Financial Sustainability – Revenue 3062 – Safe & Effective Use of Medicines
Risks increased in score	1	3053 – Medicine Costs and funding availability
New or escalated risks	1	4035 - Climate Change & Sustainability
Closed or de-escalated risks	0	
No. of risks March 2025	23	

Corporate Risk Register - Analysis

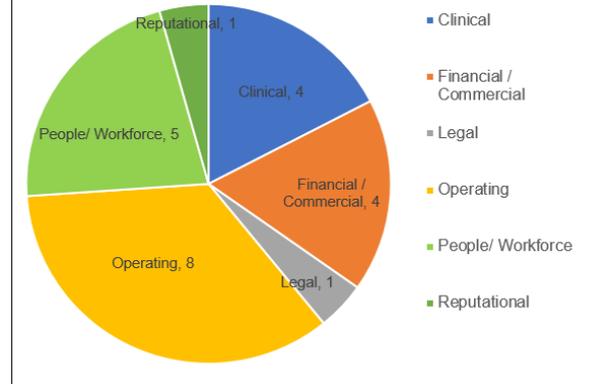
Corporate Risk Score Profile - Current Score



Corporate Risk Score Profile - Target Score



Risk Appetite Types - Corporate Risks



Commentary

Risk Score Profile Charts provide comparison of current risk score profile and target risk score. The overall number of risks on the Corporate Risk Register is 23.

Commentary

The chart above provides a breakdown of corporate risks by risk type as defined in the Risk Appetite Statement.

Corporate Risk Register - Analysis

Corporate Objectives			Risk Title	Current Score
Better Health	CO1	To reduce the burden of disease on the population through health improvement programmes that deliver a measureable shift to prevention rather than treatment	Breakdown of failsafe mechanisms for National Population Health Screening	10
	CO4	To ensure the best start for children with a focus on developing good health and wellbeing in their early years	Public Protection	9
Better Care	CO7	To provide a safe environment and appropriate working practices that minimise the risk of injury or harm to our patients and our people	Industrial action by staff impacting on care to patients	8
			Delivery of medical training to the GMC required standards	8
			Safe and effective use of medicines	8
	CO8	To ensure services are timely and accessible to all parts of the community we serve	In Patient / Day Case Treatment Time Guarantee	15
			Outpatients – Scheduled Care Waiting Time Targets	15
			Unscheduled care waiting time targets	20
			Public Inquiries, Police Investigations, Fatal Accident Inquiries and other Reviews and Inspections	20
			Pandemic response	12
			Cyber Threats	12
	CO11	To shift the reliance on hospital care towards proactive and coordinated care and support in the community	Delivery Plan	6
Better Value	CO12	To ensure effective financial planning across the healthcare system that supports financial sustainability and balance budgets	Delayed Discharges within NHS GGC	20
			Financial sustainability – revenue	20
	CO15	To utilise and improve our capital assets to support the reform of healthcare	Medicines costs and funding availability	9
			Capital funding sustainability	20
			Ageing Infrastructure	20
CO16	To ensure NHSGGC provides services that are environmentally sustainable meeting targets and legislative policy to work towards achieving new zero by 2045.	Regulatory body compliance	16	
Better Workplace	CO17	To ensure our people are treated fairly and consistently, with dignity and respect, and work in an environment where diversity is valued.	Climate Change & Sustainability	20
			Positive, engaging and diverse culture	8
	CO21	To promote the health and well-being of our people	Failure to recruit and retain staff	6
			Management of Staff Absence	16
CO22	To provide a continuously improving and safe working environment	Mandatory Staff training and development	12	

ID	Title	Description	Risk Level - Current	Risk Level - Target	Risk Owner	Risk Appetite	Assigned Governance Committee
3036	Financial Sustainability - Revenue	NHS Greater Glasgow and Clyde cannot achieve and maintain financial sustainability and / or cannot maintain current / expected levels of service provision due to financial challenges around delivery of the Financial Plan resulting from significantly higher than expected cost pressures above the allocated funding.	20 - Very High	20 - Very High	Neil, Colin	Moderate	Finance, Planning and Performance Committee
2819	Capital Funding Sustainability	The Board's required Capital/Infrastructure Investment Programme becomes undeliverable in full and needs to be scaled back	20 - Very High	12 - High	Neil, Colin	Moderate	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 Reviews and Inspections impacts on staff wellbeing, public confidence and service delivery.	20 - Very High	15 - High	Vanhegan, Elaine	Moderate	Finance, Planning and Performance Committee
2055	Urgent and Unscheduled Care Delivery	Failure to deliver Urgent and Unscheduled Care SG Standards and Targets as per the Annual Delivery Plan which impacts patient care.	20 - Very High	12 - High	Edwards, William	Open	Acute Services Committee
3057	People who have been Delayed in their Discharge within NHSGGC	Unable to maintain whole system flow, which results in increased delayed discharges.	20 - Very High	9 - Medium	Wallace, Angela	Open	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	Open	Finance, Planning and Performance Committee
3608	Management of Staff Attendance	Failure to manage Staff Attendance levels in line with Policy impacts on staff wellbeing and service provision.	16 - High	9 - Medium	Smith, Natalie	Moderate	Staff Governance Committee
3052	Regulatory body compliance	Failure to achieve and maintain statutory compliance through regulatory bodies	16 - High	9 - Medium	Steele, Tom	Cautious	Finance, Planning and Performance Committee
2054	In Patient / Day Case Treatment Time Guarantee (incl. 8 key diagnostic tests).	NHSGGC fails to deliver Inpatient /Day Case TTG targets to agreed ADP trajectories.	15 - High	12 - High	McFadyen, Susan	Open	Acute Services Committee
3343	Outpatients - Scheduled Care Waiting Time Targets	NHSGGC fails to deliver Scheduled Care Waiting Time targets to agreed ADP trajectories.	15 - High	12 - High	McFadyen, Susan	Open	Acute Services Committee
2199	Pandemic Response	Inability to respond effectively to a pandemic in order to provide healthcare service to patients.	12 - High	12 - High	Crighton, Emilia	Open	Population Health and Wellbeing 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	12 - High	6 - Medium	Brown, Denise	Open	Information Governance Steering Group
3059	Staff Training and Development	Failure to appropriately train and develop NHSGGC staff to enable individuals to deliver their role and responsibilities safely.	12 - High	4 - Medium	Smith, Natalie	Moderate	Staff Governance Committee
2060	Breakdown of failsafe mechanisms for National Screening Programmes	Breakdown of failsafe mechanisms for any National Population Screening Programmes, that could lead to delayed diagnosis/ treatment.	10 - High	10 - High	Crighton, Emilia	Moderate	Population Health and Wellbeing Committee
3053	Medicine costs and funding availability	Overall medicines costs for NHS Greater Glasgow and Clyde are unsustainable in the future	9 - Medium	6 - Medium	Davidson, Scott	Moderate	Finance, Planning and Performance Committee
3058	Public Protection	Breakdown in Public Protection Procedures and Processes	9 - Medium	6 - Medium	Wallace, Angela	Moderate	Clinical and Care 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.	8 - Medium	8 - Medium	Davidson, Scott	Moderate	Staff Governance Committee
3062	Safe & Effective Use of Medicines	Failure to avoid preventable patient and organisational harm from the use of medicines.	8 - Medium	8 - Medium	Davidson, Scott	Moderate	Clinical and Care 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, inline with NHS Scotland values.	8 - Medium	6 - Medium	Smith, Natalie	Moderate	Staff Governance Committee
3432	Industrial action	Industrial action that results in major disruption to service	8 - Medium	4 - Medium	Smith, Natalie	Moderate	Staff Governance Committee
3110	Failure to Recruit and Retain Staff	Failure to recruit and retain staff members to all areas resulting in reduced capacity	6 - Medium	6 - Medium	Smith, Natalie	Moderate	Staff 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	Davidson, Scott	Open	Finance, Planning and Performance Committee