

NHS Greater Glasgow and Clyde	Paper No. 26/134
Meeting:	NHSGGC Board Meeting
Meeting Date:	29 October 2026
Title:	Corporate Risk Register (August 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 present the Corporate Risk Register (CRR) to the NHSGGC Board.

2. Executive Summary

The paper can be summarised as follows:

The Corporate Risk Register (CRR) included within this paper reflects position as of August 2026.

The CRR is updated monthly through engagement with risk owners and oversight by the Corporate Management Team (CMT). The CRR is approved at each meeting of the NHSGGC Board.

Each corporate risk is aligned to the relevant Standing Committee. The register is subject to regular review and scrutiny to ensure that:

- Risks are clearly and accurately described;
- Risk scores remain appropriate and proportionate;
- Mitigating actions are specific, measurable, achievable, relevant and time-bound (SMART), with a clear link to addressing the identified risk; and
- Alignment with the Board's strategic and corporate objectives remains appropriate.

BOARD OFFICIAL

The Corporate Risk Register will continue to be developed, reviewed and updated throughout the year through management oversight arrangements, Standing Committee scrutiny and Board consideration.

A. Risk Scores

The risk register comprises 26 risks. Of these 3 are very high, 14 are high and 8 are medium (Table 1).

Table 1 – Current Risk Scores by Category

Risk Score Category	Number of Risks
Very High	4
High	14
Medium	8
Low	0
TOTAL	26

B. Increased Risk Scores

There are 2 risks where the current risk score has increased, this relates to risk 4356 Financial Revenue Medium Term 2027/28 onwards and risk 2819 Capital Funding Stability In-Year.

- **4356 Financial Revenue Medium Term 2027/28 onwards** - This risk has been increased from a current score of 16 (High) to a current score of 20 (Very High), to reflect the increase in the in-year forecasted deficit and the risk of under achievement of recurring savings targets which increases the risk of higher carried forward deficits.
- **2819 In Year Capital Plan Delivery** - This risk has been increased from a current score of 9 (Medium) to a current score of 12 (High). The capital spend to date is in line with the projections of the Estates Team. As at month 4, only 16% of the total spend has been spent. While a number of capital projects are being considered, a large proportion of total capital spend (c.67%) remains uncommitted. Whilst the majority of capital spend is usually made in the last quarter there is an increased risk that the full capital allocation may not be fully spent.

C. Decreased Risk Scores

There are no risks where the current risk score has decreased.

D. Closed Risks

There are no risks that have been closed since the last update.

E. New Risks

There are no risks that have been added to the Corporate Risk Register.

F. Risks Scores – Appetite and Tolerance Levels

Of the 26 risks within the risk register 20 risks (77%) are currently within the Board's tolerance level. There are 6 risks (23%) out with tolerance levels. In all 6 instances the current risk score is above the risk tolerance level (Table 2).

Table 2 – Risks Out with Risk Tolerance Levels

Risk	Current Risk Score	Risk Tolerance
3051	Very High	Moderate
4035	Very High	Moderate
3036	Very High	Moderate
4356	Very High	Moderate
2199	High	Cautious
3052	High	Cautious

There are currently 19 risks out with the Board's risk appetite levels. Of these 6 are out with both the risk appetite and tolerance levels (Table 3).

Table 3 – Risks Out with Board's Risk Appetite

Risks Out with Appetite but within Tolerance		Risks Out with Appetite and Tolerance
2055	4355	3051
4354	3057	4035
3432	4545	3036
3608	2819	4356
4546	2060	2199
2062	3059	3052
3060		
Total = 13		Total = 6

Members are asked to note that in all 6 instances the current risk score is above the Board's risk tolerance level. Members are asked to prioritise their considerations on these areas.

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 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
- Alignment with the Board's strategic and corporate objectives is appropriate.

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:

- | | |
|------------------------------------|-------------------------------|
| • Improve Outcomes for People | <u>Positive</u> Impact |
| • Health Quality Care & Experience | <u>Positive</u> Impact |
| • Digital First Approach | <u>Positive</u> Impact |
| • Sustainability and Value | <u>Positive</u> Impact |
| • Supported Workforce | <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 31 August 2026.

8. Date Prepared & Issued

Paper prepared on: 5 October 2026

Paper issued on: 21 October 2026

9. Appendices

Appendix 1: Corporate Risk Register Update Report August 2026

Appendix 2: Corporate Risk Register August 2026

NHSGGC Corporate Risk Register Appendix 1

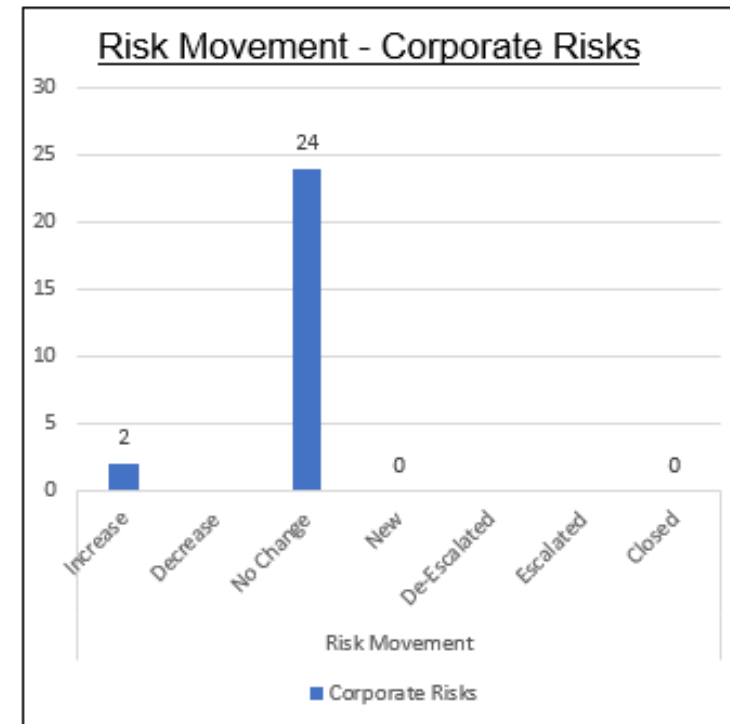
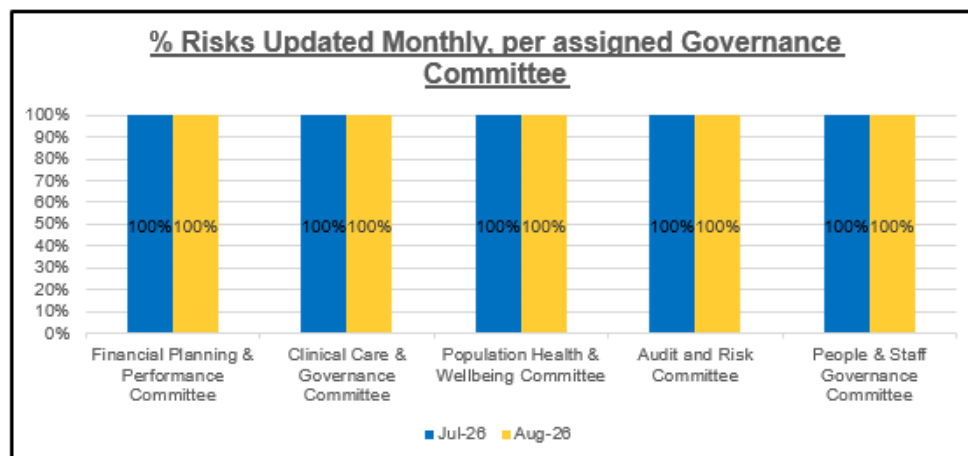
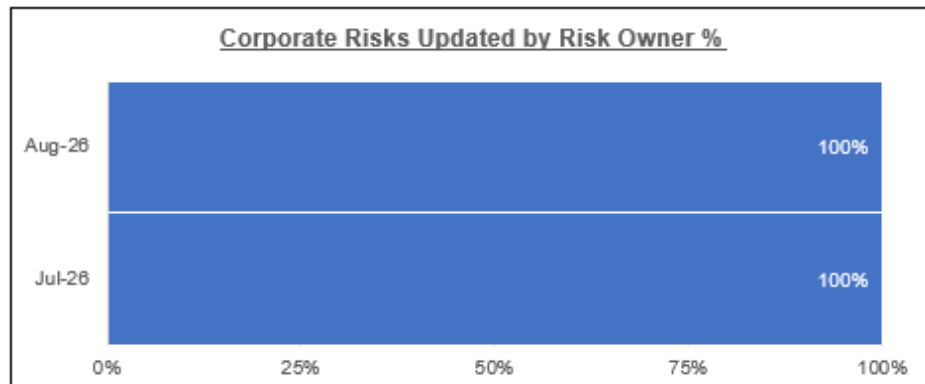
**Reporting Period: August 2026.
Data included for September 2025 to August
2026.**

NHS GGC Board : 29 October 2026

Corporate Risks – Summary Page

Summary Notes -

- All Corporate Risk owners update risks and actions monthly.
- 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 September 2025 to August 2026



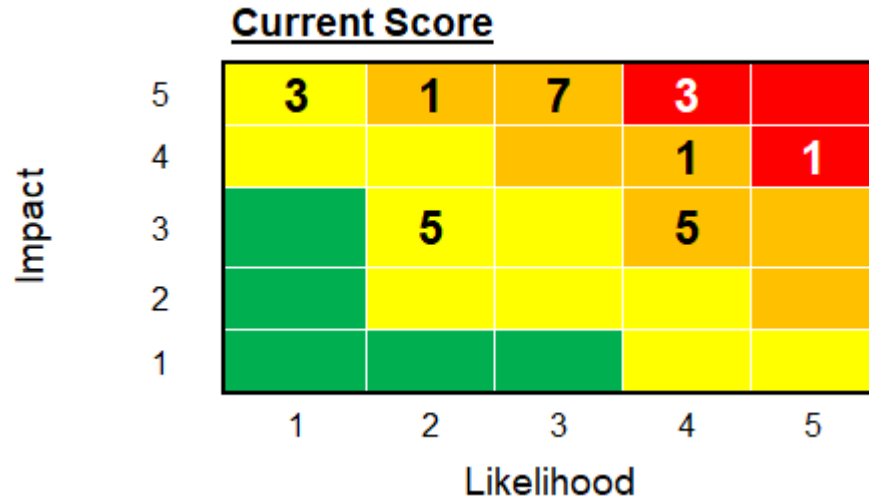
ID	Risk Title	Risk Description	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Target Score	Trend
Current Risks - Increase																
2819	In-Year Capital Plan Delivery	There is a risk that NHSGGC are unable to deliver the in year (2026/27) Capital Plan in full, 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	9	9	9	9	9	9	12	9	
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	20	12	
Current Risks - No Change																
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	9	
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	12	
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	20	20	20	12	12	12	12	12	20	20	8	
2055	Unscheduled Care Waiting Time Targets	Failure to deliver Urgent and Unscheduled Care which impacts patient care	20	20	20	20	20	20	20	16	16	16	16	16	8	
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	15	15	15	15	15	6	
2199	Pandemic Response	Inability to respond effectively to a pandemic in order to provide healthcare service to patients.	12	12	12	12	12	15	15	15	15	15	15	15	15	
4545	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	15	5	
4546	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	15	9	
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	15	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	15	15	15	15	15	15	15	5	
3052	Regulatory body compliance	Failure to achieve and maintain statutory compliance through regulatory bodies	16	16	16	16	16	15	15	15	15	15	15	15	3	

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

Corporate Risk Dashboard September 2025 to August 2026 - NHS continued

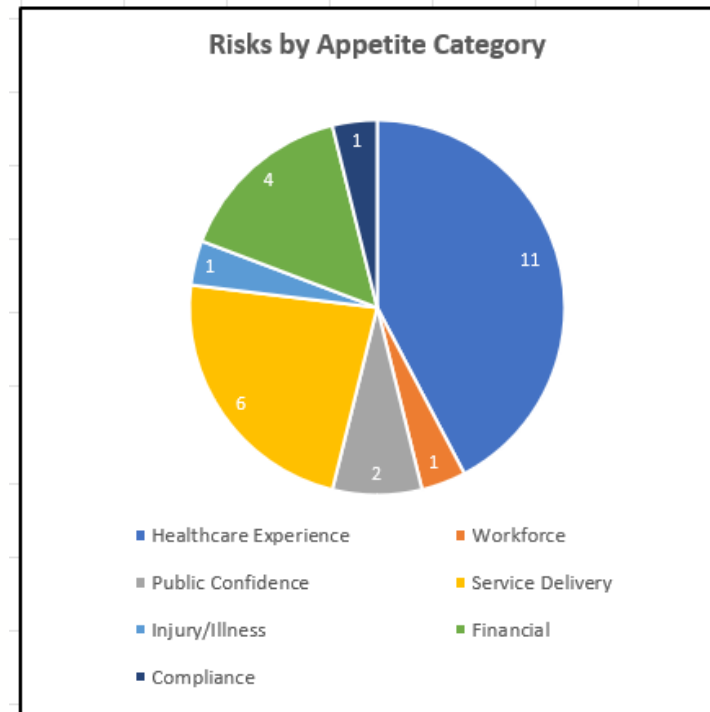
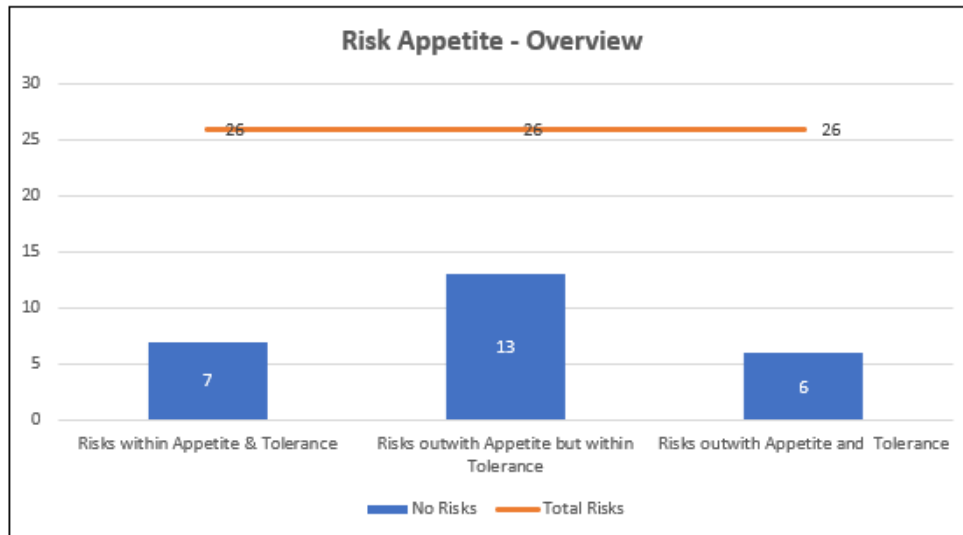
ID	Risk Title	Risk Description	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Target Score	Trend
Current Risks - No Change																
4355	Medium to Long Term Capital Plan 2027/28 – 2029/30	There is a risk that without significant service redesign and whole system 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	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	12	4	
3432	Industrial Action	Industrial action that results in major disruption to service	8	8	16	16	8	6	6	6	12	12	12	12	6	
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	12	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	
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	8	8	8	6	6	6	6	6	6	6	3	
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	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	6	6	6	6	6	6	6	4	
3062	Safe & Effective Use of Medicines	Failure to avoid preventable patient and organisational harm from the use of medicines.	8	8	8	8	8	6	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	
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	15	15	15	15	15	15	15	5	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	5	5	5	5	5	5	
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	5	5	5	5	5	5	5	5	

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 August 2026

ID	Title	Description	Current Risk Score & Level	Target Risk Score & Level	Risk Owner	Assigned Governance Committee
Current Risks - Increase						
2819	In-Year Capital Plan Delivery	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.	12 – High	9 - Medium	Breen, Michael	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.	20 - Very High	12 - High	Breen, Michael	Finance, Planning and Performance Committee
Current Risks - No Change						
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	Wilson, Alan	Finance, Planning and Performance Committee
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
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	20 – Very High	8 - Medium	Breen, Michael	Finance, Planning and Performance Committee

Appendix 2 – Corporate Risk Register August 2026

ID	Title	Description	Current Risk Score & Level	Target Risk Score & Level	Risk Owner	Assigned Governance Committee
		commitments which results in the potential for financial overspend and/or service reduction.				
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
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
4545	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
4546	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	15 - High	9 - Medium	Breen, Michael	Finance, Planning and Performance Committee

Appendix 2 – Corporate Risk Register August 2026

ID	Title	Description	Current Risk Score & Level	Target Risk Score & Level	Risk Owner	Assigned Governance Committee
		could further impact on finances required to recruit staff and deliver services.				
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
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
3052	Regulatory body compliance	Failure to achieve and maintain statutory compliance through regulatory bodies	15 - High	3 - Low	Wilson, Alan	Finance, Planning and Performance 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,	12 - High	4 - Medium	Smith, Natalie	People and Staff Governance Committee

Appendix 2 – Corporate Risk Register August 2026

ID	Title	Description	Current Risk Score & Level	Target Risk Score & Level	Risk Owner	Assigned Governance Committee
		through service redesign and/or recruitment, which results in additional staffing costs or reduction in level of service provided to patients.				
3432	Industrial action	Industrial action that results in major disruption to service.	12 - High	6 - 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
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
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

Appendix 2 – Corporate Risk Register August 2026

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