

NHS Greater Glasgow and Clyde	Paper No. 26/38
Meeting:	NHSGGC Board Meeting
Meeting Date:	30 April 2026
Title:	Corporate Risk Register (February 2026)
Sponsoring Director/Manager	Michael Breen, Director of Finance
Report Author:	Katrina Heenan, Chief Risk Officer

1. Purpose

The purpose of this paper is to update the NHSGGC Board and provide assurance over the Corporate Risk Register (CRR).

2. Executive Summary

The Corporate Risk Register (CRR) was last reported to the NHSGGC Board on 26 February 2026.

The Corporate Risk Register being presented includes any changes in the period January 2026 to February 2026. 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:

1. The risks are clearly described,
2. The risk scores are appropriate,
3. Proposed mitigating actions are framed in SMART terms and it is clear how the actions will address the risks,
4. The alignment to corporate objectives is appropriate.

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

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The risks have been scored against the revised risk impact scoring matrix, and the papers reflect the changes to the scoring using the revised matrix.

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

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

Please note Risk 3816 will be undergoing a review and will be updated at a future meeting.

3. Recommendations

The NHSGGC Board is asked to consider the following recommendations:

Approve the current Corporate Risk Register, satisfying itself that it has sufficient assurance from the information it receives that:

1. The risks are clearly described,
2. The risk scores are appropriate,
3. The alignment to corporate objectives is appropriate,

The NHSGGC Board is also requested to advise if there are additional areas of risk to be considered for inclusion within the next iteration of the Corporate Risk Register.

4. Response Required

This paper is presented for **assurance**.

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

6. Engagement & Communications

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

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- The Corporate Risk Register is reviewed monthly by Risk Owners and presented. each month to the Corporate Management Team.

7. Governance Route

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

- Corporate Management Team 16 March 2026.
- Finance, Planning and Performance Committee 25 March 2026

8. Date Prepared & Issued

Date Prepared: 2 April 2026

Date Issued: 22 April 2026

Corporate Risk Register Review

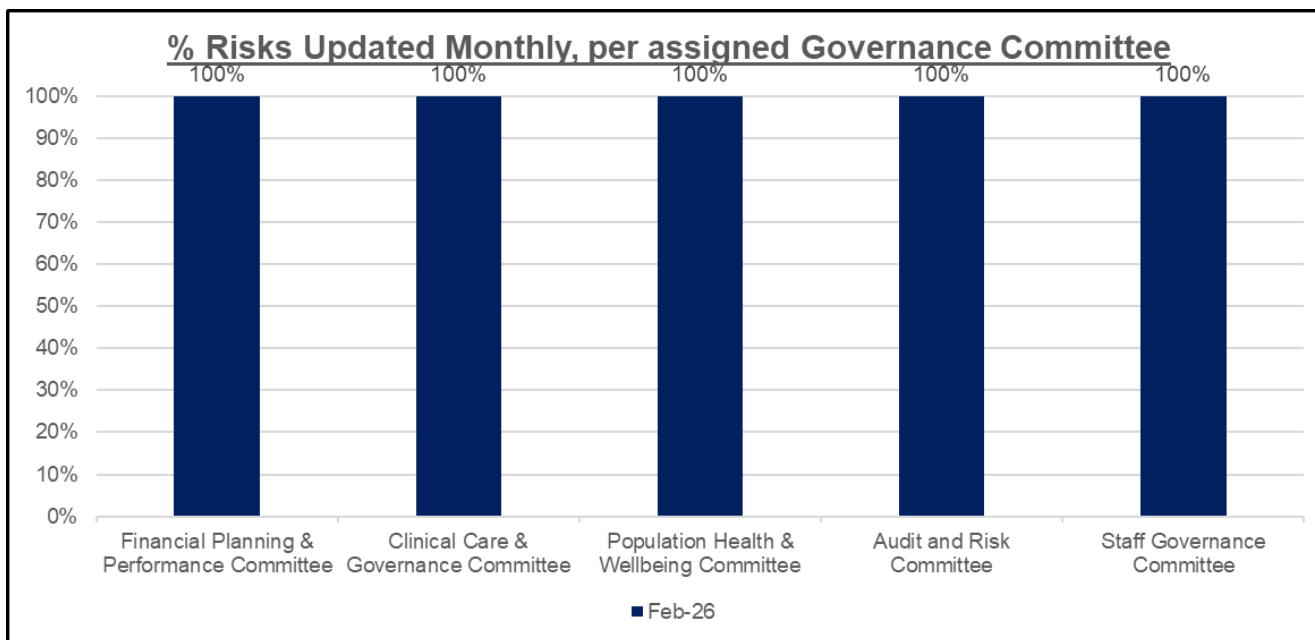
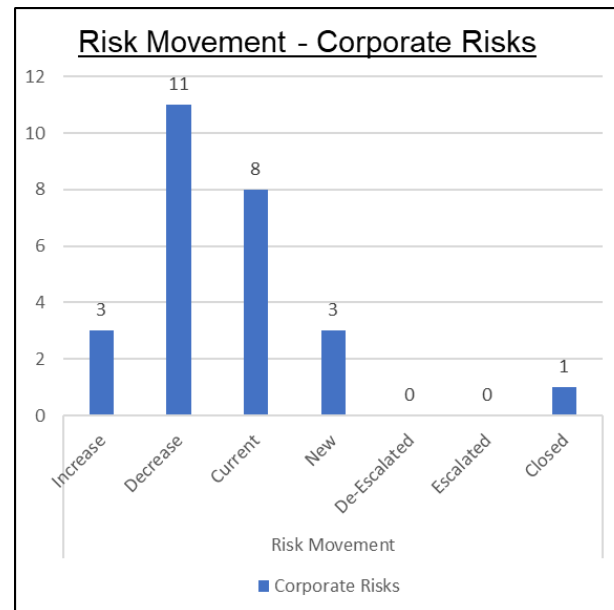
Reporting Period: February 2026

NHSGGC Board: 30 April 2026

Corporate Risk Summary Page

Summary Notes -

1. The Corporate Risk Register now comprises 25 Risks (with 1 risk now closed since the last reporting period).
2. Summary page highlights risk update status as aligned to Governance Committee and risk movement in previous month.
3. Corporate Risks are owned by members of the Corporate Management Team.



Corporate Risk Dashboard

February 2026

Note –

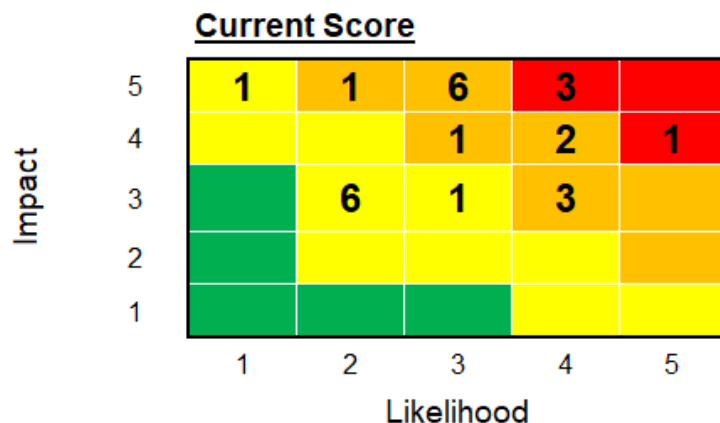
1. Risk Register has been presented to Corporate Management Team in March 2026, subject to Governance Committee approval.
2. Risk 3816 in relation to Public Inquiries is currently undergoing a review to ensure it remains relevant and the mitigation actions are appropriate.

ID	Risk Title	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	New Scoring Matrix - Feb-26	Target Score	Trend
Current Risks - Increase														
2199	Pandemic Response	12	12	12	12	12	12	12	12	12	12	15	15	
2062	Cyber threats	12	12	12	12	12	12	12	12	12	12	15	5	
3060	Positive, engaging and diverse culture	8	8	8	8	8	8	8	8	8	8	15	5	
Current Risks - Decrease														
3816	Public Inquiries, Police Investigations, Fatal Accident Inquiries, Other Reviews and Inspections	20	20	20	20	20	20	20	20	20	20	16	16	
3052	Regulatory body compliance	16	16	16	16	16	16	16	16	16	16	15	3	
3608	Management of Staff Absence	16	16	16	16	16	16	16	16	16	16	12	3	
3036	Financial Sustainability - Revenue In-Year	20	20	20	25	25	25	25	20	20	20	12	8	
2819	Capital Funding Sustainability - In Year	20	20	20	20	20	20	20	20	20	20	9	9	
3059	Mandatory Staff training and development	12	12	12	12	12	12	12	8	8	8	6	3	
3058	Public Protection	9	9	9	9	9	9	9	9	9	9	6	6	
3053	Medicine costs and funding availability	9	9	9	9	9	9	9	9	9	9	6	4	
3062	Safe & Effective Use of Medicines	8	8	8	8	8	8	8	8	8	8	6	6	
3432	Industrial Action	8	8	8	8	8	8	8	16	16	8	6	6	
3450	Delivery of medical training to the GMC required standards	8	8	8	8	8	8	8	8	8	8	5	5	
Current Risks - No Change														
2055	Unscheduled Care Waiting Time Targets	20	20	20	20	20	20	20	20	20	20	20	10	
3057	Delayed Discharges within NHSGGC	20	20	20	20	20	20	20	20	20	20	20	6	
3051	Ageing Infrastructure	20	20	20	20	20	20	20	20	20	20	20	9	
4035	Climate Change & Sustainability Strategy	20	20	20	20	20	20	20	20	20	20	20	12	
2054	In Patient / Day Case Treatment Time Guarantee	15	15	15	15	15	15	15	15	15	15	15	5	
3343	Outpatients - Scheduled Care Waiting Time Targets	15	15	15	15	15	15	15	15	15	15	15	5	
2060	Breakdown of failsafe mechanisms for National Population Screening Programmes	10	10	10	10	10	10	10	10	10	10	10	10	
3054	Annual Delivery Plan	6	6	6	6	6	6	6	6	6	6	6	6	
Current Risks - New														
NEW	Financial Sustainability - Revenue Medium Term											16	12	
NEW	Capital Funding Sustainability - Medium to Long Term											12	9	
NEW	Reduced Working Week											12	4	
Current Risks - Closed														
3110	Failure to Recruit and Retain Staff	6	6	6	6	6	6	6	6	6	6	9	4	

Corporate Risk Register - Analysis

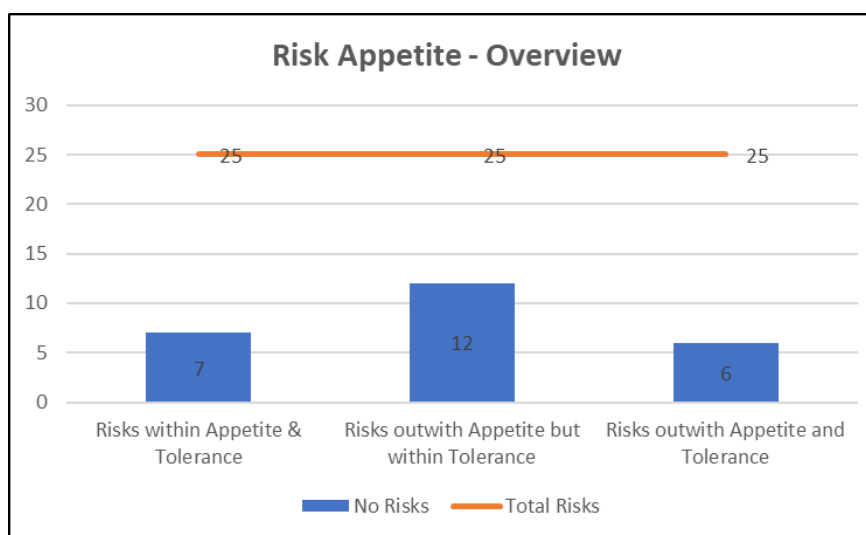
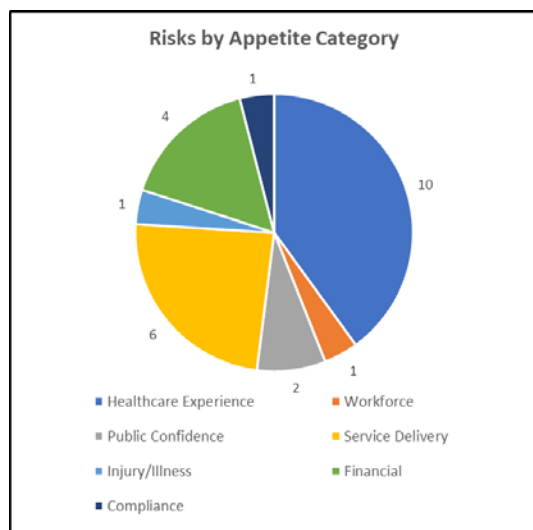
Commentary

Risk Score Charts provide current risk score profile. This does not include the closed risk.



Commentary

The charts below provide a breakdown of corporate risks by risk type as defined in the Risk Appetite Statement. This does not include the closed risk.



Corporate Risk Register (February 2026) Board Appendix 2			Risk Score - Current	Risk Score - Target		
ID	Title	Description	Risk level	Risk level	Risk Owner	Assigned Governance 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
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
3057	Delayed Discharges within NHSGGC	Unable to maintain whole system flow, which results in increased delayed discharges and impacts patient healthcare experience	20 - Very High	6 - Medium	Edwards, William	Finance, Planning and Performance Committee
2055	Unscheduled Care Waiting Time Targets	Failure to deliver Urgent and Unscheduled Care SG Standards and Targets as per the Annual Delivery Plan which impacts patient care	20 - Very High	10 - High	Edwards, William	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	16 - High	Vanhegan, Elaine	Finance, Planning and Performance Committee
NEW	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
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
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 - High	5 - Medium	Edwards, William	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.	15 - High	5 - Medium	Edwards, William	Finance, Planning and Performance 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
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	Brown, Denise	Audit and Risk 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
NEW	Capital Funding Sustainability - Medium to Long Term	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
NEW	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
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
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
3432	Industrial action	Industrial action that results in major disruption to service	6 - Medium	6 - Medium	Smith, Natalie	People and Staff Governance 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
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
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
3110	Failure to Recruit and Retain Staff	Failure to recruit and retain staff members to all areas resulting in reduced capacity	Closed	Closed	Smith, Natalie	People and Staff Governance Committee