

Ref	Title	Risk level (current Consequence X Likelihood)	Risk level (Target Consequence X Likelihood)	Description	Impact of Risk	Controls in place	Division	Service	Risk Type	Overall Cluster	Opened	Review date	Handler
DR-168	Unisoft Endoscopy System – End of life	High (4 x3)	Medium (4 x 2)	This is a NHS GJ local reporting system for endoscopy will be completely unsupported by the vendor from 31st March 2026. If the system crashes, we will have no reporting tool for this vital need.	•Endoscopists would be reluctant to perform procedures without system •Patient wait list would climb •Patient diagnosis delayed +/- consequences If Endoscopist did proceed: •Delayed/no report to GP •Delayed referral for surgical intervention •Incomplete referral	Mitigation for this risk will be to implement the nationally procured SOLUS endoscopy system. This is currently delayed. No definitive timescale for resolution has been set, though testing is currently underway. NHS have engaged CIO to investigate contractual options. NHS GJ remains committed to testing to resolution. NHS GJ have developed a business continuity plan to support service resilience. NHS GJ Ops and Medical Physics to develop a statement of requirements in the event we need to explore other options. •Manual dictated letter	National Elective Services	Endoscopy	Board Risk	Clinical risk	29/06/2021	12/10/2026	Ayton, Lynne
263	Capital Spending	High (3 x 4)	Medium (3 x 3)	There is a risk that the core capital allocation is not sufficient to meet the infrastructure requirements of the site with the uncertainty of long term capital funding above this level makes planning difficult	If we fail to invest adequate funding into our capital programme, we will risk the failure of critical infrastructure resulting in an impact on patient care, waiting time, staff morale and organisational reputation.	SG engagement by DoF on recurring core funding allocation. Annually refreshed 3 year capital plan. Ongoing/in year prioritisation. Programme governance to support capital spending.	Corporate	Finance	Board Risk	Financial	21/10/2025	28/07/2026	Gamble, Jonny
S10	Cyber Security	High (5 x 3)	Medium (3 x 3)	If there is a cyber incident/attack then this will lead to a failure of digital systems and loss of critical clinical information systems resulting in a significant negative impact on patient care, adverse publicity, loss of public confidence and financial impact.	In light of the continuing IT security threats through the development and use of advanced software hacking tools this risk is categorised as high. It is imperative that to minimise the risk to the organisation all software in use is current, patched and fully supported. Due to the dynamic nature of the cyber security threat there is the potential for any organisations security defences to be breached. Cyber security is a Board level responsibility. It is imperative that Board members understand the current level of risk and the associated mitigations that are in place. In addition, cyber security is everyone's responsibility. The purchase and implementation of software, digital services (public/private cloud), hardware or medical devices without the express permission of Digital Services is expressly forbidden. Further cyber security awareness education and training sessions for all staff is required to assist in the lowering the risk of a successful breach.	The latest NIS R audit demonstrates that NHS GJ are in a good position regarding cyber resilience preparations. Work continues in this area with the activities outlined below. •Patch remediation platform applying security patches and updates to desktops, servers and key digital infrastructure. •Security incident and Event Management (SIEM) platform active. •Primary links to the Scottish Wide Area Network (SWAN) provide additional cyber security protection. •Web filtering in place. •Regular communications are sent to all staff to advise and promote safe use of email. •Inappropriate email attachments are blocked. •Next Generation firewalls are implemented. •Network segregation and segmentation in place for medical devices at core sites. •Port blocking active. •The Security Incident and Event Management (SIEM) platform continually scans server log files and network traffic to identify anomalous behaviour. •Annual penetration tests (PEN) carried out by external security consultancy. •Threat intelligence received from a number of UK and USA government agencies in Patch remediation platform applying security patches and updates to desktops, servers and key digital infrastructure. •Security incident and Event Management (SIEM) platform active. •Deployment of Microsoft Advanced Threat Protection (ATP) tools to all client devices. •Deployment of threat protection tools to mitigate risk to servers with an unsupported Operating System. •Segregation of domain administration and user accounts, also segregation of underlying infrastructure accounts. It is imperative that the organisation continues to meet the demands of the following legislation: • Network Information Systems (NIS) (EU) Directive; • Scottish Government Cyber Security Action Plan •The Data Protection Act 2018	Corporate	Finance	Board Risk	Strategic	06/11/2020	31/10/2026	Gamble, Jonny
B003/22	Recruitment and retention to executive positions and our ability to retain executive staff within NHS GJ.	High (3 x 4)	Medium (3 x 2)	If we are unable to retain and recruit to our executive positions due to the ESM pay structure then this could impact on the strategic direction of the organisation and ability to deliver effective, person centred care within NHS GJ.	Strategic Operational delivery Workforce Reputation	Succession planning of Aspiring Directors and Aspiring Chief Executives within NHSGJ. Review of succession planning on an ongoing basis Further review of banding where applicable linked to secondments and turnover. Escalation to Scottish Government on consistency and organisational risk at periods of growth.	Corporate	Corporate Governance	Board Risk	Strategic	08/08/2022	29/05/2026	Smith, Laura
267	Risk associated with waiting list timescale	High (3 x 4)	Medium (3 x 2)	There is a risk that if NHS GJ is unable to reduce waiting lists through delivery of the ADP and "recovery" trajectories, the Board will consistently fail to meet the waiting times set out.	Negative impact on patients due to protracted wait times.	Fixed term funding secured to increase activity Quality Improvement work ongoing; this includes specific work implemented to minimise cancellations. Key initiatives agreed with SG; ongoing liaison with NHS Boards to support implementation, Monthly Executive performance reporting. Weekly performance and assurance reports to consider performance against ADP, for internal and Scottish Government use. Robust reporting mechanisms for waiting time report through Performance Governance Framework; Confirm & Challenge, Finance and Performance Committee and, onto Board, to review progress against activity and improvement plans Adherence to the national waiting times guidance.	Corporate	Business Services	Board Risk	Operational Risk	05/12/2025	30/06/2026	Ayton, Lynne
282	Staff attendance at work	High (3 x 4)	Medium (3 x2)	If the rate of absence of staff members of NHS Golden Jubilee consistently exceeds target, then there is a risk to the delivery of patient and staff services.	This will result in NSH GJ ability to meet effective delivery of performance levels described our our annual delivery plan. Operational delivery Workforce Reputation Financial Clinical	Deep dive to understand causes of absence across NHS GJ with increased focus on supporting staff with Mental Health reported reasons for absence. The following initiatives and actions are in place to support staff members safe attendance at work and the reduction of absence across NHS GJ: - Mental Health nurse within Occupational Health (OH) and early intervention to support staff and managers across the entire organisation; - OH support/management referrals; - Physiotherapy team to support MSK absence; - EAP; - HR support linked to OHS NHSS policy to support managers and staff to return to work; - Managers and staff HR clinics; - Data via Culture dashboards and trigger data delivered to managers on a monthly basis; Promotion of Wellbeing and Kindness Matters culture programme being delivered across NHS GJ - Leadership development; - Wellbeing Hub on sharepoint with links to various support mechanisms for staff.	Corporate	Human Resources	Board Risk	Workforce	09/04/2026	29/05/2026	Smith, Laura
266	Engagement in national planning	Medium (3 x 3)	Medium (2 x 3)	There is a risk that NHS GJ do not effectively influence and collaborate with sub-national planning structures	This may impact on the Boards ability to deliver its strategy and strategic aims.	The Board has a clear strategy that has been recently endorsed by Scottish Government As the largest National Treatment Centre in Scotland, the Board will demonstrate its contribution in planned care access, through delivery of its ADP and financial plan. NHS GJ is a provider of regional and national specialist services that is a key support to NHS Scotland. NHS GJ will collaborate with the sub-national governance structures to support service commissioning Through the Boards established stakeholder engagement approach it will influence key strategic planning structures.	Corporate	Performance and Planning	Board Risk	Strategic	05/12/2025	30/06/2026	Anderson, Carole
S11	Expansion Programme	Medium (3 x 3)	Medium (3 x 2)	If we fail to deliver the expansion programme we would be unable to deliver our commitment to the Scottish Government Treatment Time Guarantee and Annual Delivery Plan which would result in a negative impact on reputation and credibility of clinical models.	Failure to achieve key strategic objective, ability to deliver wider commitments of programme and added value at national level. Impacts on national government strategy of failure to deliver. Potential for financial impact should a breach occur. Negative impact on brand/ reputation and credibility of clinical models if unable to deliver. Ability to deliver TTG and operational demands if expansion not delivered.	National Programme Board Project Management support in place with project plan and key milestones agreed; supporting governance structure in place for programme. Risk appetite developed for programme to support discussion on tolerance and escalation of risk and risk framework in place. Eye Centre and Surgical Centre operational. Governance structure revised with Senior User Group meeting reporting to Programme Board for the latest development areas.	Corporate		Board Risk	Strategic	06/11/2020	06/04/2026	Lynne Ayton
272	Financial risk of Fixed Term Contracts that exceed 2 years	Medium (3 x 4)	Low (3 x 2)	If the Fixed Term Contract of an employee exceeds two years, then the staff member is entitled to redundancy as if they were a substantive employee, should their role no longer be required. Furthermore, as a result of a recent amendment to the policy, if the employee has reasonable NHS service, then the full duration of their reckonable service will be accounted for at the point of redundancy. This policy change increases the financial risk to NHS Golden Jubilee.	Financial - Material financial consequences for NHS GJ, given specific departments FTC profile. Lack of awareness of managers may mean a the risk profile may increase and impact on strategic decision making. Operational risk Workforce Reputational	Increase awareness of managers on Fixed Term Contracts. Understand risk profile of Fixed Term Contracts for each department, with monthly updates to managers. HR support to managers. ELT approval of Fixed Term Contract extensions.	Corporate	Human Resources	Board Risk	Workforce	07/01/2026	13/05/2026	Smith, Laura
S6	Healthcare Associated Infections	Medium (4 x 1)	Medium (4 x 1)	If we do not maintain adequate control measures we increase our susceptibility to Healthcare Associated Infection events, resulting in a negative impact on patient care and delivery of clinical and corporate objectives.	HAI has the potential to negatively impact patient clinical outcomes and also affect operational delivery through events such as ward closures threatening SLA delivery. Increased incidence of HAI may negatively impact staff both morale and productivity through ward closures and additional scrutiny. If unable to satisfy HEI inspectorate could lead to intervention from HHS and/or SG with supported improvement plans which could have impact on operational delivery, financial resource to support improvements and public reports of non-compliance would damage confidence in GINW.	The controls in place by the Board and ongoing work mean that this risk is retained. The Annual work plan approved and progress monitored at PICC meeting. Appropriate clinical risk assessment and patient screening for MSRA and CPE. Monitoring and analysis of HEAT target data for SAB and CDI supported by multidisciplinary reduction interventions. SCNs fully engaged via weekly visits and monthly peer reviews and HEI preparedness committee. HAI Scribe process in place that ensures Infection Control built in to all building/ estate issues. Board Consultation Microbiologist Appointment in May 2020; OOH support continues via SLA with NHS GGC.	Corporate	Infection Control	Board Risk	Clinical risk	04/11/2020	16/04/2026	Cavanagh, Anne Marie
SR-242	Recruitment and Retention of key staff across NHSGJ	Medium (3 x 3)	Low (3 x 2)	If we fail to recruit and retain key staff/ skills across NHSGJ (either through natural attrition or retirement), then there would be a negative impact on patients and the ability to meet service needs.	Strategic Operational delivery Workforce Reputation Clinical Risk	Succession planning and PDP's to support the organisation's skill retention and ensure staff see NHSGJ as an attractive option. Workforce risks developed at Divisional level where key roles are identified as hard to fill with contingency plans in place to ensure services are delivered. Contingency plans in place which detail service requirements and what to do and use of WLI, Agency and Locum where staffing would impact on services delivery. Details of workforce challenges contained within the service/ department workforce heat map. Monitoring staff turnover, iMatter scores which detail ERR scores across the organisation. Recruitment across the entire organisation via Vacancy Management Group which highlights ongoing recruitment to ELT. Kindness Matters culture programme.	National Elective Services		Board Risk	Workforce	30/11/2020	09/04/2026	Smith, Laura
270	SACCS Service	Medium (3 x 3)	Medium (3 x 2)	There is a risk relating to the patients on the SACCS service waiting list while the service is paused.	Unsatisfactory experience with potential for long term effects if mitigations are not implemented.	Weekly review of patients on waiting list with AMD input. Service paused for review improvement opportunities to be undertaken within the service. This has been taken forward with collective support across the organisation, and external review and advice. Regular Executive oversight of progress against the SACCS renewal action plan. Assurance to Clinical Governance Committee over progress	Heart, Lung and Diagnostic Services		Board Risk	Clinical risk	12/12/2025	27/04/2026	MacGregor, Mark
S22	Site Masterplan	Medium (3 x 3)	Medium (3 x 2)	If we do not ensure a robust approach to planning of site capacity then we will fail to effectively utilise the available space.	Increasing demands on the available space via Expansion, Academy, Recovery plan, and natural growth in service mean conflicting pressures for space. Short term moves to accommodate risk multiple relocation of services, moves that are not fit for purpose, impact on staff morale, financial and service costs of multiple moves and risk that we do not maximise available opportunities.	A number of controls are in place: Site utilisation group in place Workplace for the future programme Design team appointment to review options Phase 2 Expansion programme design Initial moves for office relocations almost complete Direct communications with departments to confirm in advance requirements prior to move	Corporate		Board Risk	Strategic	16/08/2021	01/09/2026	Gamble, Jonny