

NHS Golden Jubilee



Meeting: NHS Golden Jubilee Board
Meeting date: 28 May 2026
Title: Strategic Risk Register
Responsible Executive/Non-Executive: Jonny Gamble, Executive Director of Finance
Report Author: Kevin McMahon, Head of Risk & Clinical Governance

1 Purpose

This is presented to the Board for:

Assurance	<input type="checkbox"/>	Awareness	<input type="checkbox"/>
Decision	<input checked="" type="checkbox"/>	Discussion	<input type="checkbox"/>

This report relates to a:

Annual Delivery Plan	<input type="checkbox"/>	Local Policy	<input type="checkbox"/>
Emerging Issue	<input type="checkbox"/>	NHS / IJB Strategy or Direction	<input type="checkbox"/>
Government Policy or Directive	<input type="checkbox"/>	Other (Effective decision making in NHS Golden Jubilee)	<input checked="" type="checkbox"/>
Legal Requirement	<input type="checkbox"/>		

This aligns to the following NHS Scotland quality ambition(s):

Safe	<input type="checkbox"/>	Effective	<input type="checkbox"/>
Person-Centred	<input type="checkbox"/>	Leadership, Strategy and Risk High Performing Organisation	<input checked="" type="checkbox"/>

Please select the level of assurance you feel this report provides to the board/committee and briefly explain why:

Significant	<input type="checkbox"/>	Moderate	<input type="checkbox"/>
Limited	<input type="checkbox"/>	No Assurance* / Not Yet Assessed* (*delete)	<input type="checkbox"/>

Comment:

From the list below, please select which Board Priority this paper relates to. If none of the priorities suit, please select other and briefly explain why this paper needs to be reviewed at Board/Committee:

Service Sustainability	<input type="checkbox"/>	Financial Sustainability	<input type="checkbox"/>
Workforce Sustainability	<input type="checkbox"/>	Environmental Sustainability	<input type="checkbox"/>
Quality and Safety	<input type="checkbox"/>	Population Health and Health Inequalities	<input type="checkbox"/>
Other	<input type="checkbox"/>		

Comment:

2 Report summary

The Strategic Risk Register reports on material changes across each of the portfolio areas within NHS Golden Jubilee. This report is intended to provide a summary of any significant changes to risks including scoring, new risks or closed risks since the last period of reporting. Section 2.1 outlines the current activity to support corporate risk management.

2.1 Situation

The ELT Risk group continue to meet on a monthly basis to provide oversight and review the strategic and operational risk profile. The revised risk management framework is currently being implemented across the organisation, training has been provided to the Senior Leadership Team (SLT) and various departments throughout the Board.

The number of risks within the strategic risk register has reduced to 13 risks. This includes 1 risk de-escalated to the operational risk register relating to the SACCS service (271), one risk closed relating to staff wellbeing and absence (243), and one new risk relating to staff attendance at work (282). All risks have been reviewed. Risk 267 relating to waiting times will be transferred from a clinical risk to an operational risk. This risk is under review by ELT Chief Operating Officer. The detail of all the risks is outlined below and in appendix 1.

2.2 Assessment

2.2.1 New/Escalated Risks

There is 1 new risk within the strategic risk register. The thorough review of the current strategic risks have taken place by the ELT Risk group with a number of risks reframed and adjusted.

Staff attendance at work (Risk 282), 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.

2.2.2 Risks Closed/De-escalated

Since previously reported to the Committee there is 1 strategic risk closed. The ELT risk group reviewed the strategic risks and determined 1 of the strategic risks can be de-escalated to the divisional risk register.

Closed risks:

Risk SR-243 Staff Wellbeing and Absence: There is a risk that service re-design may result in fewer resources delivering the same level of activity. The risk related to service design. A new risk 282 has been identified specifically relating to staff attendance.

Risk 252 relating to the financial position for 2025/26 has been closed following ELT review. The risk has now reached its target score. Consideration for risks related to the financial plan for 2026/27.

De-escalated risks:

Risk 271 relating to SACCS service actions and restarting is deemed to be an operational risk that is being managed through operational and clinical governance structures.

2.2.3 Risks Increased

There have been no strategic risks that have increased in score.

2.2.4 Equality and Diversity, including health inequalities

There are no specific issues that require to be noted.

2.2.5 Communication, involvement, engagement and consultation

The Strategic Risk Register is presented to Executive Leadership Team, with further engagement throughout the organisation on the various subsets of risks, including Staff Governance And Person Centered Group, and Clinical Governance Risk Management Group.

2.3 Route to the Meeting

The Strategic Risk Register has been discussed at the ELT Risk group in February and April 2026 and at Audit and Risk Committee on 19 May 2026.

3 List of appendices

The following appendices are included with this report:

- Appendix 1 Strategic Risk Register