

NHS Golden Jubilee



Meeting: NHS Golden Jubilee Board
Meeting date: 27 August 2026
Title: Strategic Risk Register
Responsible Executive/Non-Executive: Jonny Gamble, Executive Director of Finance
Report Author: Kevin McMahon, Head of Risk and Clinical Governance

1 Purpose

This is presented to the Board for:

Assurance	X	Awareness	☐
Decision	X	Discussion	☐

This report relates to a:

Annual Delivery Plan	☒	Local Policy	☐
Emerging Issue	☐	NHS / IJB Strategy or Direction	☒
Government Policy or Directive	☐	Other	☐
Legal Requirement	☒		

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

Safe	☒	Effective	☒
Person-Centred	☒		

Significant	☒	Moderate	☐
Limited	☐	No Assurance* / Not Yet Assessed* (*delete)	☐

Comment: The Executive Leadership Team (ELT) meet on a regular basis to discuss the risks associated with the NHS GJ Strategy and operational delivery.

Service Sustainability	☒	Financial Sustainability	☒
Workforce Sustainability	☒	Environmental Sustainability	☐
Quality and Safety	☒	Population Health and Health Inequalities	☒
Other	☐		

Comment: The paper outlines the risks associated with the NHSGJ strategy.

2 Report summary

2.1 Situation

The Strategic Risk Register reports on material changes across each of the portfolio areas within NHS Golden Jubilee. This report provides a summary of significant movements since the previous reporting period, including new strategic risks, changes to scoring, review dates, risk descriptions and controls.

2.2 Background

The ELT Risk Group continues to meet monthly to provide oversight and review of the strategic and operational risk profile. The revised risk management framework continues to be implemented across the organisation, with ongoing engagement and review through the relevant governance routes.

The detailed risks remain set out in Appendix 1

2.3 Assessment

2.3.1 New/Escalated Risks

There are 3 new strategic risks included in the updated register and 2 existing risks that have increased in score:

- BR-303 Business Services Transformation – Design & Implementation of new ERP (Enterprise Resource Planning) system
- BR-304 Business Services Transformation Impact of National roles on the delivery of core NHS Golden Jubilee deliverables.
- Risk 347 - There is a risk that NHSGJ financial planning in the medium term is uncertain due to national financial constraints.
- DR-168 Unisoft Endoscopy System - End of life: current risk level has increased to Very High, while the target risk level remains Medium. This should be noted given the dependence on the unsupported local endoscopy reporting system and the delay to the nationally procured SOLUS solution.
- Risk 266 - Engagement in National Planning: The risk has increased in score to high from medium. The risk remains under review by ELT. An additional control has been added, noting the opportunity to strengthen clinical engagement on national planning through Scottish Executive Nurse

Directors (SEND) and Scottish Executive Medical Directors (SEMD). This risk is under review for the impact on strategy.

2.3.2 Risks Closed/De-escalated

No strategic risks were closed or de-escalated. The SACCS Service risk remains on the updated register as Risk 270 at present.

2.3.3 Risks Increased / Material Changes

The following material changes have been identified in the updated register,

- B003/22 Executive Recruitment and Retention: The impact narrative has been expanded to reference strategic and operational delivery, workforce impact and reputational impact.
- 266 Engagement in National Planning: The review date has moved from 30 June 2026 to 1 October 2026. An additional control/opportunity has been added, noting the opportunity to strengthen clinical engagement on national planning through SEND and SEMD.
- 272 Financial Risk of Fixed Term Contracts exceeding two years: scoring and narrative remain broadly unchanged, with the review date moved from 13 May 2026 to 8 January 2027. This risk is being actively reviewed.
- S11 Expansion Programme: controls have been updated to reflect reporting to ELT by the Director of Estates as the programme transitions to business as usual. A trigger point for de-escalation is now identified as completion of the Theatre Recovery area by the end of financial year 2026/27. The review date has moved from 6 April 2026 to 6 October 2026.
- S22 Site Masterplan: service is now recorded as Estates and Facilities, with the review date moved from 1 September 2026 to 29 October 2026. This relates to close monitoring on the estates programme and the outstanding actions still being progressed.

Overall, the most significant assurance points for the Committee are the addition of two new Business Services Transformation risks, the escalation of DR-168 to Very High, the increased target score for B003/22.

2.3.4 Emerging risks

The Digital Steering Group are considering the digital and cyber risk profile. Another risk workshop is planned for August 2026 to finalise the risks and determine the consequences on the strategic objectives of NHSGJ.

2.3.5 Quality/ Patient Care

The paper outlines the impact on quality and patient care where required.

2.3.6 Workforce

There are a number of risks that consider the workforce implications. Risk 272 primarily relates to the financial implications associated with fixed-term contracts exceeding two years

2.3.7 Financial

Achieving financial balance remains a key organisational challenge, and Risk 347 reflects the uncertainty associated with medium-term financial planning.

2.3.8 Risk Assessment/Management

The paper outlines the strategic risks.

2.3.9 Equality and Diversity, including health inequalities

Equality and Diversity, including health inequalities is considered by the ELT as part of the risk management process.

2.3.10 Climate Emergency and Sustainability

There are no direct risks associated with climate change within this paper.

2.3.11 Other impacts

Nil

2.3.12 Communication, involvement, engagement and consultation

The Board has carried out its duties to involve and engage external stakeholders where appropriate and in accordance with the Health and Social Care Communication and Engagement Strategy and process.

- The ELT Risk group met on the 29th July 2026.

2.3.13 Route to the Meeting

This has been previously considered by the following meetings as part of its development. The meetings have either supported the content, or their feedback has informed the development of the content presented in this report.

- The ELT Risk group met on the 29th July 2026.
- Audit and Risk Committee – 18 August 2026

2.4 Recommendation

Decision – Reaching a conclusion after the consideration of options.

3 List of appendices

The following appendices are included with this report:

- Appendix No 1, Strategic risk register