



NHS Lanarkshire Corporate Risk Register Overview

NHSL Board

Reporting Period: January 2023 – March 2023

NHSL Corporate Risks – Dashboard

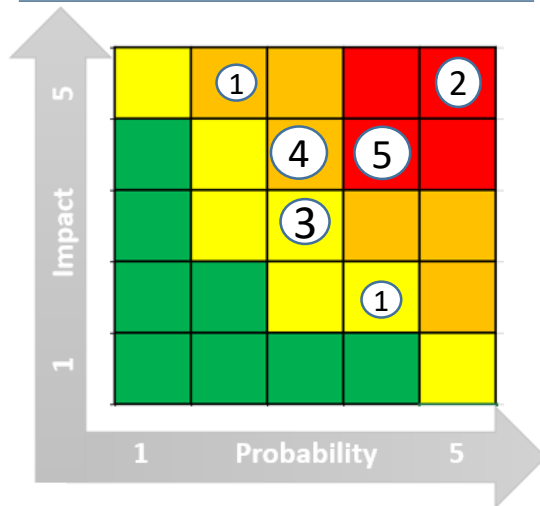
Executive Summary

- During the time of significant system pressures, NHSL took the direction of the board chair & the Director General in early 2023 by implementing 'lighter touch governance arrangements' by becoming more agile in the current approach to risk whilst ensuring risk is discussed and considered when appropriate
- Any emerging or new risks are discussed weekly as per the Corporate Management Team Agenda
- All risks on the Corporate Risk Register are consistently reported to relevant assurance committees to provide oversight and assurance

Risk Register	Number of Risks
Corporate	16

Risk movement since last report						
No Change	Increase	Decrease	New	Closed	Escalated	De-escalated
13	-	2	1	-	-	-

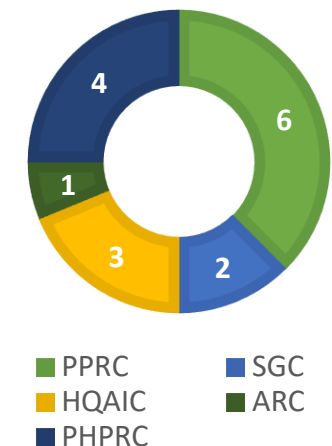
Corporate Risk Heat Map




Highest Scoring Corporate Risks

Risk	Score	Trend
2038 Procurement of a new NHS Lanarkshire Labs Managed Service Contract	25	↔
2197 Ability of NHS Lanarkshire to Deliver a Balanced Budget within Periods 23/24 – 25/26	25	NEW

Corporate Risks Reported to Assurance Committees



Corporate Risks - Summary





Ref	Risk Title	Jan	Feb	Mar	Risk Trend	Target Score	Commentary
2038	Procurement of new NHS Lanarkshire Labs Managed Service Contract	25	25	25		4	Bid responses are to be evaluated between Jan-March 23 by the programme board. Risk will be fully reviewed in light of this thereafter.
2197	Ability of NHS Lanarkshire to Deliver a Balanced Budget within Periods 23/24 – 25/26	-	25	25	NEW	9	New risk created to articulate the significant risk of NHSL being unable to deliver a balanced budget for the financial periods 23/24 to 25/26. Both current probability and impact are scored at a 5 resulting in an overall score of 25.
2123	Ability of NHS Lanarkshire to Deliver a Balanced Budget Within Year 2022/2023	20	10	10		9	Due to the deficit value being substantially smaller than first forecast, the current likelihood has been reduced to 'unlikely', reducing the risk level from Very High to High.
2135	Heightened Cyber Threat	16	16	16		6	No significant change since last report. However new industry standard cyber tools have been procured to assist with new cyber threats/vulnerabilities and security event management.
2155	Impact of Unpredictable Public Health Outbreaks on Current Services	16	16	16		6	When first articulated, the risk reflected the national decision not to offer vaccines to all staff and instead limit to patient facing jobs which we now know is not the case. However, covid, seasonal flus and other public health outbreaks are still producing an increased risk to sustain core clinical services. To be further discussed with Director of Public Health for further development.
1703	Safe and Effective Decontamination of Casualties Exposed to Chemical, Biological or Radiological Substances.	12	12	12		4	Meeting with CRM and risk lead booked to fully review risk on 23rd March 2023.
2150	Ability to maintain General Medical Service provision	16	16	16		9	No material change to risk. Meeting arranged with Mark & Soumen to review. Risk title updated to reflect the risk more accurately.
2126	Sustaining Primary Care Out of Hours Service	16	16	16		9	No material change to risk, wording of Control 1 altered to highlight safety netting via A&E is the contingency measure. Risk Lead changed to Chief Exec.

Corporate Risks – Summary Cont.

Ref	Risk Title	Jan	Feb	Mar	Risk Trend	Target Score	Commentary
2129	Sustaining Whole System Patient Flow	16	16	16		9	Additional control added referencing Operation Flow
2125	Optimal Clinical Outcomes	12	12	12		6	No change to risk description presently. Control removed regarding command structure use for decision making. Additional control added regarding Op Flow Firebreak.
2039	Staff Fatigue, Resilience, Wellbeing & Safety	12	12	12		6	Current controls and planned actions updated.
2073	NHSL Reputation Regarding FAI	12	9	9		9	Additional control added to reflect the Communications team monitoring of current and upcoming FAI's in terms of media coverage and potential responses has led to a reduction in current likelihood, reducing the overall risk level from 'High' to 'Medium'.
2124	Sustaining a safe workforce	12	12	12		9	Current controls and planned actions updated.
1710	Public Protection	9	9	9		6	Control 6 & 8 merged to highlight the resumption of BAU services as Public Protection is a protected service. Risk Lead changed to Chief Exec.
594	Prevention & Detection of Fraud, Bribery and/or Corruption	8	8	8		6	No change to risk at this time.
2062	Development of the New Healthcare Strategy, Our Health Together	9	9	9		9	Risk description currently being revised to remove references to covid & will go to next SDT for approval. Good progress has been made in the development of the new strategy and therefore SDT will look to reduce the likelihood at the next meeting. Action updated to reflect stakeholder engagement process between April - June 23.

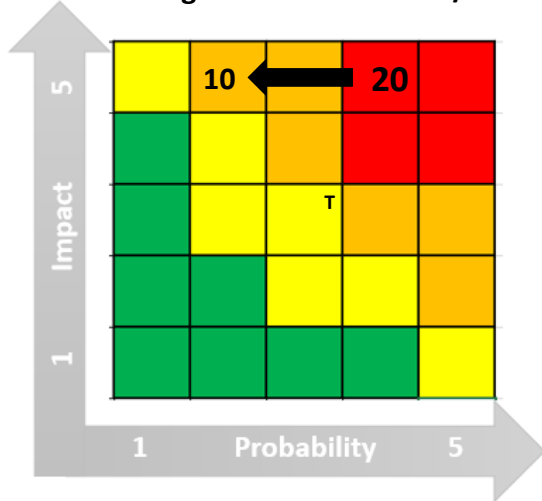
Detail of Risk Movement

Movements in Corporate Risks

Risk		Score	Trend	Target Score	Commentary
2123	Ability of NHSL to Deliver a Balanced Budget Within Year 2022/23	10		9	Due to the deficit value being substantially smaller than first forecast, the current likelihood has been reduced to 'unlikely', reducing the risk level from Very High to High and the risk score from 20 to 10.
2197	Ability of NHS Lanarkshire to Deliver a Balanced Budget within Periods 23/24 – 25/26	25		9	New risk created to articulate the significant risk of NHSL being unable to deliver a balanced budget for the financial periods 23/24 to 25/26. Both current probability and impact are scored at a 5 resulting in an overall score of 25.
2073	NHSL Reputation Regarding FAI	9		9	Additional control added to reflect the Communications team monitoring of current and upcoming FAI's in terms of media coverage and potential responses has lead to a reduction in current likelihood, reducing the overall risk level from 'High' to 'Medium'.
2155	Impact of Unpredictable Public Health Outbreaks on Current Services	16		6	After a substantial review and update it was recognised that the risk has evolved. When first articulated, the risk reflected the national decision not to offer vaccines to all staff and instead limit to patient facing jobs which we now know is not the case. However, covid, seasonal flus and other public health outbreaks are still producing an increased risk to sustain core clinical services.

Corporate Risk in Focus – Decrease

2123: Ability of NHS Lanarkshire to Deliver a Balanced Budget within Year 2022/23

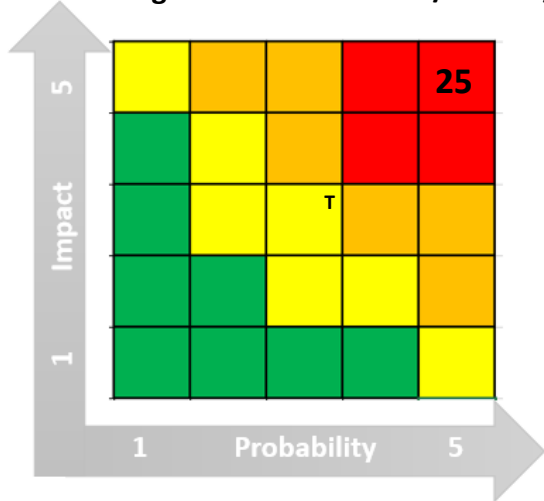


Risk Trend	Decrease
Current probability reduced from 'likely' to 'unlikely'	
Due to the deficit value being substantially smaller than first forecast, the current probability has been reduced to 'unlikely', reducing the risk level from Very High to High and the risk score from 20 to 10.	

Risk Description	Risk Owner	Risk Lead
There is a significant risk that NHS Lanarkshire will be unable to realise required savings for year 2022/23 and deliver a balanced budget whilst maintaining essential services, meeting legislative requirements whilst being responsive to strategic change.	Laura Ace	Jann Gardner
Current Controls		
<ol style="list-style-type: none"> 1. Financial modelling for recover and redesign 2. Maximise financial management opportunities in the short-term 3. Intelligence gathering and scenario planning 4. Regular horizon scanning 5. New Financial Recovery Group meeting 2/52 6. Participation in National Savings Groups 		
Actions		
<ol style="list-style-type: none"> 1. Continuous review of financial quarter position 2. Resume activity around sustainability and savings plans when is reasonably appropriate 		

Corporate Risk in Focus – New

2197: Ability of NHS Lanarkshire to Deliver a Balanced Budget within Periods 23/24 – 25/26

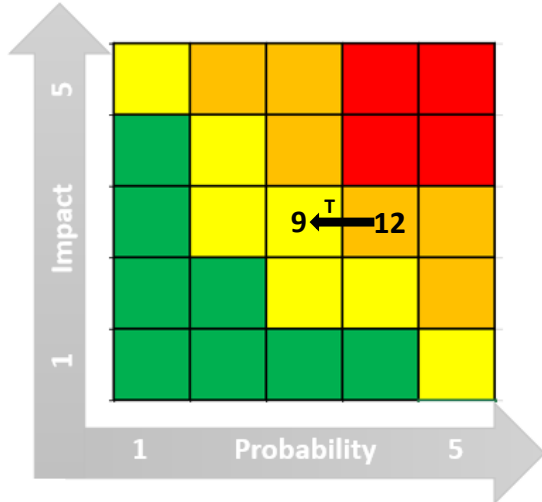


Risk Trend	New Risk
<p>New risk created to articulate the significant risk of NHSL being unable to deliver a balanced budget for the financial periods 23/24 to 25/26. Both current probability and impact are scored at a 5 resulting in an overall score of 25.</p>	

Risk Description	Risk Owner	Risk Lead
There is a significant risk that NHSL will be unable to realise required savings to break even & deliver a balanced budget for the period of 2023/24 – 2025/26, whilst maintaining essential services & meeting legislative requirements whilst being responsive to strategic change.	Laura Ace	Jann Gardner
Current Controls		
<ol style="list-style-type: none"> 1. Maximise financial management opportunities in the short-term 2. High thresholds and strict criteria for any additional spend 3. Intelligence gathering and scenario planning to ensure forecasts as reliable as possible 4. Regular horizon scanning for opportunities and threats 5. Enhanced Sustainability & Value Programme covering all areas of the organisations operations and spend and linked firmly to the Boards overall healthcare strategy 6. Participation in National Savings Groups 7. Agreement with SG regarding brokerage repayment. 		
Actions		
<ol style="list-style-type: none"> 1. Continuous review of financial quarter position 2. Accelerate activity around sustainability and savings plans when is reasonably appropriate 		

Corporate Risk in Focus – Decrease

2073: NHSL Reputation Regarding FAI

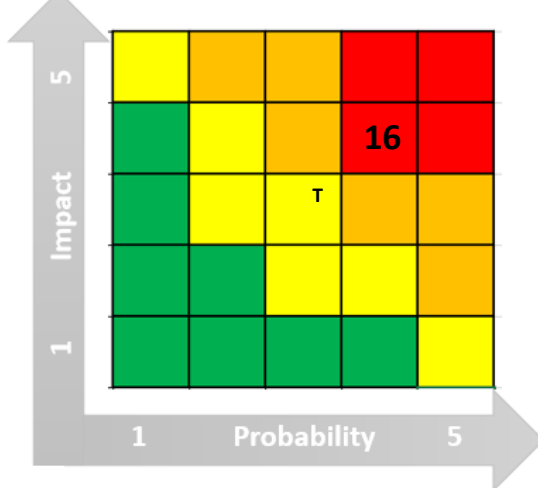


Risk Description	Risk Owner	Risk Lead
There is a risk that NHSL will be subject to adverse publicity resulting from a scheduled FAI, impacting on the reputation of the organisation.	Jann Gardner	Jann Gardner
Current Controls		
<ol style="list-style-type: none"> 1. Continuous review and improvement of the systems in place for review of significant adverse events, including liaison with family 2. Implementation and monitoring of action plans for each FAI. 3. Communication team regularly monitor media outlets to understand any current or upcoming coverage of FAI's relating to NHSL & to ensure a readiness to respond if necessary. 		

Risk Trend	Decrease
Current probability reduced from 'likely' to 'may or may not occur'	
Additional control added to reflect the Communications team monitoring of current and upcoming FAI's in terms of media coverage and potential responses has lead to a reduction in current likelihood, reducing the overall risk level from 'High' to 'Medium'.	

Corporate Risk in Focus – Change

2155: Impact of Unpredictable Public Health Outbreaks on Current Services



Risk Trend	Change
Title, description & mitigations have been reviewed and substantially updated	
<p>After a review and update it was recognised that the risk has evolved. When first articulated, the risk reflected the national decision to not offer vaccines to all staff, instead limiting to patient facing jobs which we now know is not the case. However, covid, seasonal flus and other public health outbreaks are still producing an increased risk to sustain core clinical services. The risk is being further developed with Director of PH.</p>	

Risk Description	Risk Owner	Risk Lead
Due to the ongoing impact of covid, seasonal flus and other unpredictable public health outbreaks on our current services and staff, there is an increased risk to our ability to sustain core clinical services which could negatively impact upon patient care & NHSL reputation.	Jann Gardner	Jann Gardner
Current Controls		
<ol style="list-style-type: none"> 1. Agile Vaccination Programme which can be increased or decreased in capacity and capability as required 2. OPEL Escalation Ladder 3. Use of both National and local data within the organisation to understand trends 4. Ongoing Covid financial support 		
Actions		
<ol style="list-style-type: none"> 1. Move through the stages of Operation Flow 		

Very High Risks – Summary

There is now 5 very high risks managed within the Acute Division:

Ref	Risk Title	Jan	Feb	Mar	Risk Trend	Target Score	Commentary
2042	Unscheduled Care	25	25	25		4	Risk reviewed by Dr John Keaney, controls updated to reflect Operation Flow.
2178	Treatment Time Guarantee	20	20	20		9	No change to risk a most recent review.
1848	Staff Resilience	16	16	16		2	Controls updated by Ruth Thomson at latest review.
2137	Finance	16	16	16		8	No change to risk a most recent review.
2016	Impact on Diagnosis and Treatment as Services were stepped down during Acute Covid Repsonse	16	16	16		6	Risk remains relevant with no changes at most recent review.

There is now 3 very high risks for the South H&SCP:

Ref	Risk Title	Jan	Feb	Mar	Risk Trend	Target Score	Commentary
1995	Practice Sustainability Impact on PCIP (GMS2018-002)	20	20	20		12	To be reviewed at next GMS OEG.
2111	Clincial Staffing Levels Out of Hours	20	20	20		9	Risk Owner updated to Dr Mark Russell.
2029	ICST Workforce	16	16	16		12	Ongoing challenges around Band 6 District Nursing.

Very High Risks – Summary Cont.

There is 2 very high risks for Monklands Business Continuity:

Ref	Risk Title	Jan	Feb	Mar	Risk Trend	Target Score	Commentary
1773	Deterioration/Failure of Cast Iron Pipes	16	16	16		9	AECOM have issued revised brief for the inspection works in ward 15 and the cast iron drainage replacement works within ward 16 and the management floor below. This also includes replacement of the cast iron drainage stack above and below clinical simulation room 18 (ND919).
1772	Deterioration/Failure of Existing Below Ground Drainage	16	16	16		9	NHSL to review PSCP reports to identify potential improvements.

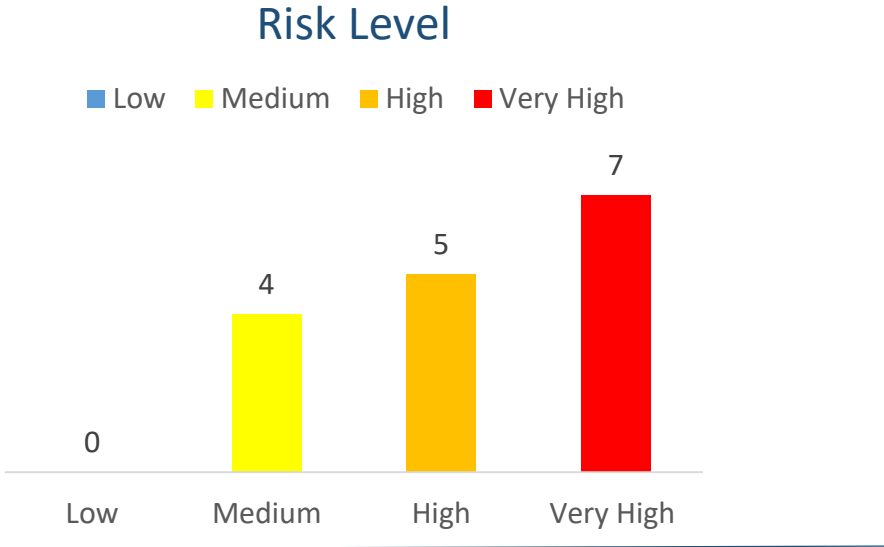
There is 1 very high risks for the Monklands Replacement Project (MRP):

Ref	Risk Title	Jan	Feb	Mar	Risk Trend	Target Score	Commentary
2177	MRP Workforce Recruitment	16	16	16		9	FBC Workforce workshop took place on 8th Feb with actions identified.

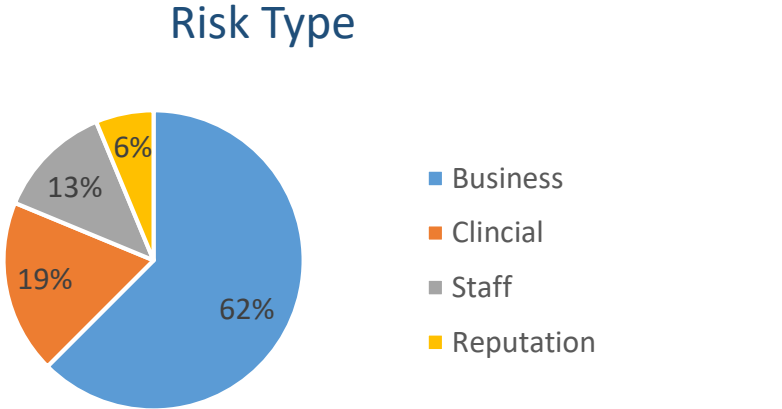
There is 2 very high risks for the Primary Care Improvement Plan (New GMS Contract) :

Ref	Risk Title	Jan	Feb	Mar	Risk Trend	Target Score	Commentary
2048	Delivery of GMS2018 Contract - Pharmacotherapy Services (GMS2018-016)	20	20	20		9	Risk Owner updated to Dr Mark Russell.
1997	PCIP Workforce (GMS2018-005)	16	16	16		12	Risk Owner updated to Dr Mark Russell.

Corporate Risk Trends



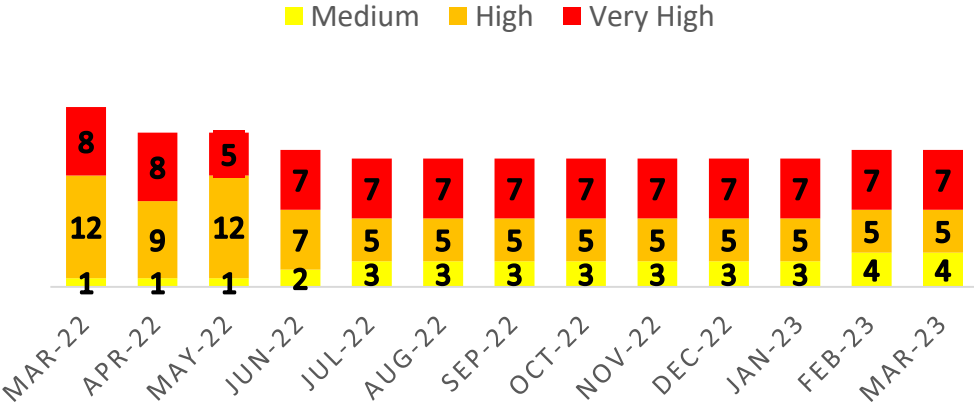
Of the 16 Corporate Risks reported (an increase of 1 from previous reporting period), 7 of the reported risks are very high, 5 are high (an increase of 1) and 4 are medium (an increase of 1) in terms of risk level.



Business risk is the largest risk type within the corporate risk register with 10 out of 16 being classed within that risk type. 3 risks are classed as clinical, 2 as staff and 1 risk as reputational.

Corporate Risk Trends

CORPORATE RISK PROFILE



NHSL have improved their corporate risk profile in the past year, reporting 5 less corporate risks in March 2023 than in March 2022. The very high risks have reduced by 1, the high risks have significantly reduced by 7 and the medium risks seen an increase of 3.