



# **NHS Lanarkshire**

## **Corporate Risk Register-Summary Overview**

**Reporting Period: September - November 2024**

# Corporate Risks Dashboard (Extract September - November 2024)

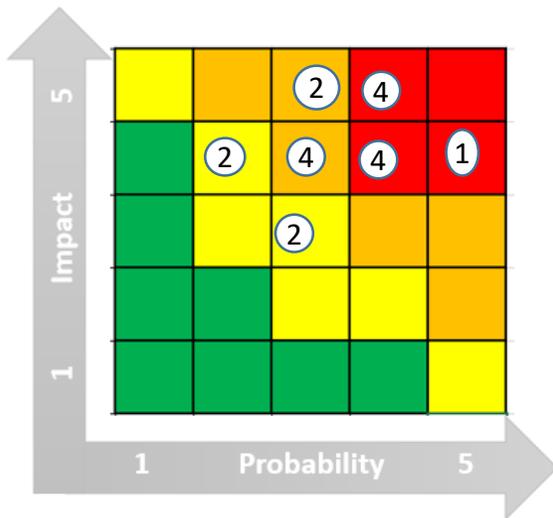
## Executive Summary

- All risks on the Corporate Risk Register have an update requested monthly.
- Risk workshops with both CMT and Board members have been delivered in September & October.
- Inphase is now live and work is ongoing to ensure that all risks are accessible for risk owners and leads.
- Work has commenced to capture a risk around very long waits in planned care.
- Review of current Financial risk is underway with DoF with the aim of separating the risk into a short term and long term financial risk.

Risk Register	Number of Risks
Corporate	19

Risk Movement Since Last Report						
No Change	Increase	Decrease	Closed	De-Escalated	New	Escalated
18	-	1	-	-	-	-

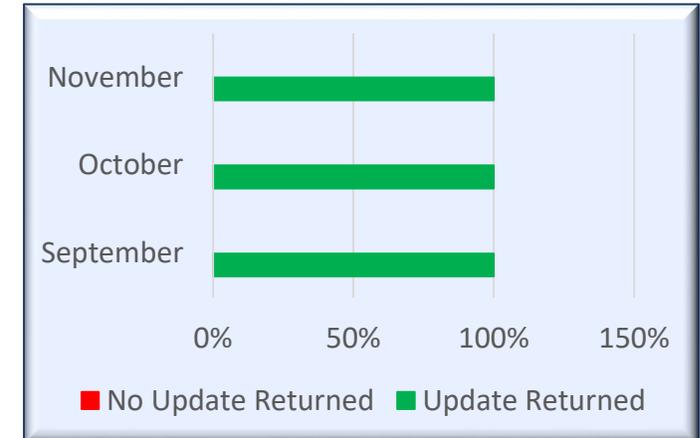
## Corporate Risk Heat Map



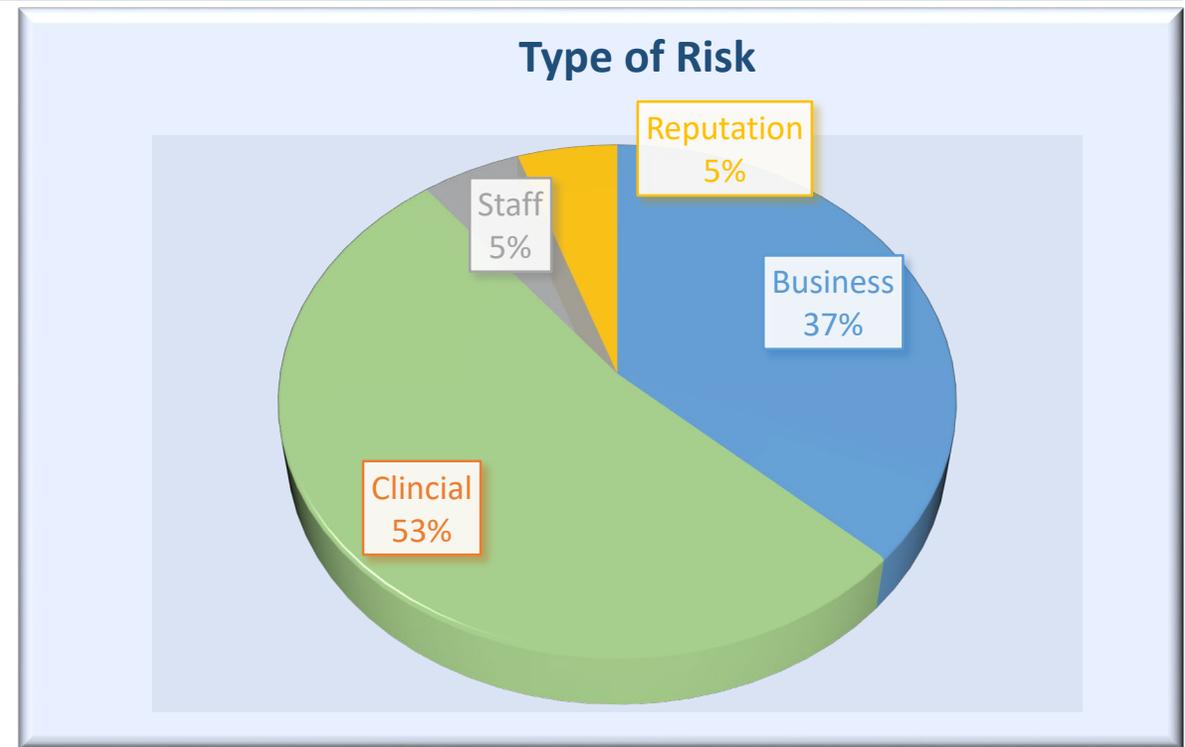
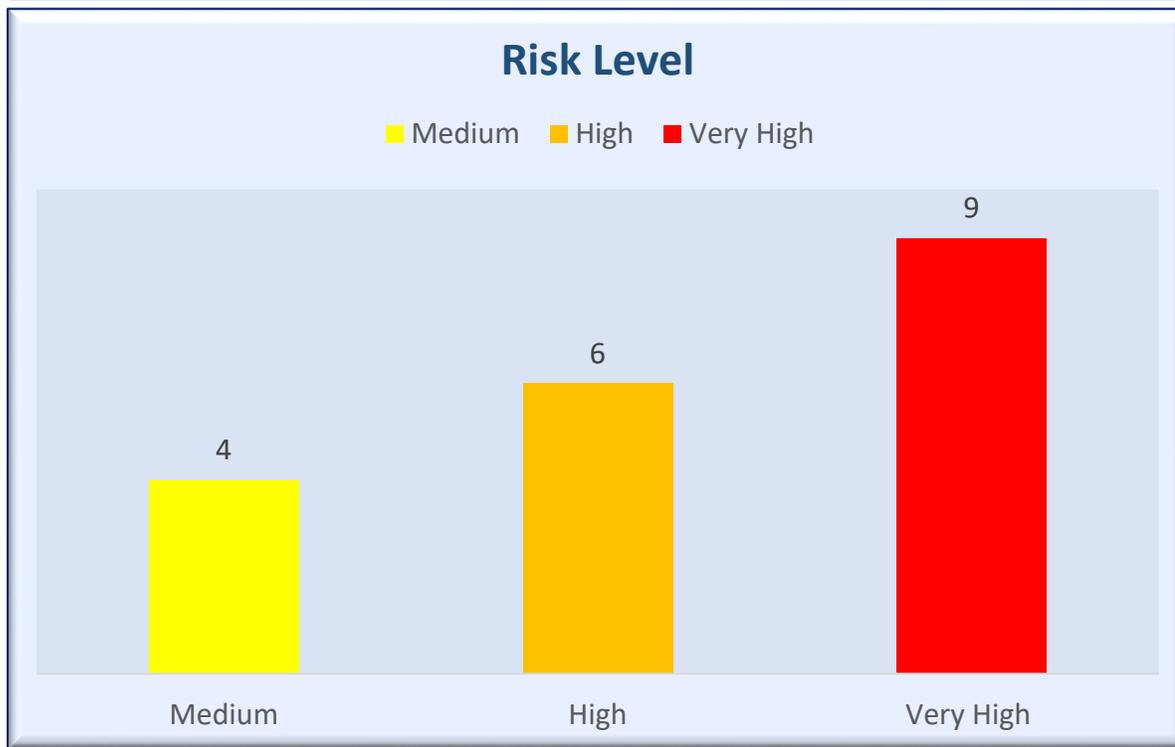
## Corporate Risk Reports Discussed at CMT:

Dates:		
2 <sup>nd</sup> September 2024	7 <sup>th</sup> October 2024	4 <sup>th</sup> November 2024

## Corporate Risks Updated



# Corporate Risks Dashboard (Extract September - November 2024)



19 Corporate Risks reported

- 9 are very high
- 6 are high
- 4 are medium

19 Corporate Risks reported

- 7 are Business risks
- 10 are Clinical risks
- 1 are staff risks
- 1 is reputation

# Corporate Risks Dashboard (Extract September - November 2024)

Ref	Risk Title	Sep	Oct	Nov	Risk Trend	Target Score	Commentary
2197	Ability of NHS Lanarkshire to Deliver a Balanced Budget within Periods 23/24 – 25/26	20	20	15		9	Month 6 position and onward trajectory better than the FP, receipt of additional SG Income, early identification of S&V programme items for FY 2024/25 has lead to decrease in probability from 4 to 3, reducing the risk overall from very high to high.
2218	Urgent & Unscheduled Care	20	20	20		6	Risk reviewed by R Coulthard, no change to controls, score or actions.
2219	Planned Care	20	20	20		6	Risk reviewed by R Coulthard, no change to controls, score or actions.
2274	Non-Compliance with HCSW Agency Use DL(2024) 04	20	20	20		4	Risk reviewed by E Docherty, no change to score, controls or actions.
2212	Failure to Comply with NHS Sustainability Policy, DL (2021) 38	20	20	20		9	Risk reviewed, mitigating actions updated. Bid for next tranch of grant funding deferred as the Green Public Sector Estates De-Carbonisation grant has not opened for 25/26 capital bids.
Inphase #25	Very Long Waits	20	20	20		5	Risk reviewed by C Deighan in November, all actions are ongoing via Operation Flow.
2038	Procurement of new NHS Lanarkshire Labs Managed Service Contract	16	16	16		4	Risk reviewed by R Coulthard, no change to controls, score or actions.
2135	The Impact from Heightened Cyber Threat	16	16	16		6	Departmental Digital Plan (Cyber Security Section) updated to reflect previous years progress and actions. 4 new departmental risks now active and will be populated month on month
2129	Whole System Unscheduled Care Patient Flow	16	16	16		9	Risk reviewed by K Orr and C Lauder in November, no changes to controls or actions at this time.
2150	Ability to maintain General Medical Service provision	16	16	16		12	Risk reviewed by S Sengupta, no change at this time. Meeting arranged for next review period with CRM.

# Corporate Risks Dashboard (Extract September - November 2024)

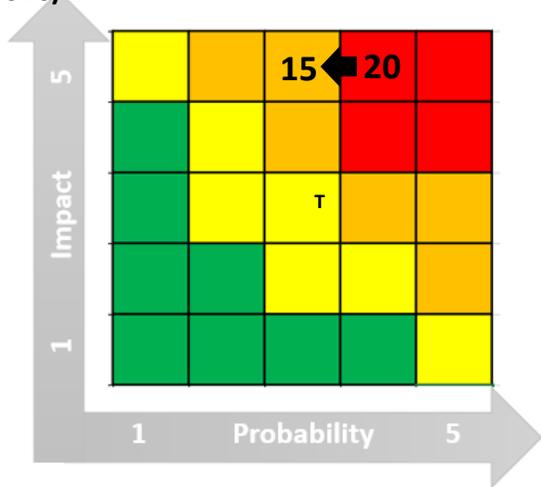
Ref	Risk Title	Sep	Oct	Nov	Risk Trend	Target Score	Commentary
2290	New Models of Care	15	15	15	—	9	Risk reviewed by T Marshall in November, Specialist Clinical Development sessions have now been carried out, staff engagement strategy is completed and twice weekly espresso sessions arranged on interface and virtual wards.
Inphase#26	Widening Inequalities	12	12	12	—	6	Risk reviewed by J Pravinkumar, controls and actions remain appropriate.
2155	Impact of Unpredictable Public Health Outbreaks on Current Services	12	12	12	—	6	Risk reviewed by J Pravinkumar, controls and actions remain appropriate.
1703	Safe and Effective Decontamination of Casualties Exposed to Chemical, Biological or Radiological Substances.	12	12	12	—	4	Risk reviewed by J Pravinkumar, controls and actions remain appropriate.
2039	Staff Absence and Wellbeing	12	12	12	—	6	Risk reviewed by J Jones, scoring, controls and actions remain appropriate.

# Corporate Risks Dashboard (Extract September - November 2024)

Ref	Risk Title	Sep	Oct	Nov	Risk Trend	Target Score	Commentary
2213	Ability to Respond to Climate Change	9	9	9	—	9	Risk reviewed by C Lauder, all controls and actions remain appropriate.
1710	Public Protection	9	9	9	—	9	Risk reviewed by E Docherty, all controls and actions remain appropriate.
2230	UHM Fire Safety Waste Receptacles	8	8	8	—	6	Risk reviewed by C Lauder, all controls and actions remain appropriate.
594	Prevention & Detection of Fraud, Bribery and/or Corruption	8	8	8	—	6	Risk reviewed by M Breen, controls, actions and scoring remain appropriate as of November 2024. A range of activities were carried out across NHS Lanarkshire to raise awareness during Fraud week (18th to 22nd November).

# Corporate Risk in Focus 2197 – Decrease

2197: Ability of NHS Lanarkshire to Deliver a Balanced Budget within Periods 2024/25 – 2026/27



Risk Trend	Decrease
Risk reviewed by M Breen, controls and actions are still applicable. Overall risk downgraded from 20 to 15 to reflect improvement in trajectory against financial plan for 2024/25. As per the reduction in likelihood, the risk has reduced from very high to high.	

Risk Description	Risk Owner	Risk Lead
There is a risk of NHSL not achieving Scottish Government’s financial targets, due to the cost of services being higher than the income received, resulting in the NHSL Board not meeting its statutory duty to break even and potential Scottish Government financial escalation measures.	Michael Breen	Jann Gardner
Current Controls		
<ol style="list-style-type: none"> <li>1. Maximise financial management and budget saving opportunities as short term bridging actions</li> <li>2. Robust and regular financial reporting across all NHS Lanarkshire budgets</li> <li>3. Intelligence gathering and scenario planning to ensure forecasts are as reliable as possible</li> <li>4. Regular horizon scanning for opportunities and threats</li> <li>5. 2024-25 Sustainability and Value Plan (c.£76m) identified by Executive Directors</li> <li>6. Transformation and Reform strategies and grip and control actions have been identified to bring the overall system into financial balance during 2024-25.</li> <li>7. Participation in National Savings Groups and internal review of SG Financial Improvement Group data</li> <li>8. Enhanced Reporting has been developed to monitor to progress of the 2024-25 Sustainability and Value Plan</li> <li>9. Finance and Resource Committee has been established.</li> <li>10. Month 6 position and onward trajectory being better than the Financial Plan. Mid-Year review recognises receipt of additional SG Income and early identification of S&amp;V programme items.</li> </ol>		
Actions		
<ol style="list-style-type: none"> <li>1. Monthly Finance Reporting – Internal and External (SG)</li> <li>2. CRES Savings Plans being further developed (including risk assessed) for implementation by Executive Directors</li> <li>3. Maximise SG opportunities for Financial flexibility</li> <li>4. Transformation and Reform initiatives being progressed at pace e.g. E-Triage and Virtual Bed additional capacity</li> <li>5. 6 month strategy to identify savings to further close the financial gap</li> <li>6. Assessment of balance sheet liabilities</li> </ol>		

# Detail of Risk Movement:

Risk	Score	Trend	Target Score	Commentary
2197	15	Decrease	9	Risk reviewed by M Breen, controls and actions are still applicable. Overall risk downgraded from 20 to 15 to reflect improvement in trajectory against financial plan for 2024/25. As per the reduction in likelihood, the risk has reduced from very high to high.