Risk Risk ID Risk Title Response (system)	IF (the cause of the risk) THEN (the event/incident) Previously Risk Description	Resulting in (the consequence) Controls Gaps in controls	Addiguty Update from Action Description Action Down Compressor Groups or Action Description Action Down Compressor Groups or Action Description Action Down Compressor Groups (committee Committee Committee Compressor Comp	Ald York Rating Resign Statement (Parting) Apportion Table And Apportion App
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Towns SR13 Access to give to make a case (36) Services to see a case of case o	If there are provided the control of	I these sets requirement from the high senses reduction. Registration of the bilb high senses real sets of senses. Registration of the bilb high senses real sets of senses. Captionsine of administration of highly driving registration of the sets of senses of the contract of the sets of the senses of the se	Conform religione to the revision is worthy strong. In SECURIES 185(1), 2012. Should be religious to the rel	Seption 1 (2017-2017) 2013 this distriction Change of the seption from the Section Change of the Section Change Change of the Section Change of the Section Change of the Sectio
SR16 (Section of Conference of Confere	Filters in Sept. On the Conference of Sept. On t	Section of	Section by Cold and BMC passed for consequently copied as AUGS (2023) Authors by Cold and BMC passed for company or of passed for consequently copied as AUGS (2023) Authors by Cold and BMC passed for company or company	Mode Nove 10 (2012) The less designed (level for versioned between any complete of the complet
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Trace SSDS, Cr. Traces and SSDS Co. (Cr. Traces and SSDS Co.) Cr. Traces and SSDS Co. (Cr. Trace	After a series of continues a continue a con	Contract to the specimen and an extraction of the specimen and an extracti	International Conservation of the companies of Section 1997 (1997) and the com	The Continue of the Continue o

Final- plan to reduce lead of red	National Standards	Regative publicity, loss of confidence in the engineering for free breaches of key ACCESS targets.		wave and manage printmenses. Augment to an activate conference (Common printmens and augmentation and augmentation and augmentation and activate conference and activate confe	review of thems of pathways and disk a residence, spicific, partner central case and affinishments. See the second of the and affinishment central case and affinishment central casset and affinishment central case and affinishment central cas	hald relationships their discherance. Seminoring register and store when the stage of support of the store of the store of the store of support of suppo	Account of the control of the contro	Commissioning trans I killey - 20mpg Model and asserting all own of the could less and asserting all own of the could less counterfly place on counterfly place on and the could less and	and in a welforce in change in open copied copied in a process of the copied in the copied in the copied in the copied in a process of the copied in the c	According to the Control of the Control of the Control of the Control of Cont	Clinical Governance Committee	I/2023 Is To ensure sufficient conflicted co	Jarolan, Canolan, Ganolan, Gan
Trust - SR12 plan 10 reduce (1354 reduce of the color of			The execution drape confidence and this place in an execution process. Confidence and this place is a consideration of the confidence of t	Generalism has the "It should real	The principles of principles of principles of the principles of th	where words in emirgeneis has in before compared and comp	2002 See 1, 1400 registre ged annualization (See 1, 1400 registre ged annualization (See 1, 1400 registre ged 2013 to 2012 cold annualization (See 1, 1400 registre desirate) (See 1, 1400 reg		Count of a solid of progression files in the county of a solid of	Makes) however the risk applies in the 1st for the care of relations or 1200/0002 1802 of 1ch the factoring floring may be impacted to address contactions that may count that may schulin 1.5 and 1.5 and	Cinical 13/00 (Coverance Currentities	the health of the project of Orderinal, 2. To provide quality, effective and out of the most appropriate setting for the patient, 2.3 To an extending sectional, in an extending section of the patient, 2.3 To an extending section of the patient of the	Moraled, Bed McCale Service Colors
reduce level of risk			These there is a risk filled as well containing a processing you must be used to see that the filled as the containing and the		Copin in ownice business, continuity plans, trained apparting within departs. The internal copin continuity and south of the continuity planning and lack of a format strong great and the continuity planning and an amazine of this Shelead glains and exercised and our with their planned review after. In a major include, an amazine continuity and because of the continuity of the Exercised. Set hydron in the classe the development, may agree that Exercised. Set hydron and Exercised. Set hydron and Exercised set hydron and Exercised set hydron Set		a contrile, sporting to SEM for the delative, of workplan. Production and generates for all means Production and generates for all means for the sporting and produce of a resurts, if colores test response and gradual as territing and action gains that one emotionate dua action gains that one emotionate dua action gains that was emotionated actions and gains generated Control and gains generated and production and gains gradual path in the place.	Documentation of Unifoldery New Moger Work Statistical Crisis of Statistics of Loss of Loss of Statistics of Loss of Los	Regiments (COLO) the neutrino of agently to heap given up in size, to less given by the less than to a size of the	Amen Manter (2007/2003/123464 Networkspring) (Impropring plants) 10 - Deleverably Manter of the process to Stroke (10 Fig. 10	Control September 1	1/2022 - To continue to specific and partect to specify and safe services, delivered in the most sappopriate setting for the patient, -5- To ensure sufficient organizational capacity and resultence.	
pants (1540 reduce first of risk	contamination		Then there is a risk of patient, parkating in patients land controlling used entering land controlling land entering land controlling land entering land controlling land entering land controlling land land for land land land land and land land land land and land land land land entering land A load- on effort to other Defauld works.		No training for incident messages / Issen incident set any low facilities of CRINI (plan not yet trissed No budget for training and equipment		ementhy GCAS report to EAST small ACEAS report to Filterice and Performance Committee Superconstant workplan monitoring state to the second production of SEAST Visioning Coupy monitoring	And Decremental Limitally. Next Major and Search Conf. Share of the confirmation of t			Department (25/3) (Over), Execution (25/3) (Management Years, Other Co-emittee	the health of the people of Shelland, 2-To provide quality, effective and safe service, delivered in the most appropriate setting for the patient, 5-To course sufficient organizational capacity and collisions.	McCeonac Real Nie, Zames approve
Tweet- plan 10 miles and 1044 miles of chi.			There is no the parent will approprie adjust particular and particular adjust particular adjust particular adjust particular and particular adjust particula	meland fine for a Section Month. There was experienced in a contract of the Ambient China China. There was experienced in operation of Ambient China China. There was experienced in operation of Ambient China China. There was experienced in the China China China. There was experienced in the China China. There was experienced in the China China China. There was experienced in the China China. The China China China. The China China China. The China.	Gas to the management what we will be a second or control of the c	Some that the growth in wome so that is, and considered the considered that the consid	2000 South of the State of the	College, the College of the College	magnify of upon the transferred SIG date our completed by MCL to any beautiful of the significant of the significant of the significant of the significant of the significant of the significant of the significant of or significant of the significant of the significant of the significant of significant of the significant of the significant of the significant of significant of the significant of the significant of the significant of significant of the significant of the significant of the significant of the significant of the significant of the possibility of contacts on our other significant of the significant possibility of contacts on our other significant of the significant possibility of contacts on our other significant of the significant possibility of contacts on our other significant of the significant possibility of contacts on our other significant of the significant possibility or our or of contacts.	ementari fili da de li lib mesar ori fuczión na si bilandi. mon en el mentario de la mesar de la mesa	Clinical 14/00 Governance Committee	service, delivered in the most appropriate setting for the reduced production of the reducing services where appropriate, in services has a reader or service as a reader or service as a service as a reader or service as a reader or service as a service as a reader or service as a reader or service as a service as a reader or service as a reader or service as a service as a reader or service as a reader or service as a reader or service as a service as a reader or service as a reader o	Gody Godson, Foundament Company
reduce (1493) ived of risk		NHS Shetland	The independent property of the control of the cont	The manager register of medicals in Manager and man in terms and offer treatment in the an injust to tring at the contract treatment of the administration of the contract treatment of the contract treat	No. Cigno III Controlled		Pathy sailers regunshing for managers.	Americanism Schrift and East Schrift and	one behalve in [1,140](2014 of the Developing of an important consumer artistics and the second of the consumer artistics and the second of the consumer artistics and the second of the consumer artistics are second or the second of the consumer artistics are second or the consumer artistics are second or the consumer artistics are second or the consumer are second or th	invalidation plategrature than feet instances Controllations and State of S	Olghal GA/11 information inspent fromp, France Performance Group,	(2022). To provide quality effective and safe service, disturred in the rend gargerprise garden of the rend gargerprise garden of the rend garden	Margan, Bed Magan, Bed
Tolerate SR14 (961)		environmental targets		Name Ferror grouping Concation I have Japan visit The All The California Control and support provided Assert supports with Ferror State Control Explanation State Control Con	Regular importing to Board on key environmental targets could be improved in the country of the	General agreements forgets and progress over 2000/2020 120 copported	32/2000 Performance Science and (HEAT targets.) - Bi secondly Screding of HEAT targets / SAFR	Unitality Not Million William Not Million William Not Million Nappa, but defined potential exists.	[DRI173021 115:54 Reigh Robert Limited apportunity to progress jor control ultrain typocurements. Low level impact anound target compliance (DRICF0212 203-205, Andrew Humphrophy Mic Schelland's enaborated target and using Approach to Instrumental being developed although recognised opportunity for further progress.		Clinical 18/00 Governance Committee	improve and protect the health of the people of Shetland, 4- To provide best value for resources and deliver financial balance.	Rickson, Bloset, Final Lawson approve
Yolexais SR05 (1427	Covid Durling Recovery Period	IF patients and staff contract Covid infection	The tills confident context. The tills confident context are the confidence of the	Tables principle that the parties investigate and insight principle shadings arring and ordinally entering on entitle parties and edged in ringer to desire both of its destinations floatifications of desired principles are for since. In the parties of the parties of the second of the parties of the par	Documenting recently for Cost tenting		Appropriate reporting to AGG and EACH	Procedure—Most Administration of Contraction of Con	Medical part (1997) and (1997) an	Access Ac	Olivical 03/11 Governance Committee	1/2022 To continue to improve and persect improve and persect the health of the project of Shreland, 2. To provide quality, effective and rate services, delivered in the most sappopiate setting for the patient, 3-To redesign services where appropriate, impartnership, to ensure a modern sustailizabile local health service.	Antick, Chercis, Issuerian Brian appears

Tollerab	SR19 (702)	Flu Pandernic	If there are high levels of staff sickness and increased clinical demand due to Flu pandemic	continuity of service flu pandemic an adverse clinical	neultant risk of Susiness continui ents post) post) Local (implement 2020-21 and 202 Flu vaccinate) post) Susine susine susine susine susine susine susine prez.) Extended flu vaccinate accord. National & local 5FP9 mask fitting FFP9 mask fitting	instally plane in glace for Celebral areas: Improved process and mixing layer (and opposite place) (ECLAS difference on in certains of an associated fils immunisation programme—death, stick plane) (and and children, increased uptake in associate, 2005; 22. New secretains to seem one in place 2005; 22. New secretains to seem one in the book this distribution of the seem of the secretain programme and the book this distribution are set affect to Compute facilities (built increasing uptake year on a secondaries programme in the book this distribution of the secondaries produced the secondaries of t	candemic , but needs to be substantive /TP - need to secure a sustainable model and funding to ensure can maintain high					es ha de	likely - Not Eats sected to spens, but finite tectial exists.	High risk	30 (16/20/2023 T 31: 54 Michelle steake) Update provided on MPL (2021 to Mis management group following quoties of mis- chelle steake of the	e (2 -	DUI/1/2021/2002/56 Asian Laidawi (Difficall to answel for a patients, when there are an many relational of Memoras and action and the patients of the patients of the patients of the patients of the appropriate locally. I also by Government even if and data / appropriate locally.	Continge Control of infection planning Committee			idirw, Dr Laks	daw, Susan appreval
					Assurance proces increased capaci. Experience of rec increased public Experience of on Experience of many HMI Na pandersis.	come in place for case home covering IPC to see 190 must expect the case home covering IPC or covering in HEFT time 2001, additional GS see 190 muse specialist or reconfiguration of services to manage covid cases in houghtal is applicable in sevent of flu pandemic in examenses of respiratory hygiene and have highere due to covid pandemic comms during covid pandemic lyes public revessaging applicable to 1th pandemic mans secretation Gindle carding covid pandemic applicable to pandemic flu vectorions	lago is IPT acconstant level - required provide leaderships, aperchae and anaugement of HPT								Newer, the vaccination programme built has a nuclear of risks within a task of ping in hermor defining on some of the control of the state of the control of the state of the					capacity and nesilience.		
Tollerab	SR09 (1482)	Governance and	If we continue with current clinical governance process		fety events and a Visibility of a sen provement and Re-introduction of of learning. Operational Clinic Completed the re Linking of CGT on Board wide supp	of the Chank Commenses Commentes Lost Tele Chank Commenses Commentes Lost Tele Chank Commenses American Tele Chank Commenses American Tele Chank Commenses American Tele Chank Commenses American Lost Chank Commenses Lost Chank Comm		equine	To refer and refocus the clinical governance committees	29/11/2021	Cinical Governance Committee	os ha be	usible - May Mo cur casionally, s happened fore on casions	derate Medium Risk	8 [MGR/GD22 20.22 also Advisor Investment Conference of Control Engineering Control	Medium Risk Open)	155/12/2023 16:06 of a face. District the would be leaven to tale camer into to charge the culture regarding the methoding of good end to end governance and assurance processors.	Operatio Clinical nal Governance Committee	16/08/2022	2- To provide quality, a effective and rafe services, delivered in the most appropriate setting for the patient.	ightwell, Wa rsty Min Ma	toon, Final is Edna approval ry
Tolerao	SR03 (1045)	Paediatrics	we lack a specialist work of the service for any sick children or children who are deteriorating	we are eliminate on generolists, sending at an an- social age with records august and finding to all and an analysis of the analysis of the analysis of the generalist staff.	Clinical outcome Enduring Paediate Incidities in Establishment of Induction in place Targeted training Decision support National Petrieur Paediatric cane in Training in place in Training in place in Paediatric cane in Paediatri	datic Corus petibilited with a network with Notice of all what is assessed to panders care measures for all staff of all what is assessed to panders care measures for all staff of all what is assessed to panders care measures for all staff or all staff	200s amengements includes CP on call decided by the magnetic process of the control event in AGE by Comultants or justice tocknown, we need to review the ODIN control to the control resears that we have the right of this risk of the provide emergency can to 3-follows gloricitarily those who have more districted by the control and the control and and and and and and and and	Real of	Fragers Children's Tarlice on agree tracer agreement in surgering of children and device for children's device of children's device for children's device of children's device for children's product agreement for children's device of children's could not det of the production. John State of the children's device of children's production and children's production model bit support assumment of children presenting to A&C OSIS.	31/07/2019 31/17/2023 31/08/2019	SOCIODAD Symmetric views and agent of a transport of the control	es hu de	likely- Not Maj pected to ppen, but pints triote tectial exists	jor Medium Risk	In DISPOSITION IS A SIX III Somework Present contract and specific and some of the second		SIGNICIPATE SIZE AND CONTROL (see the supports and to the read of the parties size and to the support and the size from the size of the size of the size of the size of the size on the right boundaries and other white disquired. Next, and the size of size of si	Operatio Cilicical Coverance Committee		3-To provide quality, effective and safe effective and safe effective and safe entertainment of the most appropriate services, delivered in the most appropriate estimates and proposition of the safe entering in services and an expension of the safe entering in services and an expension of the safe entering in the safe ente	ightwell, Brig Isty Kins	Ewell, Final pprovid

	k Risk ID inse (system)	Risk Title	IF (the cause of the risk)	THEN (the event/incident) - Previously Risk Description	Resulting in (the consequence)	Controls			Update from Governance Groups or Committees	Action Description	Action Due date	Action Completed Date	Assurance	Gaps in assurance		Consequence (current)			Rating Risk stionale (Ta		k Risk App tite Rationa			Standing Committee R		rincipal objectives	Risk Owner (Overall Responsi bility)	Risk Lead (Day to Day)	Approval status
Tol	te 1001	NMC registration checks	registration	Risk of nurse underaking tasks which require NMC registration when NMC registration has lapsed.	harm injury to patient reputational damage to organisation		Nurising admin unable A to access val eese the registrants details this can be accessed val HR	Adequate							Possible - May occur occasionally, has happened before on occasions	Moderate	Medium Risk	9	Med Risk	Model - Cauti		Work	kforce	OS	imp the peo To p effe serv the		Carolan, Kathleen	Carolan, Kathleen	inal ipproval
Tol	te 654	during remobilisation	Shetland may not be able to deliver the legally binding Treatment Time Guarantee	the Patient Rights Act 2011) comes into force on the 1st Cother 2012. It states that all patients will be treated within 12 weeks of agreeing treatment for inpatient or daycase procedures, with some agreed exceptions. This is the first time that waiting times have had a legal framework and NHS Shetland must comply with this Guarantee. It was not supported to the legistation is complex and will require the legistation is complex and will require	There is a risk that complying with this legislation will lave recourses that have not been allocated to such a programme of work within the current financial and worker plans egi noreased postage costs or increased staff time. There is a risk that this legislation may be proceived as low priority by clinical saff and set required changes and developments do not progress to timescape. There is a risk that implementing this legislation may spece existing erases of	involved in reviewing guidance so there is a leaved folcal knowledge about the scope of this work. Action planning has already started around the TTG, and work has already started in specific areas eg unavailability recording (see Rock 574). National Walking Times Guidance has been produced. National Access Policy has been produced. National Access Policy has been produced TG MMI weekly parting has already.	Need to ensure capacity mountered and available to meet TTG		[00,00,100,00,00,00] (Including Joseph 11, 100,00,00,00,00,00,00,00,00,00,00,00,00,	Access and updated her's Shetland Access Printy Camined additional ord of polarge for TTO letters. Agree resource for this with line manager resource for this with line manager and the polar of the insulin tellar resource acceded to comply with TTG and agree plan for this with line manager where TTG ACQ the comply of the polar o		All Actions completed			Possible - May occar (consily, has happened before on occasions)	Moderate	Medium Risk	2: OS	8/10/20 Med Risk 117-28 wwn tithh igoing yernan around porting tuding sekly titing nes seeting. ww tional shboar allable on shiboar allable on shiboar allable on shiboar allable on shiboar allable on shiboar allable on shiboar allable on shiboar allable on shiboar allable on shiboar allable on shiboar allable on shiboar allable on shiboar allable on shiboar allable on shiboar allable on shiboar allable on shiboar allable on shiboar allable on shiboar	um Modei		Plann Conti		nance of ferformance for the ferformance for t	imp the peo To p effe serv the		Carolan, : Kathleen	Smith, Ms Dawn	inal oproval

	ate - Risk Rati	ng Score 15 and abo	ve and Extrem	e Consequence											
Risk ID (system)	Directorate	Department	Risk Subtype	Risk Title	If (the cause of the risk)	Risk Description	Resulting in (the consequence)	Controls in place	Controls (Assurance)	Rating (current)	Risk level (current)	Risk level (Target)	Review date	Risk Lead	Risk Owner
1251	Community Health and Social Care incl Primary Care			Access OOHs	If we are unable to provide high quality, sustainable Out of Hours care	then we are unable to respond to needs in the community	Resulting in increased acute hospital admissions or delayed access to community services		Working with GPs who do OOHs work and understanding preferences and valiability to set rotion is advance. Implementation of Primary Care Redesign Local Medical staffing review Tengaged in devolupment of national work on OOHs Complete review of OOH services across community and acute Complete review of OOH services across community and acute Complete work by Professional alliance on sustainable out of hours service. Linked in with Redesigning Urgent Care programme Tree of change with GP working remotely to support urgent System wide review of Urgent care and OOHs supported by PMO Full engagement with the national urgent care collaborative programme	16	High risk	Medium Risk	30/12/2022	Chittick, Brian	Chittick, Brian
1259	Medical Directorate			Medical Staffing	If we fall to support the senior medical team (Consultants, GP) to manage the demand	Then there is a risk of continual reliance on a temporary workforce	resulting in financial sustainability and inability to progress education and learning and service development.		Engagement with national strategies to enhance recruitment in remote and rural settlings. Primary Care strategy will ensure as robust a model as possible. Regular meetings with Scottish Government medical workforce advisers. New substative Consultant Anaesthetist complete. New substative Consultant should start in reb 19. ANPs undertaking triaged primary care clinics at weekends commenced Petruary 2017. Clinical development fellow was created and recruited to from Desember 2017. Consultant physician — Consultant currently on fixed term locum contract until August 2018 with possible extension. National Recruitment process used for recruitment of Consultant sporkfairties. NAS Shetland becoming host Board for new GP hub Using the lessons from the success of the GP Hub and transposing the project into acute sexthen, open considerance of the consultance of the consultan	16	High risk	Medium Risk		Kirsty	Brightwell, Klirsty
1510			Information - Availability	Poor discharge documentation process	Medical inpatient discharge documentation: Frequent delays, legibility issues, and duplicates causing confusion in primary care	Medical inpatient discharge documentation: Frequent delays, legibility issues, and duplicates causing confusion in primary care and patient safety risk.		Awareness amongst medical saff.Current Immediate Dickharge Letter (IDU)s paper based and handwritten. In many cases this is followed up by a typed discharge letter. There is potential for error at multiple stages: *#I a long list of medications people will sometimes squeeze them onto 1 sheet *#Bre list of medications people will sometimes squeeze them onto 1 sheet *#Bre list a risk that where the IDU is started some days before the discharge that medicinesand other clinical information is not checked and updated at the point of discharge that medicinesand other clinical information is not checked and updated at the point of discharge that medicinesand other clinical information is not checked and updated at the point of discharge. *#Box quality information is not checked and updated at the point of discharge. *#Bisk of loning paper and sending to the wrong place within GBH (needs to go to Pharmacy and to switchboard to be sent and filled in the medical records). *#Bisk of loning paper and sending to the wrong place within GBH (needs to go to Pharmacy and to switchboard to be sent and filled in the medical records). *#Bisk that the typed discharge letter differs from the paper discharge both intensionally and un-intentionally. *#Bisk that the typed discharge letter differs from the paper discharge both intensionally and unintentionally. *Public Health Sociation 5 secent Data Quality Assurance Assessment of SMROI (Acute Inpatient and buyCare) base Sociation 2019-2020 shows GBH performance is below average for Sociation, for recording non-discial information or discharge unintensity. There is no ability to create a discharge letter within Trackcare	Awareness among medical staff	15	High risk	Low risk	26/09/2022	Wilson, Pauline	Wilson, Pauline
	Medical Directorate	Consultant/Junior Doctors	Information - Availability	discharge letters	sharing of discharge information does improve.	documentation: Frequent delays, legibility issues, and duplicates causing confusion in primary care.	Potential patient harms		Awareness amongst medical staff.	15	High risk		27/09/2022	Wilson, Pauline	Wilson, Pauline
1357	Chief Executive Directorate	Estates	Organisational	Compliance Assurance (SCART)		The risk of non compliance in estates related issues because of a lack of technical, financial and manpower resources and failing to meet statutory and NHS guidance	DAMAGE ,FINANCIAL PENALTIES,SERVICE	SCART TOOL MANDATED WITHIN MIS SCOTLAND TOR EVIDENCING COMPLIANCE ASSUMANCE IDENTIFIER SIXES AND ACTION PLANS AT CORPORATE LEVEL WHICH REQUIRE RESOURCES. SCART STEERING GROUP FORMED TO ADDRESS NON COMPLIANCE SSUES, MEETING QUARTERLY	SCART tool mandated within NHS Scotland for evidencing compliance assurance identifies risks and action plans at corporate level which require resources. SCART steering group formed to address non compliance issues, meeting quarterly	10	High risk	Low risk	31/12/2021	Bisset, Lawson	Bisset, Lawson

Strategic Risks by Highest Rank

Risk ID	Risk Owner (Overall	Theme	Risk Title	Risk level (current)	IF (the cause of the risk)	THEN (the event/incident) - Previously Risk Description	Risk - Resulting in (the consequence)	Update from Governance Groups or	Risk Response	Mar-22	Jun-22	Sep-22	Nov-22	Mar-23	Trend	Target	Movement in Last Year
SR02 (500)	Responsibility) Marsland, Mr Colin	Finance	Finance	Very High Risk	If NHS Shetland fails to recruit key posts	Then failure to maintain financial balance	Resulting in significant overspend which will result in need for delivery of additional efficiency savings above the £3.1m currently in the plan. Current estimate is an additional £4m for non-permanent staff in 2022/2023.	Committees	Treat - plan to reduce level of risk	12	12	16	16	20	↑	8	8
SR13 (36)	Chittick, Brian	Planning / Contingency	Access to Services	High risk	If there are significant gaps due to recruitment, retention or funding	Then there will be access problems for those living in more remote areas	0		Treat - plan to reduce level of risk	9	9	12	12	16	↑	4	7
SR08 (1471)	Hall, Lorraine	Workforce	Workforce	High risk	If we fail to attract and recruit to vacancies or retain essential skills and knowledge within the organisation	Then there will be a negative impact on the service delivery, existing staff and patients care	Resulting in : reduction in services delivered increase workload of existing staff negative impact on staff well being, increased absence increased risk of poor patient experience and outcomes increased reliance on agency or temporary staff increased cost - financially unsustainable		Treat - plan to reduce level of risk	12	12	16	16	16	↑	6	4
SR16 (1507)	Laidlaw, Dr Susan	Public Health	Covid Outbreak	High risk	If there is a large outbreak of covid in Shetland and / or a new variant	then it could overwhelm current services through both significant increase in morbidity and demand for services and /or impact on services due to isolation of staff	resulting in significant adverse outcomes for patients and damage to NHS Shetland's reputation		Treat - plan to reduce level of risk	12	12	12	12	16	↑	6	4
SR17 (1515)	Chapman, Craig	Information Technology / Digital	IT Failure Due to Cyber Attack	High risk	If a sole actor or orchestrated cyber attack occurs	Then NHS Shetland could experience system downtime and/or loss of data and/or data disclosure	Resulting in disruption to services caused by system downtime, risk of delays in treatment, risk to public reputation and significant financial costs for a full system recovery		Treat - plan to reduce level of risk	16	16	16	16	16	\leftrightarrow	8	0
SR04 (1307)	Dickson, Michael	Logistics / Estates	External Factors eg. Brexit/Supply Chain	High risk	If external factors such as Brexit, changes to regulations or political instability	Then impacts on the Board's ability to sustain services, the Board's level of mitigations including - Business continuity planning, disaster recovery plans may be limited due to the external nature of these threats	Resulting in directly impacted factors such as energy costs, food costs and medical supply constraints which would impact on patient care, performance of budgets		Treat - plan to reduce level of risk	15	15	15	15	15	\leftrightarrow	4	0
SR01 (19)	Carolan, Kathleen	Operational	National Standards	High risk	Negative publicity, loss of confidence in the organisation from breaches of key ACCESS targets	Negative publicity, loss of confidence in the organisation from breaches of key ACCESS targets and the potential of poorer patient outcomes as a result in delays in assessment of treatment			Treat - plan to reduce level of risk	12	12	12	12	12	\leftrightarrow	6	0
SR06 (1444)	Marsland, Mr Colin	Information Technology / Digital	IG Training NHS Staff	High risk	If there are low levels of compliance with mandatory IG training	Then there is a risk of a greater number of data incidents as a consequence of low levels of information governance awareness and knowledge. This will also be of concern to regulators (such as the ICO).	Resulting in harm to patients and/or regulatory action and/or financial penalty and/or reputational damage to the Board		Treat - plan to reduce level of risk	12	12	12	12	12	\leftrightarrow	2	0
SR19 (702)	Laidlaw, Dr Susan	Contingency planning	Flu Pandemic	High risk	If there are high levels of staff sickness and increased clinical demand due to Flu pandemic	then there is a risk of loss of continuity of service	Reduced or loss of services due to flu pandemic and resultant risk of adverse clinical events Economic and legislative impact to the organsiation		Tolerate	5	5	10	10	10	↑	10	5
SR12 (1354)	Dickson, Michael	Planning / Contingency	Capacity for Sustainable Change	Medium Risk	If the Board's limited capacity to oversee change could mean that changes occur in an uncontrolled manner.	Then uncontrolled change could increase risks to patient care as new processes, technology, workforce, or change is implemented without adequate consideration of its impact	Resulting in disruption to processes, unwarranted variation and untoward or		Treat - plan to reduce level of risk	9	9	9	9	9	\leftrightarrow	6	0
SR09 (1482)	Brightwell, Kirsty	Operational	Clinical Governance and Assurance	Medium Risk	If we continue with current clinical governance process	There is risk of patient harm because of incomplete governance and assurance processes	which results in a poor learning system, repeat safety events and a lack of quality improvement and there is no culture of learning.		Tolerate	9	9	9	9	9	\leftrightarrow	9	0

SR10 (1489)	Laidlaw, Dr Susan	Planning / Contingency	Business Continuity Plans	Medium Risk	If services /departments do not have business continuity plans in place	statutory obligations and in the event of a significant disruptive event, we will fail to deliver essential care to the population of Shetland and the recovery of services after the event will be delayed or extended unnecessarily.	Resulting in potentially harm to patients, staff, public, additional costs to the Board; reputational harm. And the post incident scrutiny by Government and regulatory/investigative bodies could lead to adverse impact on reputation of individuals and of the organisation.	Treat - plan to reduce level of risk	8	8	8	8	8	\leftrightarrow	8	0
SR18 (1540)	Laidlaw, Dr Susan	Planning / Contingency	Risk of CBRN contamination	Medium Risk	•	Then there is a risk of patients, staff, public and premises being contaminated. There is a potential loss of the entire hospital premises if contaminated.	Resulting in potential morbidity and mortality, loss of services, financial and reputational loss. A knock-on effect to other Shetland services	Treat - plan to reduce level of risk					8	\leftrightarrow	6	0
SR15 (1044)	Brightwell, Kirsty	Operational	Urgent/Emergenc y/Unscheduled Care	Medium Risk	Risk that patients will experience delays in transfer from the outer islands of Shetland	There is a risk that patients will experience delays in transfer from the outer islands of Shetland for emergency or urgent care, resulting potentially in poorer clinical outcome. There also a risk that this reduction in flexibility and capacity with respect to inter-island transfer will cause remote and rural staff to feel unsupported in their location. This is likely to have a negative impact on recruitment and retention.	0	Treat - plan to reduce level of risk	8	8	8	8	8	\leftrightarrow	4	0
SR03 (1045)	Brightwell, Kirsty	Operational	Paediatrics	Medium Risk	we lack a specialist workforce for very sick children or children who are deteriorating		the risk of an avoidable adverse event or adverse clinical outcome and leading to difficulties in recruitment and retention of generalist staff	Tolerate	8	8	8	8	8	\leftrightarrow	8	0
SR05 (1427)	Chittick, Brian	Public Health	Covid During Recovery Period	Medium Risk		Then this could affect service delivery within health and care services due to staff absences and management Covid and in health and care facilities	resulting in potential harm to staff/patients/clients and or staff access to services.	Tolerate	6	6	6	6	6	\leftrightarrow	8	0
SR11 (1451)	Marsland, Mr Colin	Ü	IG Training Non NHS Staff		employed by NHS Shetland	Shetland systems and this could increase the number and severity of personal data breaches.	Resulting in a risk of harm to patients and/or staff, reputational damage, legal action and financial penalty.	Treat - plan to reduce level of risk	6	6	6	6	6	\leftrightarrow	3	0
SR14 (961)	Dickson, Michael	Logistics / Estates	Estate	Medium Risk	If NHS Shetland fails to achieve modern standards and key environmental targets	Then it can expect actions taken against it, potential sanctions and increased costs. This is made harder by an aged estate and inherited properties.	NHS Scotland has set a clear framework for Boards to achieve net zero. NHS Shetland would be subject to increased costs, potential sanctions and contribute to the climate emergency should it fail to act	Tolerate	4	4	4	4	4	+	4	0