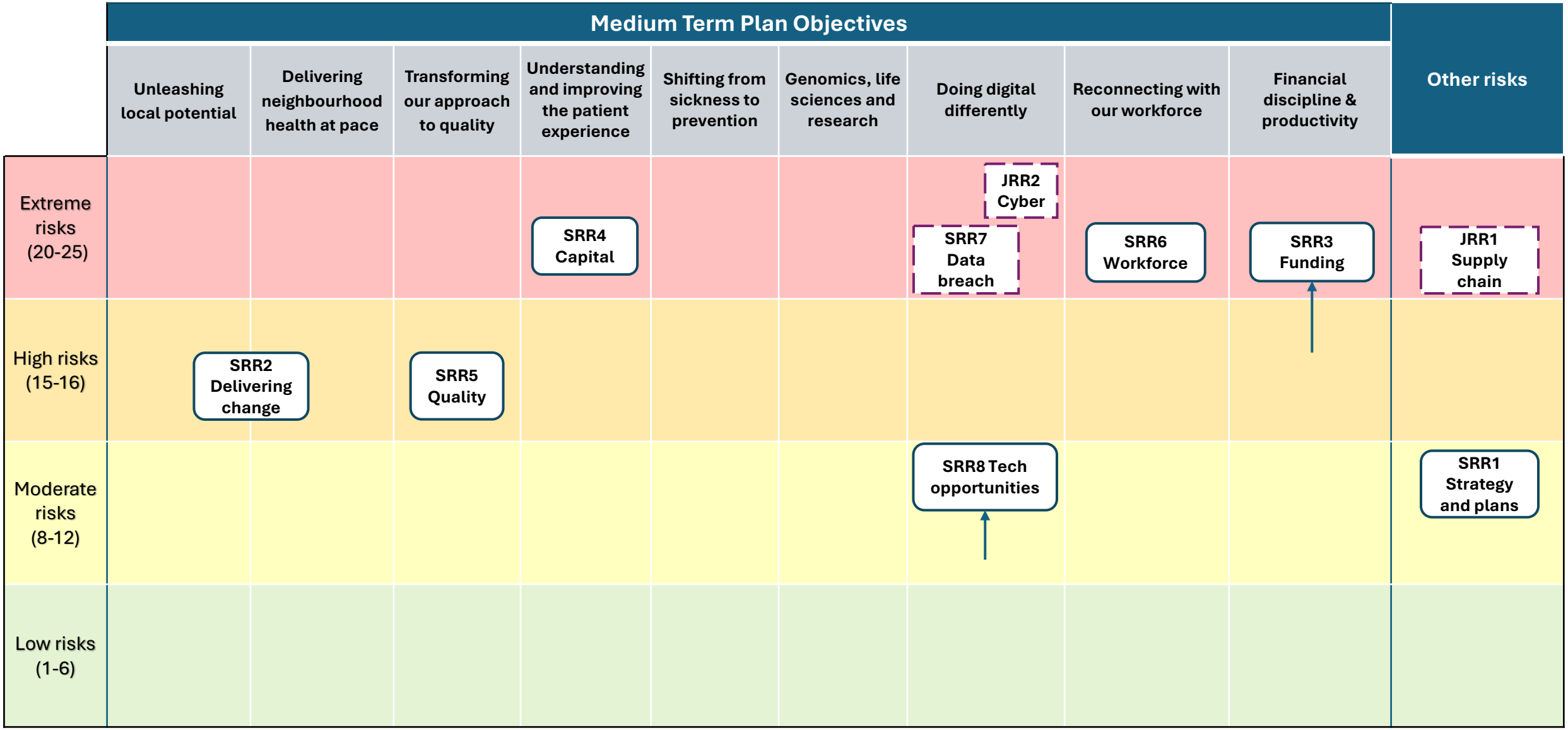
NHS England Strategic Risk Register

NHS England Board

1 October 2026

NHSE Risk Profile



Risk ownership: SRR = NHSE; JRR = Joint with DHSC **Risk domain:** Delivery & Transformation; Resilience & Protection

NHS England Strategic Risk Register

High Level Risk Summary	Risk Appetite	Inherent Score	Current Score	Target Score	Move in Score	Risk Owner
SRR1: Strategy and delivery plans						
There is a risk that NHS England is unable to produce a coherent set of strategies and delivery plans needed to achieve its vision and objectives, including reducing healthcare inequalities, and the 10 Year Health Plan. **Current position:** The strategy risk remains unchanged at 12. While there has been no movement in score since May, the nature of the risk continues to evolve as the organisation moves from strategy development towards implementation of the 10 Year Health Plan. Since the last report: • multidisciplinary approaches to strategy development have continued to mature; • work has progressed to establish long-term outcome measures and success metrics; • further prioritisation work has been undertaken following the Board's July strategy discussion; • development of Health Inequalities Accelerator Sites has continued to support delivery of prevention and inequalities objectives. The risk owner considers the risk is beginning to diminish. Planned mitigations focus on establishing long-term outcome measures, strengthening analytical assessment of progress, and embedding health inequalities measures within executive performance and oversight processes in order to support prioritisation and delivery decisions.	**Medium**	**20 (L4xI5)**	**12 (L3xI4)**	**6 (L2xI3)**	►	Director General Strategy and Healthcare Policy
SRR2 : Delivering change						
There is a risk that NHS England is unable to create the conditions for success for delivering the 10 Year Health Plan within available resources, because of the scale of change required. **Current position:** The current score remains at 16. However, the supporting narrative continues to reflect the significant scale and complexity of change required to deliver the ambitions of the 10 Year Health Plan. Since May there has been progress across several transformation programmes, including: • development of strategic commissioning capability through the Strategic Commissioning Development Programme; • implementation of the NHS Oversight Framework; • work to align ICBs with emerging strategic authority arrangements; • advancement of Integrated Health Organisation development; • continued progress on CSU transition and direct commissioning transfer programmes. The risk owner notes that delivery remains broadly on track but continues to identify significant dependencies associated with the wider NHSE/DHSC transition programme, local government reform and future operating model decisions. The revised risk description also highlights workforce disruption, leadership capability, implementation readiness and governance complexity as important factors influencing successful delivery. Whilst unchanged at 16, the risk has evolved considerably since May and now explicitly captures the complexity of delivering multiple large-scale transformation programmes simultaneously, including organisational transition, commissioning reform, neighbourhood health implementation and system restructuring. The risk owner continues to note significant dependencies and delivery challenges associated with implementing the 10 Year Health Plan at pace. Planned mitigations focus on clarifying future accountabilities and strengthening system capability through operating model alignment, strategic commissioning development, Integrated Health Organisation implementation and transfer of direct commissioning responsibilities to ICBs.	**Low/ Medium**	**20 (L4xI5)**	**16 (L4xI4)**	**15 (L3xI5)**	►	Director General System Development

- **Inherent** score is the score assigned to a risk before any controls are in place or if the controls fail in their entirety. This is unlikely to change after the original assessment. The inherent score should be higher than or equal to the current score.
- **Current** score is the level of risk that remains after all existing controls have been applied. This will vary over time and should be reassessed each time the risk is reviewed to make sure it accurately reflects the current position.
- **Target** score is the level that future mitigation should aim to achieve, or better. This may vary over time and should be reassessed each time the risk is reviewed to make sure it is achievable in the timeframe. The target score should be lower than or equal to the current score.