

MONKLANDS REPLACEMENT PROJECT

Site Feasibility Option Appraisal

Report on Risk Appraisal of Areas Highlighted by Consultation Institute

1. Introduction

The Consultation Institute were engaged by NHS Lanarkshire to design, manage and undertake a weighting and scoring exercise to support the process to determine a preferred location for the construction of a replacement for the existing University Hospital Monklands.

Following the weighting and scoring process, the Consultation Institute have assessed the comments made by participants and recommended three areas that would benefit from risk appraisal. These areas, contamination, cross-boundary flow and road infrastructure were assessed and this report sets out the outcome from that process.

2. Background

The Consultation Institute have now **concluded a postal process with members of the public/patients and staff. The feedback** forms submitted by participants have been reviewed and common themes have been identified which the Consultation Institute consider would benefit from further assessment.

The areas identified are:

- Contamination – the risk that there might be more contamination than identified so far
- Cross-Boundary Flow- the risk the patient flows for unscheduled care from East Glasgow might be greater than anticipated so far
- Transport Infrastructure – the risk that the planning assumptions for key roads infrastructure may have underestimated the actual requirements of the new hospital

The three areas were evaluated on 24 August 2020 by members of the projects external technical adviser team, namely

- Currie & Brown, lead advisor and cost advisor
- WSP – Ground conditions and contamination advisors
- WSP – Transport infrastructure advisors
- Buchan Associates – Healthcare planning and cross boundary flow advisors

The three areas were reviewed using the Scottish Capital Investment Manual (SCIM) Risk Management approach. The outcome of this assessment is given below.

The Consultation Institute also identified ‘travel for people on low incomes’ which will be assessed separately under the Fairer Scotland Duty.

3. SCIM Risk Appraisal process

The purpose of risk assessment is to assess the likelihood of risks occurring and their potential consequence or impact.

Likelihood	Consequence
The evaluated chance of a particular outcome actually happening (including a consideration of the frequency with which the outcome may arise).	The evaluated effect or result of a particular outcome actually happening.

Establishing the likelihood and consequence of each risk occurring is key to determining the risk rating and subsequent actions to be taken. Likelihood score (1-5) is determined as set out in the table below:

LIKELIHOOD			
Score	Description	% Occurrence	Chance of Occurrence
1	Rare	< 5%	Hard to imagine this event happening – will only happen in exceptional circumstances.
2	Unlikely	5 - 24%	Not expected to occur but might – unlikely to happen.
3	Possible	25 - 59%	May occur – reasonable chance of occurring.
4	Likely	60 – 84%	More likely to occur than not.
5	Almost Certain	85 – 100%	Hard to imagine this event not happening.

The consequence score (1-5) is determined using the following criteria:

CONSEQUENCE	
Score	Description
1	Negligible
2	Minor
3	Moderate
4	Major
5	Extreme

The risk rating is assessed by multiplying together the likelihood and consequence scores.

Risks are then classified as Red, Amber, Yellow or Green based on the table below:

Likelihood	Potential Consequences				
	Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Almost Certain (5)	Medium	High	High	Very High	Very High
Likely (4)	Medium	Medium	High	High	Very High
Possible (3)	Low	Medium	Medium	High	High
Unlikely (2)	Low	Medium	Medium	Medium	High
Rare (1)	Low	Low	Low	Medium	Medium

4. Risk Appraisal

The three areas have been considered as part of the development of the financial model for the new hospital, and the team considered the impact of risk should these allowances be insufficient. The team defined questions to sit alongside the areas highlighted by the Consultation Institute.

- Contamination - What would be the risk of greater than expected levels of contamination?
- Cross-Boundary Flow - What would the risk be of greater than allowed for cross boundary flow?
- Road Infrastructure - What is the risk of infrastructure assumptions being wrong?

The scores for the three sites in alphabetical order are shown below alongside the team's comments.

Gartcosh	Likelihood	Impact	Score
Contamination	3	3	9
Cross-Boundary Flow	3	2	6
Road Infrastructure	2	1	2
Total			17
Glenmavis			
Contamination	4	3	12
Cross-Boundary Flow	2	1	2
Road Infrastructure	2	4	8
Total			22
Wester Moffat			
Contamination	2	3	6
Cross-Boundary Flow	2	1	2
Road Infrastructure	2	4	8
Total			16

Advisers' comments - Gartcosh

Contamination – There is a risk that there could be contamination beyond what has been allowed for, however, a lot of historical work has already taken place to remediate this site and to understand the residual contamination present. Any additional contamination may add time to programme but would not halt the use of the site as a healthcare facility.

Cross-Boundary Flow – The hospital has been sized to allow for an increase in ED (A&E) attendances and beds (28) based on cross boundary flows; 8,256 additional ED attendances are included within the capacity planning model. This risk is mitigated by the control NHS Lanarkshire has in managing unscheduled care pathways i.e. the Scottish Ambulance Service transport people to their local hospital and General Practitioners refer patients with an acute illness in the same way. The risk of any additional ED attendances would therefore be more likely in circumstances where people self-present, more often with a minor injury or minor illness; the new clinical pathways within the ED have been specifically designed to manage this type of attendance more efficiently. An increase in minor attendances will not affect inpatient bed requirements or scheduled care as modelled.

Road Infrastructure – Established motorway links in place so minimal concern over the ability to provide improvements at this site in line with project programme.

Advisers' comments - Glenmavis

Contamination – A level of risk of contamination greater than allowed for remains due to restrictions on Site Investigation works due to large areas of trees restricting access and the uncertain nature of the sludge found.

Cross-Boundary Flow – The risk of greater than allowed for cross-boundary flow is expected to be less due to the distance from NHS GG&C's boundary although there is a potential for an impact on ED attendance at University Hospital Wishaw.

Road Infrastructure – The road infrastructure risk is made up of two main elements, provision of the East Airdrie Link Road and the timing of its opening.

The viability of Glenmavis is dependent upon the East Airdrie Link Road as the site is remote from the existing A73. If the plans for the new road were halted then this could potentially make the hospital location unviable due to the inability of access. Assurance has been provided by North Lanarkshire Council that this road will be in place for building to commence.

There is, however, a risk that delays in construction and opening of the proposed East Airdrie Link Road could have an impact on the opening of the new hospital. An allowance has been made within the current programme for a longer construction phase to allow an access road to be created. The risk assessment considers the impact of this longer construction phase being insufficient and the hospital being delayed if the EALR is not ready for hospital opening. This would impact the opening of the hospital and/or increase costs.

The two elements of road infrastructure risk, provision of the East Airdrie Link Road and timing of opening, have been combined in the above risk score.

Advisers' comments - Wester Moffat

Contamination – Risk of contamination over what has been allowed for is low due to the historical farming use of the site, there has however been relatively limited Site Investigation undertaken at this site to confirm this compared to the other two.

Cross-Boundary Flow – The risk of greater than allowed for cross-boundary flow is expected to be less due to the distance from NHS GG&C's boundary although there is a potential for an impact on ED attendance at University Hospital Wishaw.

Road Infrastructure – The road infrastructure risk is made up of two main elements, provision of the East Airdrie Link Road and the timing of its opening.

The viability of Wester Moffat is dependent upon the East Airdrie Link Road as the site is remote from the existing A73. If the plans for the new road were halted then this could potentially make the hospital location unviable due to the inability of access. Assurance has been provided by North Lanarkshire Council that this road will be in place for building to commence.

There is, however, a risk that delays in construction and opening of the proposed East Airdrie Link Road could have an impact on the opening of the new hospital. An allowance has been made within the current programme for a longer construction phase to allow an access road to

be created. The risk assessment considers the impact of this longer construction phase being insufficient and the hospital being delayed if the EALR is not ready for hospital opening. This would impact the opening of the hospital and/or increase costs.

The two elements of road infrastructure risk, provision of the East Airdrie Link Road and timing of opening, have been combined in the above risk score.

Summary

The summary of the outcomes is given below, colour coded in accordance with the SCIM risk management guidance.

	Gartcosh	Glenmavis	Wester Moffat
Contamination	9	12	6
Cross-Boundary Flow	6	2	2
Road Infrastructure	2	8	8
Total Risk Score	17	22	16
Final Score (out of 100)	94.12	72.73	100.00

5. Recommendations

It is recommended that the above risk scores are taken forward to form part of the site feasibility option appraisal process in accordance with SCIM requirements and included along with the economic appraisal within the formal report issued in advance of the public feedback process.

G Reid, Monklands Replacement Project Director

28th August 2020