

Graham Johnston
Head of Planning & Development
NHS Lanarkshire Headquarters
Kirklands House, Fallside Road
Bothwell, G71 8BB

11 September 2020

Dear Graham

With regards to the Site Feasibility Option Appraisal

The Institute was commissioned by NHS Lanarkshire to undertake public and staff options weighting and scoring exercises, as part of site appraisal, to support the process to determine a preferred location for the construction of a replacement for the existing University Hospital Monklands.

The feedback from some participants in these exercises highlighted areas/themes that we determined would benefit from risk appraisal. These were:

1. Contamination – the risk that there might be more contamination than identified so far
2. Cross-Boundary Flow- the risk the patient flows for unscheduled care from East Glasgow might be greater than anticipated so far
3. Transport Infrastructure – the risk that the planning assumptions for key roads infrastructure may have underestimated the actual requirements of the new hospital
4. Travel and access for people on low incomes.

It was agreed that risks 1 to 3 should be reviewed using the Scottish Capital Investment Manual (SCIM) Risk Management approach and that it was logical to review (4) under the Fairer Scotland Duty. The review of 1 to 3 has now been undertaken, and the following is the Institute's retrospective assessment of that review.

In order to assess the review we have considered the following:

- A. The information that the reviewing bodies had access to in order to conduct that review
- B. Who undertook the review
- C. The report that has been produced into the review
- D. The approach that is explained for risk management within the Scottish Capital Investment Manual.

The information that the reviewing bodies had access to in order to conduct that review

Our understanding is that the following information was used:

- Wester Moffat Site Report – Revised
- Wester Moffat Site Report – Ground Investigations Addendum
- Wester Moffat – Historical Ground Conditions Report – Phase 1
- Glenmavis Site Report – Revised
- Glenmavis Site Report – Ground Investigations Addendum
- Glenmavis – Historical Ground Conditions Report – Phase 1
- Gartcosh Site Report – Revised
- Gartcosh Site Report – Ground Investigations Addendum
- Gartcosh – Historical Ground Conditions Report – Phase 1
- Monklands Replacement Project Transport Strategy
- Monklands Replacement Project Sites Summary Cost Report
- Final Summary MRP - Impact on catchment areas risk review assessment overview

The Institute scanned these documents to ascertain that there was adequate information to assist in reviewing (1-3) above.

Who undertook the review

Our understanding is that the review was undertaken by a Projects External Technical Adviser Team that was compiled of expert advisors from Currie and Brown, WSP and Buchan Associates.

The report that has been produced into the review

This report has been shared with the Institute. It summarises a combination of the comments/observations of the Adviser Team together with a clear scoring matrix to allow NHS Lanarkshire to consider both the likelihood of issues with regards to (1-3) above and the impact level. It concludes with an overall scoring matrix that enables NHS Lanarkshire to consider the three risk areas comparatively between each site.

The approach that is explained for risk management within the Scottish Capital Investment Manual

The Scottish Capital Investment Manual advises an approach to Risk Assessment. This is a staged process that considers:

- Likelihood
- Consequence
- Risk Rating
- Control
- Tolerate
- Mitigate
- Transfer
- Review and rethink strategy
- Risk monitoring

It is the first three of these (likelihood, consequence and risk rating) that are relevant to the review that has been undertaken, the remainder being future actions following initial review.

Additional considerations

We have also studied the review of the NHS Lanarkshire approach to the requirements of the SCIM by Paul Mortimer of Health Facilities Scotland, lead author of SCIM and take note of his conclusions.

The Institute's conclusions about the review

Having considered the above the Institute is satisfied that:

1. The information used by the Projects External Technical Adviser Team was appropriate for the stages of the process required by the Scottish Capital Investment Manual (SCIM) Risk Management approach
2. The Projects External Technical Adviser Team were from organisations that have the expertise to undertake such a review.
3. The report meets the requirements identified in the stages of 'Likelihood', 'Consequence' and 'Risk Rating'.
4. The SCIM does not suggest the need for anything different to that which has been undertaken prior to the NHS Lanarkshire's Board considering the report.

It is important to note that the Institute does not regard itself as being expert in the requirements of the Scottish Capital Investment Manual Risk Management approach. So, it is reassuring that Paul Mortimer of Health Facilities Scotland also supports the approach taken by NHS Lanarkshire.

The Institute therefore considers that the process undertaken meets with the requirements of the SCIM Risk Management.

We would now suggest that the report is taken forward with the results of the public and staff weighting and scoring processes, the economic appraisal and other relevant information for decision making.

Yours sincerely,

A handwritten signature in black ink that reads "Nicholas Duffin". The signature is written in a cursive style with a large initial 'N' and a long horizontal stroke at the end.

Nicholas Duffin
Fellow of the Consultation Institute
On behalf of the Consultation Institute