

Option 2 - Buy and adapt / extend Carrick Glen Hospital

Risk ID	Identification			Assessment			Control		Monitoring		
	Risk Description	Risk Category	Financial / Non-Financial	Consequence	Likelihood	Risk Rating	Proposed Treatment/Mitigation	Action Taken	Risk Type	Risk Owner	Status
1	The project disrupts day to day business operations	Business Risk	Non-financial	Moderate (3)	Unlikely (2)	6	Developing an off hospital site solution should minimise disruption.				
2	The Board doesn't have the capacity or capability to deliver the project	Business Risk	Non-financial	Major (4)	Possible (3)	12	Ensure that the project is adequately resourced through a combination of experienced and capable internal and external resources.				
3	Poor stakeholder involvement results in a lack of continued support for the project	Business Risk	Non-financial	Minor (2)	Rare (1)	2	Develop a clear communications plan. Ensure that lessons learnt from other NTC projects are embedded.				
4	New Treatment Centre substantially fails to meet stakeholder expectations in terms of benefits	Reputational Risk	Non-financial	Minor (2)	Unlikely (2)	4	Ensure that stakeholders (including patient representatives) are involved in the detailed design development process				
5	Demand for accommodation does not match the levels planned, projected or presumed	Demand Risk	Non-financial	Moderate (3)	Unlikely (2)	6	Regularly review actual demand against predicted levels.				
6	Capacity within the NTC is required for other purposes impacting on the delivery of elective care	Demand Risk	Non-financial	Major (4)	Unlikely (2)	8	Ensure a clear identity for the NTC and protocol for concentrating on elective capacity. Being off a hospital site should provide increased resilience.				
7	Inability to secure adequate numbers of appropriately trained and experienced staff	Operational Risk	Non-financial	Major (4)	Likely (4)	16	Develop a robust recruitment plan for each professional group with appropriate lead times built in. Continue to work with the NHS Academy in skills development for hard to recruit posts.				
8	Service provision or performance is below that assumed within the capacity planning assumptions	Operational Risk	Non-financial	Minor (2)	Unlikely (2)	4	Regularly review KPIs for theatre utilisation, day case rates and inpatient length of stay to ensure these are in line with demand and capacity assumptions.				
9	Operating service costs are higher than expected	Operational Risk	Financial		0		Continually review the operating costs against budget and recruitment planning. Ensure that non-pay costs are reflective of the activity to be delivered and the anticipated building running costs.				
10	New Peri-operative service model cannot be implemented	Operational Risk	Non-financial	Moderate (3)	Rare (1)	3	Ensure that the design supports the clinical model and that staff are appropriately engaged in the change arrangements.				
11	Patient safety is compromised by access to services	Operational Risk	Non-financial	Extreme (5)	Unlikely (2)	10	Ensure that protocols are in place on the site in the event of an adverse clinical incident and that supporting services are accessible in a timely manner.				
12	There is a significant delay in accessing the proposed site which impacts on programme	Procurement Risk	Non-financial	Moderate (3)	Rare (1)	3	Ensure that access to the site is secured immediately after acquisition and there is no conflict with other occupants.				
13	It is not possible to acquire the proposed site	Procurement Risk	Non-financial	Major (4)	Possible (3)	12	Conclude the acquisition negotiations in a timely manner and ensure funding stream is secured.				
14	The contractor does not have sufficient capacity or capability to deliver the project	Procurement Risk	Financial		0		The Board has undertaken a robust appointment process through the HFS Frameworks 3 arrangements which incorporates a set of pre-approved contractors with experience in similar projects.				
15	The Contractor's involvement in the project is too late to impact on the design solution	Procurement Risk	Non-financial	Moderate (3)	Unlikely (2)	6	By appointing the PSCP at an early stage allows to Board to work closely with the PSCP and their Design Team in developing the proposals.				
16	Assumptions regarding use of technology to support service model are not met	Technology Risk	Non-financial	Minor (2)	Possible (3)	6	Where new technologies are required (e.g. electronic check in) ensure that these are adequately tested before go live. Ensure that IT links to the UHA site are in place and operational.				
17	The construction project is poorly managed causing delays and cost overruns	Construction Risk	Financial		0		The Board has appointed external Project Managers (Currie and Brown) to work with the Project Team in delivering the requirements. This will include regular reviews with the PSCP allowing any issues to be identified and resolved.				
18	Construction of the physical solution is not completed to time, budget or specification	Construction Risk	Financial		0		Detailed design work is under way involving the Design Team and a wide range of stakeholders. Costs incorporate appropriate allowances for risk and market conditions. A programme has been developed by the PSCP which is seen to be realistic and achievable.				
19	Information used as part of the strategic & project brief is inadequate to support the design process	Design Risk	Non-financial	Moderate (3)	Unlikely (2)	6	There is a well developed Clinical Output Specification and Schedule of Accommodation which has been shared with the Design Team and is already reflected in early 1:200 layouts.				
20	The design does not meet the Design Assessment expectations / requirements	Design Risk	Financial		0		Continue to work closely with stakeholders and Health Facilities Scotland in terms of AEDET and NDAP assessments.				
21	Critical programme construction dates are unrealistic	Planning Risk	Non-financial	Moderate (3)	Possible (3)	9	Work with the PSCP in programme development taking due account of site investigations analysis etc.				
22	Additional funds are required to support increased capital costs	Funding Risk	Financial		0		Include appropriate allowances for Optimism Bias and quantified risk.				
23	The project becomes unaffordable as a result of scope creep and / or service developments	Funding Risk	Financial		0		Ensure that the NTC is used for the intended purpose and that the anticipated activity and case mix is aligned with planning assumptions.				
24	Proposal will not receive approval - inconsistent with policy and plans	Policy Risk	Non-financial	Moderate (3)	Unlikely (2)	6	Continue to work closely with National Programme leads and CIG.				
25	Changes to non-legislation policy affects project cost or progress (e.g. carbon neutral requirements / NHS Assure requirements))	Policy Risk	Financial		0		Work closely with Scottish Government, the National Programme and NHS Assure to ensure that requirements are met and built into proposals.				