Lochaber Health and Care Redesign Risk Register

Risk ID	Identification		Assessment			Causes	Control		Monitoring				
	Risk Description	Risk Category	Consequence	Likelihood	Risk		Proposed Treatment/Mitigation	Action Taken	Risk Type	Risk Owner	Status	Infrastructure or Service Related	Update Notes
2	NHSH doesn't have the capacity or capability to deliver the project/redesign, impacting quality.	Business Risk	Major (4)	Likely (4)	16		Acceptance that programme delivery is prioritised with potential impact on other areas. Resource is in place with external support as mitigation, however relatively small team means this remains fragile.				Open	Infrastructure & Service	**Updated 19/5/26**
3	The proposed clinical model not clear and complete and sufficient to allow design to progress	Business Risk	Major (4)	Unlikely (2)	8		CoS and design response have been reviewed and Stage 3 design accepted. Work required to confirm Room Data Sheets/ equipping ahead of Stage 4.				Open	Service	**Reduced 3/3/26**
6	Poor internal stakeholder identification/ involvement and engagement adversely impacts quality of outputs.	Business Risk	Moderate (3)	Unlikely (2)	6		Stakeholder list and C&E strategy to be reviewed and approved by project delivery teams and programme board. Regular review.				Open	Infrastructure & Service	
7	Scottish Government do not support the business case resulting in unavailability of capital	Business Risk	Extreme (5)	Possible (3)	15		Continued engagement with Scottish Government and monitoring of business case quality.	escalate to L2.			Open	Infrastructure	**Escalated as Board level risk 19/5/26**
7a	Scottish Government do not have capital funding available to fund the project.	Business Risk	Extreme (5)	Unlikely (2)	10		Confirmation of funding to remobilise - Dec 24.	escalate to L2.			Open	Infrastructure	**Escalated as Board level risk 19/5/26**
7b	Change in government results in a loss of support for the project or a change in requirements.	Business Risk	Extreme (5)	Unlikely (2)	10		Monitor, engage with key SG stakeholders.				Open	Infrastructure	
8	Adverse publicity occurs due to an issue with the project - insufficient capacity to deliver engagment as plan.	Reputational Risk	Moderate (3)	Likely (4)	12		Clear and comprehensive Comms & Engagment Strategy developed, detailed planning to be implemented and monitored.				Open	Infrastructure & Service	**Description & mitigation updated 3/3/26**
10	Demand for the service exceeds the levels planned, projected or presumed	Demand Risk	Major (4)	Possible (3)	12		Modelling must accommodate surge capacity and recognise increases in frailty and challenges around community provision, recruitment. Expansion Strategy developed. Modelling reviewed at Stage 3.				Open	Infrastructure & Service	**Mitigation updated 3/3/26**
12	Unable to decant services from one site to another in a timely manner	Decant Risk	Minor(2)	Possible (3)	6		Detailed preparations/service continuity plan in place.				Open	Infrastructure	
13	Assumptions regarding capabilites in use of technology to support service model are not met, impacting service delivery in the new facilty.	Technology Risk	Major (4)	Unlikely (2)	8		Upgrades will be implemented in current facility to allow key clinical systems to be implemented prior to transition. Ongoing review of new technologies and changing requirements, monitoring progress of new technologies being implemented, clear transition planning including training requirements with Ehealth involvement and specialist input. Proposed technology and equipping relatively well understood, further detail at Stage 4.				Open	Service	**Reduced 3/3/26**
14	Local community objects to the project, leading to delay, esp in business case/ planning process.	Planning Risk	Major (4)	Unlikely (2)	8		Overall support for new hospital is clear, however potential for objections to distinct aspects of proposals or service model to be managed through C&E Plan. Clear messaging and management of expecations. Only one objection from local Community to Planning Application on basis of uncertainty around parking provision.				Open	Infrastructure & Service	**Reduced 19/5/26**

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15	Uncertainty about the development of community based services to support the hospital redesign impacts on the scope of the project. Potential to impact activity modelling assumptions on which hospital model and plans are based, and impact OBC timescale.	Planning Risk	Major (4)	Possible (3)	12		Resources identified, separation of service model devleopment/delivery team and clarity on scope of service design should allow focussed appraoch to completion of the service model work.				Open	Infrastructure & Service	
16	Recruitment challenges impact on service delivery at new hospital	Planning Risk	Moderate (3)	Almost Certain (5)	15		Ensure worksforce and recruitment planning is realistic and factored into transition plan. Monitor alongside Board-wide planning for staff accommodation to support recruitment - link to 34 for short term accommodation.				Open	Infrastructure & Service	**Mitigation updated 19/5/26**
17	Information used as part of the strategic & project brief is unreliable (e.g. detail not recorded, coding errors)	Project Information Risk	Moderate (3)	Unlikely (2)	6		Data check with service leads, triangulated to ensure consistency. ~~'On the ground' data checks have not been possible due to service pressures.~~ Assumptions log issued to Project Team and Board, checks to be carried out in future and assumptions validated or otherwise. Agreed data review periods quarterly.				Open	Service	**Reduced 19/5/26**
18	The design does not meet the Design Statement expectations / requirements	Design Risk	Major (4)	Unlikely (2)	8		Regular review of NDAP requirements during design development, engagement with NDAP team. NDAP Early OBC review complete, OBC Review complete and supported.				Open	Infrastructure	**Mitigation updated 19/5/26**
19	Critical programme dates are unrealistic	Business Risk	Moderate (3)	Unlikely (2)	6		Clear understanding of service design process and clear comprehensive programme required, tailored to resource availability.				Open	Infrastructure & Service	**Reduced 3/3/26**
20	The capital cost estimate is uncertain and potentially inaccurate	Funding Risk	Moderate (3)	Unlikely (2)	6		Monitor as more detail is developed and timescales become more certain. Stage 3 Estimate includes 80% market tested figures providing additional confidence.				Open	Infrastructure	**Reduced 3/3/26**
21	The project becomes unaffordable as a result of scope creep or change requests	Funding Risk	Minor(2)	Unlikely (2)	4		Initial brief development throrough and includes flexibility to accommodate change over time, change control process implemented to ensure any changes are fully quantified and understood prior to implementation.				Open	Infrastructure	
22	External factors (e.g. changes in legislation, tariffs or tax rules) increase capital costs	External Risk	Moderate (3)	Almost Certain (5)	15		Monitor. Note increase in oil prices due to Middle East conflict.				Open	Infrastructure	**Mitigation updated 15/9/26**
23	Changes to government policy or guidance (for example changes to regulatory requirements or revisions to SHTMs) affect project cost or progress	Policy Risk	Moderate (3)	Possible (3)	9		Monitor. Ensure alignment with Scotland West as strategy is developed - impact likely to be limited to service model.				Open	Infrastructure	**Mitigation updated 15/9/26**
25	Poor external stakeholder involvement and engagement results in a lack of support for the project/ redesign	Reputational Risk	Moderate (3)	Possible (3)	9		C&E Strategy developed but work needed to understand seldom heard groups, key influencers and ensure this is updated. Clarity needed on purpose of engagement and clear messaging to prevent confusion and disengagement. HIS support for engagement at OBC.				Open	Infrastructure & Service	**Decreased 15/9/26**
26	Additional requirements imposed on project governance (e.g. NHS Assure) lead to timescales slipping, increased cost and risk to stakeholder support/morale.	Business Risk	Major (4)	Likely (4)	16		Honesty around reason for delays, early ongoing engagement with NHS Assure and learning from NTC experience to set up systems to align with Assure requirements. Concern that NHSS Assure does not have capacity due to concurrent reviews.				Open	Infrastructure	
27	Lack of clarity over other workstreams ongoing within NHSH which may impact on project/ redesign– scope, timescales and outputs.	Business Risk	Moderate (3)	Unlikely (2)	6		Clarify role of programme board in ensuring joined up working. Engagement of Strategy & Transformation in Service Delivery Team will bring knowledge of other workstreams, STAG work to be mapped against project, clarity on Scope of service redesign will enable focussed approach.				Open	Service	

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34	Lack of Student/ Junior Doctor/ visiting staff accommodation in the fort william area resulting in ability to support operational function.	Operational Risk	Major (4)	Unlikely (2)	8		Confirmed and robust plan for student accomodation is required to support operational function - progress with Highland Council. Agreed not required within new build. Outline plan agreed in principle with THC but requires to be formalised.				Open	Infrastructure & Service	**Description updated and reduced 19/5/26**
35	Inaccurate briefing leading to changes.	Funding Risk	Moderate (3)	Rare (1)	3		Clear CoS developed with stakeholder input forms basis of clinical brief and SoA. Pause has given opportunity to review and update documentation to identify and eliminate inaccuracies.				Open	Infrastructure & Service	
36	Design provided by PSCP is difficult to operate/ maintain.	Operational Risk	Moderate (3)	Unlikely (2)	6		Link to Item 35, ongoing review of design with key stakeholders prior to acceptance, clear design management through DQP, lessons learned from previous projects. Workshops to be held at Stage 3.				Open	Infrastructure	**Mitigation updated 3/3/26**
37	Unable to develop an affordable workforce plan in line with Initial Agreement aspirations.	Operational Risk	Major (4)	Almost Certain (5)	20		Workforce Plan has been developed with robust review and requires additioanl revenue funding - highlighted with OBC. Further work to determine Whole System Costs required for FBC.	highlighted to Programme Board, SG.			ISSUE	Service	**Updated 19/5/26**
40	Equipment is installed in new facility that cannot be supported by ehealth.	Technology Risk	Moderate (3)	Unlikely (2)	6		Project requirements mapped against NHSH Digitial Plan, Digital brief developed, network to be futureproofed. All digitised equipment (e.g. nurse call, BMS, security systems) to be highlighted and discussed with ehealth and included in comissioning/ transition planning. Key systems are well understood.				Open	Infrastructure & Service	**Updated 19/5/26**
42	Security Strategy is not completed prior to commencement of Stage 4 Design, leading to incorrect design or redesign requirements, delays and cost.	Operational Risk	Minor(2)	Likely (4)	8		Physical requirements are understood however operational model to be devleoped so there is a risk that changes are required/ impact on workforce plan.				Open	Infrastructure & Service	**Reduced 19/5/26**
43	Design submissions do not meet required standards as set out in EIR/DQP/ overall project brief, extending programme and incurring cost.	Project Information Risk	Moderate (3)	Possible (3)	9		Highlight and explain requirements to PSCP, reject incorrect submissions. Lessons learned will inform Stage 4.	highlighted to PSCP April 25			Open	Infrastructure	**Reduced 3/3/26**
44	Separation of Service and Infrastructure Delivery Teams leads to lack of coordination/ quality and creates delay.	Planning Risk	Major (4)	Possible (3)	12		Coordination between project leads to ensure responsibilities between worsktreams are clear, and monitoring/ communication channels are in place. Structure to be reviewed at FBC to improve.				Open	Infrastructure & Service	**Mitigation updated 19/5/26**
45	Building Safety Act is implemented in Scotland and impacts applicable standards during design period, requiring redesign and/or additional approvals.	Design Risk	Minor(2)	Possible (3)	6		Monitor implementation in England and Wales, considered during infrasrtucture design development and proposed design is likely to be compliant if similar requirements were introduced.				Open	Infrastructure	**Reduced 3/3/26**
46	There is a risk that the project does not demonstrate Value for Money	Funding Risk	Moderate (3)	Possible (3)	9		Monitor, accepted with Business Case approval.				Open	Infrastructure	**Mitigation updated 3/3/26**
49	There is a risk that the project exceeds the funding cap	Funding Risk	Major (4)	Possible (3)	12		Monitor, implement change control processes.				Open	Infrastructure	
51	There is a risk that the VAT recovery calculation assumptions could change, impacting costs	Funding Risk	Minor(2)	Unlikely (2)	4		VAT consultant engaged, review at each RIBA stage.				Open	Infrastructure	**Reduced 3/3/26**
52	There is a risk that the allowances made within the cost plan for equipment is insufficient	Funding Risk	Moderate (3)	Unlikely (2)	6		Initial review undertaken, to be re-reviewed at Stage 4 including transfers.				Open	Infrastructure	**Reduced 3/3/26**
53	There is a risk of increased design / project team fee's relative to the pre-construction programme	Funding Risk	Moderate (3)	Possible (3)	9		Monitor				Open	Infrastructure	
55	There is a risk of a lack of supply chain availability due to project location, resulting in reduced competition and increased costs	Construction Risk	Moderate (3)	Possible (3)	9		Monitor, early engagement/ market testing on key packages undertaken.				Open	Infrastructure	**Reduced 3/3/26**

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56	Key personnel do not attend meetings, leading to extended discussion/ delay, loss of quality or expertise in decision making.	Business Risk	Major (4)	Likely (4)	16		Ensure attendees have a clear understanding of the purpose of meetings and their role, ensure deputies are provided if primary attendees cannot attend. Ensure stakeholder approvals are obtained offline as required. Monitor attendance, follow up offline as required.	Escalate to PB.			Open	Infrastructure & Service	**Updated 19/5/26**
57	Place of Safety - operational model not sufficiently clear to ensure the physical environment is properly designed to accommodate risks.	Design Risk	Moderate (3)	Possible (3)	9		Workshops to be held to agree operational model and risk profile. Detail design and risk assessment to be agreed at Stage 4.				Open	Infrastructure & Service	**Reduced 3/3/26**
58	The revenue cost estimate is uncertain and potentially inaccurate	Business Risk	Major (4)	Unlikely (2)	8		Revenue cost plan developed for OBC.				Open	Infrastructure & Service	**Reduced 3/3/26**
59	Martyn's law impact on building design and operation is uncertain.	Business Risk	Minor(2)	Possible (3)	6		Monitor guidance as it's developed, engage with design team and develop operational procedures through Soft Landings process.				Open	Infrastructure & Service	
60	Ongoing review of ligature/ self harm risk in relation to incident of harm at another RGH may impact design and/ or operation of Place of Safety.	Project Information Risk	Moderate (3)	Possible (3)	9		Engage with those involved in investigation to determine current design decisions, and ensure investigation outcomes are shared as known. Impact likely to be primarily in detail of finishes and operational model.				Open	Infrastructure & Service	**Reduced 3/3/26**
61	Service Delivery Team has limited previous experience of SCIM processes and requirements, impacting delivery.	Business Risk	Major (4)	Possible (3)	12		Ensure team have access to published guidance, monitor programme and outputs regularly, informal advice available as required. Workshops planned to develop clear understanding of FBC+ requirements and co-produce detailed programme.				Open	Infrastructure & Service	**Updated 19/5/26**
63	ehealth input is siloed by dept which increases the risk of some elements being missed (design/ cost)	Quality Risk	Moderate (3)	Almost Certain (5)	15		ehealth to produce a plan setting out responsibilities, deliverables and lead contact from each department.				ISSUE	Infrastructure	