
**JERSEY FUTURE HOSPITAL
CO025 – PROOF OF CONCEPT
SITE OPTION ADDENDUM
APPENDIX 23 RESIDUAL RISK
REGISTER**

QUALITY ASSURANCE

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Position: Director

STATES OF JERSEY

FUTURE HOSPITAL PROJECT

CHANGE REQUEST NR. 25 – RESIDUAL RISKS

Option F

Jersey Future Hospital Project

Risk Register

Option F – Alternative approach to a redevelopment of Jersey General Hospital

Risk Element	Mitigation or management steps proposed
Site / Construction	
Ground investigations not yet completed however desktop appraisal indicates soft / sand based ground conditions in the construction area	Basement design has been reduced to minimise the potential impact of soft ground. A provision to reflect additional ground works has been included to reflect this but will need to be revisited following completion of detailed ground investigation studies
Potential contaminated ground contamination beneath existing buildings	Potentially significant due the historic and current use of the site and those sites being acquired. Allowances have been included for some remedial works and asbestos removal during demolition but these will need to be revisited following completion of detailed building, site and ground investigation studies
Archaeological findings delay/limit site availability	Considered possible but no historic record of activity available. Reflected in optimism bias pending detailed archaeological investigation
Condition of site (including high water table) may require enhanced foundations	The proposed hospital form is reasonably robust and likely to allow ground water conditions to be well managed. The existence of basement spaces within the existing hospital provides good evidence that the level of ground water affecting basements can be managed
Requirement for off-site infrastructure including drainage, water, gas, electricity and telecoms including road, boundary and access road areas	Early review suggests adequate supplies are available. Also the capacity available to the current hospital will equally be available to the new hospital on completion
Demolitions adjacent to a live hospital and/or clinical departments	Further analysis within detailed design to review phasing and adjacencies of sensitive departments. Implications of aspergillus to be considered and mitigated

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FUTURE HOSPITAL PROJECT

CHANGE REQUEST NR. 25 – RESIDUAL RISKS

Complications due to restrictions of a town centre location	Further analysis within detailed design in particular to deliverables, set down areas and phasing of the works
Requirement for additional off-site highway works and junction improvements	Considered reasonably low risk due to adjacency of the existing hospital. Allowances included for known improvement measures but will need review following detailed design
Complications/costs of procuring third party land / access	Specific risks are unknown at this stage but have been assessed as manageable within any procurement process implemented by the States. No other provision made other than Optimism Bias
Late completion of the Enabling Schemes	Programme review required during the next stage of detailed design to confirm deliverability.
Flood risk	Previous flood risk reviews completed for other options indicates that the proposed development site is beyond the flood limits of current studies
Disruptions caused by restrictions due to noise or dirt	Considered to be a moderate risk and will need to be managed through specific measures implemented during construction. To be evaluated during the detailed design stage when mitigation strategies will be developed.
SoJ taking longer than programmed to give approvals	Appropriate allowances made in programme. Programme review to be completed at the next stage
Failure to maintain possession dates for Contractor	Appropriate allowances made in programme. Programme review to be completed at the next stage
Failure by the Client to achieve operational commissioning and decant programme	Appropriate allowances made in programme. Programme review to be completed at the next stage
Access denied or restricted	Programme review to be completed at the next stage
Deliveries disrupted due to shipping and bad weather	Moderate risk. Conflict between hospital and construction traffic will be avoided through specific arrangements implemented during construction Mitigation to be developed at detailed design stage

STATES OF JERSEY

FUTURE HOSPITAL PROJECT

CHANGE REQUEST NR. 25 – RESIDUAL RISKS

Lack of contractor parking	Mitigation to be developed at detailed design stage
Client stops work due to noisy operations	Mitigation to be developed at detailed design stage
Complaints from neighbours/ adjacent departments causes works to stop	Mitigation to be developed at detailed design stage to alleviate noisy operations, where possible, near to site boundary/ sensitive departments
Increased plant and associated requirements should all electric fuel source is chosen	Mitigation to be developed at detailed design stage
Planning	
Site availability may be limited by planning	Additional sensitivity undertaken to acknowledge the additional time required to secure consent. However, the precedence of health use for the site is considered to ease some of these risks
Site unable to deliver reduced space strategy	To be managed through the detailed design process. Spatial risk is currently covered by Optimism Bias and planning allowance
Achievement of spatial reduction targets	To be managed through the detailed design process. Spatial risk is currently covered by Optimism Bias and planning allowance
Completion of clinical planning and acute service strategies in time to inform design	Client risk to be managed through the continuing clinical engagement being undertaken through of Change Request CR003
Other Health strategies are not developed or implemented in time to support the project	Client risk to be managed through programme control at the next stage
Cost /Financial	

STATES OF JERSEY

FUTURE HOSPITAL PROJECT

CHANGE REQUEST NR. 25 – RESIDUAL RISKS

Movement in inflation indices	Monitor only at this stage with full rework of costs scheduled once detailed design has commenced. Cover by optimism Bias
Incorrect revenue assumptions associated with redevelopment values	Considered low as receipts estimated conservatively. Full work up of development scheme to be completed to verify costs and no's of units
Use of HPCG realising inadequate / unachievable targets for design	Testing to be completed during detailed design stage
Availability of funds from SoJ, bond or public funding shortfall	Seek FHPOG, COM and States Assembly approval to funding mechanism and project timetable at earliest opportunity
Unsuitable or unconventional contract strategy.	Work in collaboration with SoJ, island Construction Council and UK soft market testing to deliver contracting strategy that balances the needs of the different markets.
Operational Risks – Employer (CA/SoJ/HSSD)	
Specific changes in requirements (i.e. in scope of works or Project Brief during design, Pre-Construction and Construction Stages).	Develop staged approval process with progressive fixity to agree and sign off project requirements. Adopt robust change management procedures to control value management.
Changes in quality (i.e. specification of materials and workmanship).	Develop detailed sign-off process for Stage 4 design and agree cost/quality parameters in development with Client and Preferred Bidder
Employer driven changes/variations introduced during the construction stage.	Develop detailed sign-off process for construction stage and agree cost/quality parameters in development with Client and selected contractor
Employer's specific requirements (e.g. functional standards, site or establishment rules and regulations, and standing orders).	Undertake a review of the specific requirements required and identify derogations that are required to meet the projects parameters; main building & relocation projects and Health Strategy

STATES OF JERSEY

FUTURE HOSPITAL PROJECT

CHANGE REQUEST NR. 25 – RESIDUAL RISKS

Insistence on use of local work people or other restrictions on workforce.	Work in collaboration with SoJ, island Construction Council and UK soft market testing to deliver workforce strategy that balances the needs of the local/UK/international suppliers.
Requirements relating social matters (e.g. pressure groups and local protests).	Develop clear stakeholder communication strategy and seek involvement of the wider community
Timescales for decision making.	Work with Contracting Authority to develop approval's programme and level of information required for approval to support achieving decision making in a timely fashion against overall project programme parameters
Existing occupancies/users. (Potential Compulsory Purchases, Sitting tenants and negotiation with Andium Homes)	Develop early handover and management plan for negotiation with Andium homes, review contingency planning to offer alternatives.
Operational Risks – Operational Hospital during construction (CA/HSSD)	
Failure of existing hospital (plant or system) during construction	Risk assessed approach to back-log maintenance delivery programme
Inability to deliver decanting (relocations) programme in time for construction commencement	Programme management and reporting / review to be implemented. Ensure programme float exploited and key milestones considered
Demolition or Construction impacts operation of existing hospital	Health and safety management plan to review in detail and set key performance indicators with constructor regarding noise, dust, vibration, service interruption, traffic flow and other dependencies
Long period of instability (created by redevelopment programme) demoralising to staff, increases turn-over or restricts ability to fill vacancies.	Utilise stakeholder communications plan to show the positive aspects of change that re-development will bring, communicate details to staff during design to improve understanding of constraints during construction and handover
Change in key personnel during construction / handover process	Develop succession planning for key hospital and project staff

STATES OF JERSEY

FUTURE HOSPITAL PROJECT

CHANGE REQUEST NR. 25 – RESIDUAL RISKS

<p>Snagging / defects damage credibility of project</p>	<p>Develop robust on site workmanship and management plan, agree sign-off and testing regime, write commissioning management plan, and include required performance for post-handover period as part of contract. Engage end user (FM/Clinical) leads throughout the process</p>
<p>Future hospital in-flexible to changing demands of health economy</p>	<p>Developed staged sign-off, progressive fixity and agreed process for inclusion of active / passive safe guarding for future flexibility; consider solutions that utilise the existing hospital site for future Health Campus</p>