
**JERSEY FUTURE HOSPITAL
CO021 – SITE OPTION REPORT**

**APPENDIX 23 RESIDUAL RISK
REGISTERS**

QUALITY ASSURANCE

Sign off: Terry Langdon

Position: Director

STATES OF JERSEY

FUTURE HOSPITAL PROJECT

CHANGE REQUEST NR. 21 – RESIDUAL RISKS

Option A

Jersey Future Hospital Project

Risk Register

Option A – Existing General Hospital & Overdale

Risk Element	Mitigation or management steps proposed
Site / Construction	
Demolitions adjacent to a live hospital departments	Further analysis within detailed design to review phasing and adjacencies of sensitive departments. Implications of aspergillus to be considered and mitigated
Requirement for off-site infrastructure drainage works	Further analysis within detailed design
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
Condition of site requires extensive groundworks/ Overdale Topography	To be evaluated through detailed site investigation during detailed design
Requirement for off-site highway works and junction improvements	Further analysis within detailed design
Sufficient capacity and condition of existing MEP services to support phasing requirements to maintain live hospital departments	Further analysis within detailed design
Late completion of off-site highway improvements	Programme review to be completed at the next stage
Asbestos within existing buildings	Further analysis within detailed design
Disruptions caused by restrictions due to noise or dirt	To be evaluated during the detailed design stage and to develop mitigation strategies
SoJ taking longer than programmed to give approvals	Programme review to be completed at the next stage
Failure to maintain possession dates for Contractor	Programme review to be completed at the next stage

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FUTURE HOSPITAL PROJECT

CHANGE REQUEST NR. 21 – RESIDUAL RISKS

Failure by the Client to achieve operational commissioning and decant 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	Mitigation to be developed at detailed design stage
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
New catering unit is not completed and operational in time	Mitigation to be developed at detailed design stage
All diagnostic and medical equipment on one site causes a potential lack of resilience in the event of fire.	Mitigation to be developed at detailed design stage
Too much activity exceeds clinical and non-clinical support infrastructure	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
Chimney height and numbers affect planning approvals	Mitigation to be developed at detailed design stage
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
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

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FUTURE HOSPITAL PROJECT

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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	
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

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FUTURE HOSPITAL PROJECT

CHANGE REQUEST NR. 21 – RESIDUAL RISKS

Option B

**Jersey Future Hospital Project
Risk Register
Option B - Single Site - Overdale**

Risk Element	Mitigation or management steps proposed
Site / Construction	
Topography of site requires extensive groundworks and enhanced foundations	To be evaluated through detailed site investigation during detailed design
Requirement for off-site infrastructure drainage works	Further analysis within detailed design
Complications with drainage/ culvert diversions	Further analysis within detailed design
Requirement for off-site highway works and junction improvements	Further analysis within detailed design
Complications/costs of procurement of third party land associated with highway works and junction improvements impacts on cost/programme/quality of access provision	Further analysis within detailed design
Late completion of off-site highway improvements	Programme review to be completed at the next stage
Asbestos within existing buildings	Further analysis within detailed design
Disruptions caused by restrictions due to noise or dirt	To be evaluated during the detailed design stage and to develop mitigation strategies
SoJ taking longer than programmed to give approvals	Programme review to be completed at the next stage
Failure to maintain possession dates for Contractor	Programme review to be completed at the next stage
Failure by the Client to achieve operational commissioning and decant programme	Programme review to be completed at the next stage

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FUTURE HOSPITAL PROJECT

CHANGE REQUEST NR. 21 – RESIDUAL RISKS

Access denied or restricted	Programme review to be completed at the next stage
Complications with drainage/culvert diversion within the site	Further analysis within detailed design
Deliveries disrupted due to shipping and bad weather	Mitigation to be developed at detailed design stage
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
New catering unit is not completed and operational in time	Mitigation to be developed at detailed design stage
All diagnostic and medical equipment on one site causes a potential lack of resilience in the event of fire.	Mitigation to be developed at detailed design stage
Too much activity exceeds clinical and non-clinical support infrastructure	Mitigation to be developed at detailed design stage
Complaints from neighbours causes works to stop	Mitigation to be developed at detailed design stage to alleviate noisy operations, where possible, near to site boundary
Chimney height and numbers affect planning approvals	Mitigation to be developed at detailed design stage
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
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

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FUTURE HOSPITAL PROJECT

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Planning constraints due to green back drop zone	Mitigation to be developed at detailed design stage
Loss of feature trees	Mitigation to be developed at detailed design stage should stakeholders require their retention.
Ecological matters	Further surveys to be completed during the detail design stage
Archaeological survey findings	Desktop/ field surveys to be completed during the next stage
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	
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

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FUTURE HOSPITAL PROJECT

CHANGE REQUEST NR. 21 – RESIDUAL RISKS

Option C

Jersey Future Hospital Project

Risk Register

Option C – Existing General Hospital – 100% New Build

Risk Element	Mitigation or management steps proposed
Site / Construction	
Demolitions adjacent to a live hospital departments	Further analysis within detailed design to review phasing and adjacencies of sensitive departments. Implications of aspergillus to be considered and mitigated
Requirement for off-site infrastructure drainage works	Further analysis within detailed design
Complications with drainage/ culvert diversions	Further analysis within detailed design
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 off-site highway works and junction improvements	Further analysis within detailed design
Sufficient capacity and condition of existing MEP services to support phasing requirements to maintain live hospital departments	Further analysis within detailed design
Late completion of off-site highway improvements	Programme review to be completed at the next stage
Asbestos within existing buildings	Further analysis within detailed design
Disruptions caused by restrictions due to noise or dirt	To be evaluated during the detailed design stage and to develop mitigation strategies
SoJ taking longer than programmed to give approvals	Programme review to be completed at the next stage
Failure to maintain possession dates for Contractor	Programme review to be completed at the next stage

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Failure by the Client to achieve operational commissioning and decant programme	Programme review to be completed at the next stage
Access denied or restricted	Programme review to be completed at the next stage
Complications with drainage/culvert diversion within the site	Further analysis within detailed design
Deliveries disrupted due to shipping and bad weather	Mitigation to be developed at detailed design stage
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
New catering unit is not completed and operational in time	Mitigation to be developed at detailed design stage
All diagnostic and medical equipment on one site causes a potential lack of resilience in the event of fire.	Mitigation to be developed at detailed design stage
Too much activity exceeds clinical and non-clinical support infrastructure	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
Chimney height and numbers affect planning approvals	Mitigation to be developed at detailed design stage
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
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

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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	
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

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CHANGE REQUEST NR. 21 – RESIDUAL RISKS

Option D

Jersey Future Hospital Project

Risk Register

Option D - Single Site - Waterfront

Risk Element	Mitigation or management steps proposed
Site / Construction	
Condition of site requires extensive groundworks	To be evaluated through detailed site investigation during detailed design
Groundworks to address contamination, including asbestos and potential off-site disposal	Further analysis within detailed design
Condition of site (including high water table) may enhanced foundations	Further analysis within detailed design
Requirement for off-site infrastructure drainage works	Further analysis within detailed design
Requirement for off-site highway works and junction improvements	Further analysis within detailed design
Complications/costs of procurement of third party land associated with highway works and junction improvements impacts on cost/programme/quality of access provision	Further analysis within detailed design
Late completion of off-site highway improvements	Programme review to be completed at the next stage
Flood risk	Further analysis within detailed design
Disruptions caused by restrictions due to noise or dirt	To be evaluated during the detailed design stage and to develop mitigation strategies
SoJ taking longer than programmed to give approvals	Programme review to be completed at the next stage
Failure to maintain possession dates for Contractor	Programme review to be completed at the next stage

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Failure by the Client to achieve operational commissioning and decant programme	Programme review to be completed at the next stage
Access denied or restricted	Programme review to be completed at the next stage
Complications with drainage/culvert diversion within the site	Further analysis within detailed design
Deliveries disrupted due to shipping and bad weather	Mitigation to be developed at detailed design stage
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
New catering unit is not completed and operational in time	Mitigation to be developed at detailed design stage
All diagnostic and medical equipment on one site causes a potential lack of resilience in the event of fire.	Mitigation to be developed at detailed design stage
Too much activity exceeds clinical and non-clinical support infrastructure	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
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	

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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

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FUTURE HOSPITAL PROJECT

CHANGE REQUEST NR. 21 – RESIDUAL RISKS

Option E

Jersey Future Hospital Project

Risk Register

Option E – People’s Park

Risk Element	Mitigation or management steps proposed
Site / Construction	
Ground investigations not yet completed and rock formations likely due to the proximity of the escarpment	Basement design located to increase distance from the base of the cliff. Site investigation from other development used to estimate rock depth below required foundation level. Reflected in optimism bias pending detailed site and ground investigation
Potential contaminated ground	Considered to be low risk as the site has no history of commercial / industrial development. Some provision included to deal with potential fill elements and otherwise reflected in optimism bias pending detailed site and ground investigation
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	Proposed Structural design is reasonably robust and therefore any further impact will be reflected in optimism bias pending detailed site and ground investigation
Requirement for off-site infrastructure including drainage, water, gas, electricity and telecoms including road, boundary and access road areas	Considered reasonably low risk due to early consultations. Provisions for anticipated works already included
Requirement for additional off-site highway works and junction improvements	Considered reasonably low risk due to early consultations. Provisions for anticipated works relating to a site with 140 car parking spaces already included and further works including those needed to support additional site traffic would need to follow a full transport assessment
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.

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	No other provision made other than Optimism Bias
Late completion of off-site highway improvements	Programme review to be completed at the next stage
Flood risk	Current flood assessment indicates no risk but issue to be held under design review.
Disruptions caused by restrictions due to noise or dirt	Considered to be low risk. 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	Considered low risk due to good access. Mitigation to be developed at detailed design stage
Lack of contractor parking	Mitigation to be developed at detailed design stage
Client stops work due to noisy operations	Considered low due to separation distances. Mitigation to be developed at detailed design stage
New catering unit is not completed and operational in time	Mitigation to be developed at detailed design stage
All diagnostic and medical equipment on one site causes a potential lack of resilience in the event of fire.	Mitigation to be developed at detailed design stage
Planning	

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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	
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