

## **MANAGEMENT**

A - A risk management strategy will be required for the new Health Centre. Prepare a risk register, identifying key risks for the development and include the mitigation measures in your register

### **Question answered - Management – Question A**

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## 1.0 PREAMBLE

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The following risk register has been compiled on behalf of Englemere NHS Trust.

The group of Medical Practitioners commissioning the project will be referred to in this document as the client.

Known details relating to the outline plans of the proposed conversion, future usage and the buildings listed status have been considered when drafting this register. Extracts from the surveyors report undertaken on 23<sup>rd</sup> August are also acknowledged; whilst the year of this survey has not been communicated, it is assumed to have taken place in 2014.

Due to the age and nature of the existing building, the occurrence of collected water and established flora, the presence of protected species, specifically bats and newts have been strongly presumed at this site.

It is assumed that Englemere NHS Trust will be the funder of this project.

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## 2.0 INTRODUCTION

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CR Consulting Ltd has been appointed by Englemere NHS Trust to establish the risks associated with the outline proposal for the new Englemere Medical Health Centre (EMHC). A full review of the plans for the intended conversion and extension of the existing listed dwelling have been completed to establish the risks involved.

It is understood the client is seeking to engage one organisation to develop the detailed design, manage the construction of the development and later maintain the facility under contract. Full planning permission for the new health centre is yet to be submitted to the Local Authority.

ST from CR Consultants has complied the risks associated with the outline proposal. In line with the definitions of CIOB Code of Practice for Project Management (CIOB 2002), identified risks have been tabulated into a risk register contained in Appendix A, capturing specific, generic and residual risks affecting this project.

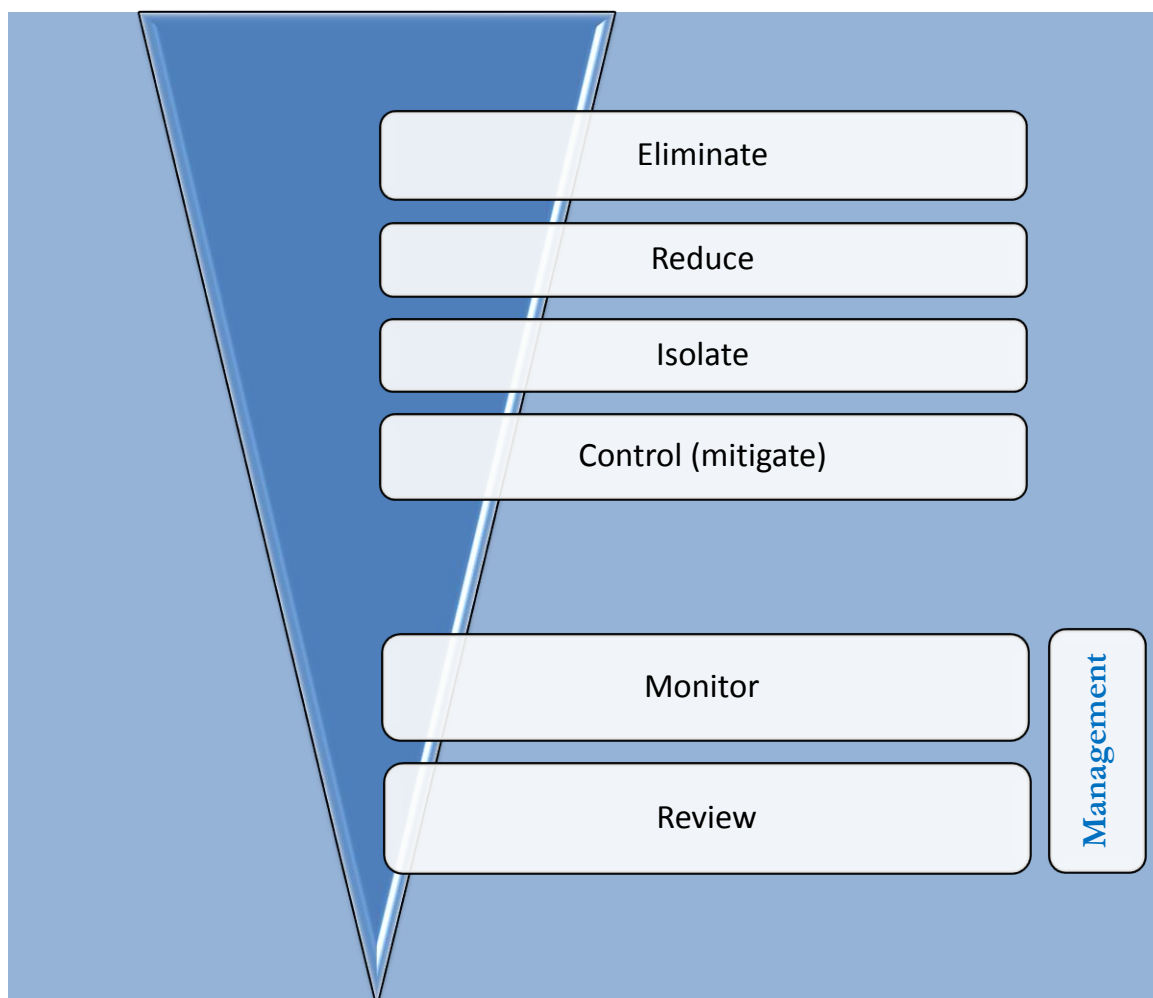
Further opinions relating to the risks observed are presented in the recommendations and conclusion at the end of the document.

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### 3.0 RISK MANAGEMENT

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During the identification of risks related to this project, emphasis has been placed on risk avoidance by eliminating, reducing or isolating through design. Mitigation controls have been developed with this in mind. Where not possible to design out risk, measure to prevent, or reduce the severity and impact of the risk have been employed.



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## 4.0 PROJECT SPECIFIC RISK

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Reviewing the available information has highlighted a number of risks specific to this project. Where the information available is lacking or inconclusive it has resulted in high scores being awarded in recognition of the potential unknown risk that may exist.

The site-specific risks identified on this project fall into the following categories:

- Fallopia Japonica, commonly known as Japanese Knotweed
- Presence of Asbestos
- Indigenous tree identified in Architects survey
- Planning
- Structural condition
- SAP rating
- Acoustic performance
- Insect infestation or fungi
- Protected species e.g. bat, breeding bird, badger, reptile, great crested newt
- Utility supplies
- Disturbance
- Existing services

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## **5.0 GENERIC PROJECT RISK**

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Generic risks commonly associated with projects of this nature have been evaluated and recorded. The weighting of these risks has been based on knowledge and experience of managing these types of risks.

Whilst risks may not be totally illuminated the client is encouraged to adopt strategies necessary for their control and allocation through procurement and contractual arrangements.

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## **6.0 SUMMARY OF HIGH LEVEL RISK**

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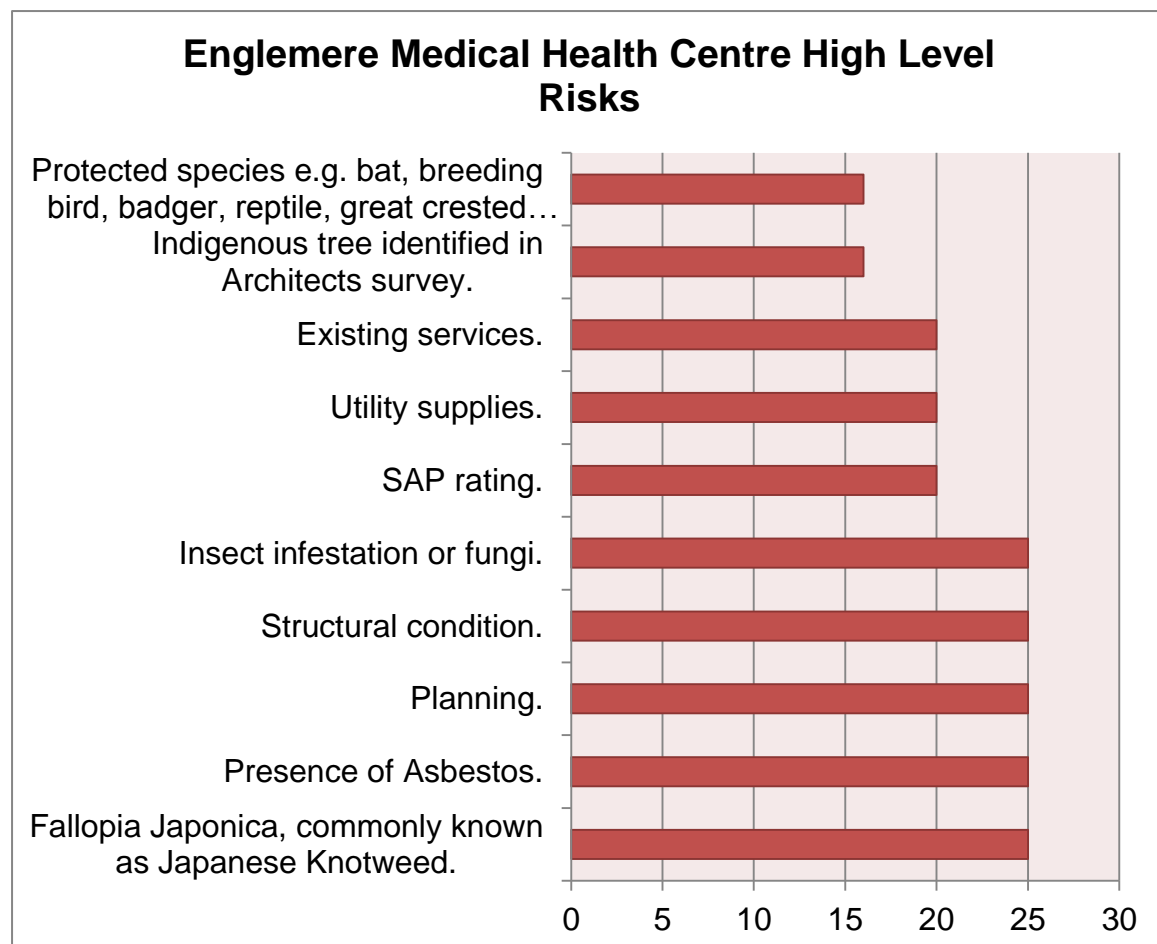
Smith (1999) distinguishes between risk and uncertainty in decision-making such that a risk is a decision having a range of possible outcomes to which a probability of possible outcomes is known. He suggests that a risk falls into three categories:

1. Known risks - risks that are an everyday feature of construction
2. Known unknowns - risk which can be predicted or foreseen
3. Unknown unknown - Risks due to events whose cause and effect cannot be predicted.

The chart in displayed in Fig 1 summarises the high level risks identified for the project. They fall into the “Known unknowns” category. The client is encouraged to reduce the uncertainty of these risks through further investigation by specialist surveys recommended in this report (see section 7.0 Recommendations). Consequently the risks might be re-classified as

“Known risks”, a greater degree of certainty of the risk involved may prompt a reduction in the overall risk score.

Fig 1.



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## **7.0 RESIDUAL RISK**

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Despite the formulation of mitigation controls within the risk register, it must be recognised by the client that some residual risk will still remain. Where this is the case, the residual risks are identified within the last column of the register (see Appendix A).

It is essential that the recommendations made in this report be executed and the findings used to update the risk register, thus ensuring its future relevance for the project. This is in keeping with findings of the Turnbull Report that suggested 'the significant internal and external operational, financial, compliance and other risks should be identified and assessed on an on-going basis' (Turnbull Report, 1999).

'Even so there will remain a need for client, designer and contractor to respond quickly to the discovery of previously unknown features of, or defects in, the existing building' (Ferry and Brandon, 2007)

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## **8.0 RECOMMENDATIONS**

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The client is strongly recommended to commission or ensure that further surveys be undertaken by specialist providers to quantify condition and extent of remedial work necessary in the following areas:



- **Roof** – Condition of roof timbers, finishes, cloaks, flashings and rainwater goods unknown
- **Damp** – Establish cause of high moisture readings and mould. Establish extent of damage to building structure and fabric
- **Drains** – No information supplied, survey required to ascertain ownership, condition and suitability for outline proposal
- **Structure** - Stability of existing building, outbuildings and extensions unknown
- **Energy performance** – Identify SAP rating and outline improvement to thermal efficiency of existing building
- **Ecology** – Check for presence of protected species bats, newts etc. identify any disturbance impact and formulate outline recommendations for the project
- **Archaeological Assessment** – Ascertain the likelihood of discovering or unearthing antiquities during the project
- **Traffic Management** – Assess impact and effects of new proposal on local infrastructure and use of existing medical practice by staff and general public during project delivery
- **Asbestos** – Refurbishment and Demolition (R&D) survey to ascertain the presence and extent of Asbestos Containing Materials (ACM's)
- **Utilities** – Existing condition and suitability unknown, may have been subject to theft and vandalism
- **M & E** – Assess condition and safety of existing services following theft and vandalism, make recommendations of necessary improvements, alteration or replacement required to meet current building regulations.

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## 9.0 CONCLUSION

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Based on the number of unknown variables associated with the existing building and complexity of the outline proposals, the author supports the client's preference for one provider to design build and maintain this project. Special care should be exercised when procuring to ensure the chosen method supports the project requirements.

## 11.0 appendices

Appendix A. EMHC Risk Register



EMHC Risk Register CIOB  
Mock Exam Manag

**Markers Comments** - Excellent knowledge and understanding of risk management identified and a well present report with a very good risk register that covered most aspects - could have been more project specific.

RISK  
REGISTER

REVIEW  
DATE

Englemere  
Medical Health  
Centre  
09/02/2015

VERSION NUMBER

2015-2016

Key - **Red** = Very High Risk, **Amber** = High Risk, **Yellow** = Medium

Risk No.	Risk Description	Cause	Consequence	Likelihood (5 = high likelihood and 1 = low likelihood)	Impact (5 = high impact and 1 = low impact)	Current Evaluation	Mitigation Controls
1	Fallopia Japonica, commonly known as Japanese Knotweed.	Invasive species found growing in the building fabric during Architects survey conducted 23rd August 2014.	Lengthy delays whilst eradicating, additional expenditure to treat and remove from site. Risk that infestation is not isolated or spreads further. Disturbance of rhizomes during excavation or further contamination due to site traffic.	5	5	25	Engage competent specialist contractor to investigate and design a site-specific backed guarantee. Method of treatment and removal to be approved by the E
2	Presence of Asbestos.	Building converted for multi-occupancy in 1950, Asbestos commonly used in construction at this time.	Costly identification and removal. Removal may need to be phased/co-ordinated with other tasks/dependencies, could result in programme delays. Possibility of accidental strikes.	5	5	25	Instruct refurbishment and demolition survey ahead of work commencing. All by specialist provider.