

RISK REGISTER	
Project Title	Gilbert Bain Cladding Remedials
Revision No.	Rev 2, 25-03-2025
Risk Champion	David Wagstaff - NHSS Project Director

Ref No:	Type	Workstream	Risk Description	Prior to Mitigation			Mitigation	Post Mitigation			Risk Owner	Risk/Mitigation Manager	Action Date	Comments
				Probability (1-5)	Impact (1-5)	Risk Rating (1-25)		Probability (1-5)	Impact (1-5)	Risk Rating (1-25)				
1	Stakeholder	Decant	Inadequate Stakeholder Engagement or Design; May fail to engage with stakeholders or stakeholders are unable to dedicate adequate time for design.	2	4	8	Identify key stakeholders and negotiate appropriate time. Programming stakeholder time in advance in line with availability (6 weeks where possible for clinical staff).	1	4	4	NHS	David Wagstaff		
2	Design	Decant/Cladding	Lack of existing site survey information at appointment of Contractor	3	4	12	As built information is being sought. Some external surveys have been carried out	3	4	12	NHS	David Wagstaff		27-02-2025 Further decant and enabling surveys are required to old part of hospital. Asbestos register to be circulated. RONAS etc will need an asbestos refurb survey carried out. No intrusive work has been carried out. Chosen option info from 360 will advise areas to be surveyed. Services info may need to be reviewed but MRI project provided info for the west car park area. Water and drainage are known to be in this area.
3	Brief	Decant/Cladding	Insufficient parking in car park following installation of temporary accommodation and contractor compound and safety cordon..	4	4	16	Alternative locations to be identified for temporary accommodation or parking..	2	3	6	NHS	David Wagstaff		27-02-2025 Parking to be designated for patients and visitors- off site parking may be required for staff, with transport plan (shuttle busses?). To be included in cost plan. Contractor will need to provide transport/delivery schedule.
4	Construction/Cost	Cladding	Adverse weather delays work.	4	4	16	Weather allowance to be incorporated into programme and costs	3	4	12	NHS	David Wagstaff		27-02-2025 Contractor to provide programme including weather allowances as tasks for deliveries and works. Materials deliveries on ferries can be delayed by weather. Knock on delays for rebooking. This may affect temp accommodation and cladding deliveries.
5	Site	Cladding	Ingress of rain water to ground floor once outer leaf of wall removed causes disruption to services in Outpatients department	4	5	20	Implications of removal of the outer leaf to be established during design and solution identified. Contractor to be engaged to assist in identifying a solution to this issue.	2	3	6	Contractor	TBC		27-02-2025 Possible Tyvek layer may assist.
6	Design	Cladding	Wind affects inner leaf of walls following removal of the outer leaf.	4	3	12	Suitability of internal walls to be considered prior to exposing and suitable method of supporting identified.	2	3	6	NHS	David Wagstaff		27-02-2025 MM and Robertson to liaise and review.
7	Contractor	Cladding	Works cause damage to ground floor roof.	3	5	15	Contractor to review suitability RAMS for keeping water out of the areas of the building that remain.	1	5	5	Contractor	TBC		27-02-2025 Contractor RAMS to be developed.
8	Site	Decant	Loss of continuity of (affected) clinical services during the relocation or construction phases.	4	5	20	Robust planning of relocation strategy to be undertaken.	2	5	10	NHS	David Wagstaff		27-02-2025 Ongoing- regular meetings with stakeholders.
9	Site	Cladding	Externally mounted plant serves unaffected areas of the building leading to additional works to maintain services.	3	5	15	Detailed investigation and surveys to be carried out prior to works to determine the areas served by external items of plant (eg air conditioning plant, etc)	2	5	10	NHS	David Wagstaff		27-02-2025 Engagement of M&E consultant to review.
10	Cost	Decant/Cladding	Costs of proposed solution are greater than cost estimate.	4	3	12	Regular reviews to be undertaken to ensure cost estimate is valid.	3	3	9	NHS	David Wagstaff		27-02-2025 Unknowns will affect the costs, once site works start, once absolute detail is known.
11	Programme	Decant	Decant strategy and procurement of accommodation takes longer than expected to develop leading to project delays.	4	3	12	Early stakeholder engagement to be undertaken to develop robust strategy	2	3	6	NHS	David Wagstaff		27-02-2025 Procurement has started and supply chain engagement is underway to identify what accommodation is available.
12	Site	Decant/Cladding	Increased traffic movements during construction, including requirements for materials handing, etc., cause disruption.	5	4	20	Contractor to develop delivery schedule and programme deliveries outwith peak periods.	2	5	10	Contractor	Contractor		27-02-2025 Traffic management plan. Peak period to be identified/ defined. Liaison with management team in hospital for future deliveries. Blue light route to be protected at all times.

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13	Brief	Decant	Clinical Brief; May fail to define appropriately the clinical need resulting in change.	3	4	12	Output specifications drawn up with users and signed off. Revisions will follow same process. Clinical leads to review clinical need based on service history and projected demand.	1	4	4	NHS	David Wagstaff		27-02-2025 Liaison ongoing
14	Brief	Decant	Management of Expectations (Clinical Brief) Planned temporary facilities do not meet expectations of public, staff, clinicians, NHS, etc. Impacting reputation & Service Delivery Impact.	2	3	6	Stakeholder engagement to be included in the programme.	1	3	3	NHS	David Wagstaff		27-02-2025 Liaison ongoing
15	Site	Decant	Lack of power and other services for temporary clinical accommodation to accommodate all planned buildings resulting in programme delay and increased project cost.	2	4	6	Load capacity check to be carried out on existing power supply to determine the availability of power for temporary facilities.	2	4	3	NHS	David Wagstaff		27-02-2025 M&E consultant to be engaged.
16	Stakeholder	Decant/Cladding	NHS SCIM process including NDAP, KSAR, etc is not required for the project. Confirmation that this is not required should be confirmed. Current programme and scope assumes that there is no requirement to follow the SCIM process. Implementation of this process will have an impact on the programme.	3	3	9	Confirmation of requirements to be confirmed as soon as possible. NHS Assure to be included and updated throughout the programme. NHS Assure to be invited to meetings as required.	1	3	3	NHS	David Wagstaff		27-02-2025 Process does not exist but advice can be sought as required, via NHS Assure.
17	Governance	Decant/Cladding	Poor definition of roles, responsibilities and communication routes/paths leading to unfulfilled roles and responsibilities.	2	3	6	Robust governance structures agreed. Terms of Reference, internal matrices and appointment documents in place for the project. PEP developed.	1	3	3	NHS	David Wagstaff		27-02-2025 PEP development underway.
18	Design	Decant/Cladding	Contractor may fail to identify and address site constraints (environmental concerns, ground conditions, public access, car parking, transport).	3	3	9	Contractor to undertake site surveys to confirm site conditions and constraints and develop RAMS accordingly.	2	2	4	Contractor	Contractor		27-02-2025 Ongoing, and will be developed along side proposals.
19	Governance	Decant	Fire Strategy does not match NHS Fire Officer and Building Control and Fire Code requirements.	2	3	6	Fire strategy for temporary accommodation to be developed and approved prior to installation.	2	3	6	Contractor	Contractor		27-02-2025 Fire Consultant to be engaged when suitable info is available.
20	Governance	Decant/Cladding	NHS Scotland Assure do not support the project.	3	4	12	NHSScotland Assure are providing support to NHS Shetland in an informal basis and no formal process is being followed (i.e. NDAP or KSAR) therefore there is no risk that NHSScotland Assure will affect the programme.	1	4	4	NHS	David Wagstaff		19-03-2025 AW advised in an email that this is not a risk (see mitigation comment). Post mitigation risk rating probability reduced from 2 to 1. 27-02-2025 Advice to be sought as to whether this is relevant.
21	Site	Decant/Cladding	Disruption to blue light routes.	2	5	10	Contractor to plan deliveries (delivery schedule), suitable traffic management and clear supplier driver instructions to be developed if required.	1	4	4	Contractor / NHS	Contractor/David Wagstaff		27-02-2025 Contractor TM plan and site TM plan to be reviewed.
22	Site	Decant/Cladding	Issues with pedestrian / vehicle / cyclist interface and routes	3	3	9	Ensure a robust Contractor traffic management plan is in place. Plan deliveries, suitable traffic management and clear supplier driver instructions to be developed.	2	3	6	Contractor	Contractor		27-02-2025 Contractor TM plan and site TM plan to be reviewed.
23	Governance	Decant/Cladding	Approval of Planning application by Shetland Islands Council may impact design, cost and/or programme	4	3	12	Commence engagement as early as possible with Shetland Islands Council.	2	3	6	NHS	David Wagstaff		27-02-2025 Programme currently allows adequate time to achieve Planning Permission. 360 have submitted initial request to Planning with areas of decant and cladding proposals.
24	Governance	Decant/Cladding	Approval of Building Warrant application by Shetland Islands Council may impact design, cost and/or programme	4	3	12	Commence engagement as early as possible with Shetland Islands Council.	2	3	6	NHS	David Wagstaff		27-02-2025 Programme has currently allows adequate time to achieve Building Control approval.
25	Governance	Decant/Cladding	Project Team Continuity including clinical team and project team (both client and lead advisor teams).	3	3	9	Ensure handover processes are prepared and implemented. Documentation to detail decision making processes internally and find suitable alternatives.	3	2	6	NHS	David Wagstaff		
26	Governance	Decant/Cladding	External communications management – reputational damage if not managed appropriately.	2	3	6	Appointment of dedicated Comms Manager by NHS.	2	2	4	NHS	David Wagstaff		27-02-2025 Comms team/ corporate services manager will cover public comms.
27	Governance	Decant/Cladding	Business case not supported by Scottish Government due to wider public sector budgetary pressures	3	5	15	Continued engagement with Scottish Government / NHS project board.	3	5	15	NHS	David Wagstaff		27-02-2025 Project supported to the end of March. To be reviewed.

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28	Governance	Decant/Cladding	Business case not supported by Scottish Government due to exceeding current budget allocation	2	5	10	Initial Cost Plan currently being undertaken and OB Workshop completed. NHS to take updated costs once provided and progress through internal governance process.	2	5	10	NHS	David Wagstaff		27-02-2025 Unknowns will affect the costs, once site works start, once absolute detail is known.
29	Governance	Decant/Cladding	Delay in internal assurance and governance process impacts programme for delivery due to resource pressures	3	4	12	Confirm NHS committee / meeting dates in advance including when inputs are due, and allocate realistic duration for governance processes within the programme.	2	4	8	NHS	David Wagstaff		27-02-2025 Multiple Programme Boards. New clinical areas being established as part of decant will need to be passed through Infection control. Temp facilities will need allowance in programme for test commissioning, water testing period to included in decant programme. Also to be included at the end of the programme prior to return to accommodation.
30	Brief	Decant/Cladding	Employers Brief document hierarchy not suitably defined leading to ambiguity in Works Information	3	3	9	Project Team will review the briefing information prior to issue to the Contractor. Hierarchy of documentation to be detailed within the Technical Brief or other documentation.	2	3	6	NHS	David Wagstaff		27-02-2025 RIBA stage reports will be the brief for the project. Info required following this will be determined by the procurement route. If Board do not accept proposals then procurement will be delayed.
31	Site	Decant/Cladding	Potential access issues may be encountered preventing proposed site surveys to be progressed by Contractor	3	3	9	Plan any surveys in advance and seek approval from necessary stakeholder.	1	3	3	Contractor / NHS	TBC / David Wagstaff		
32	Site	Decant/Cladding	Affect of temporary accommodation/contractors compounds (including services installation, vehicle movements, etc) on the car park surfacing, etc.	4	3	12	Area to be monitored during works. Possible resurface/remedial works may be required.	2	4	8	NHS	David Wagstaff		27-02-2025 Dilapidation survey to be carried out prior to occupying these areas.
33	Site	Decant	Workforce pressures may impact the nature of any decant proposals as staff teams can't be split across additional sites unless their numbers are increased – and the island location makes this more difficult to manage	4	3	12	Where teams are to move, whole teams to be moved to same location and not split across locations. .	3	3	9	NHS	David Wagstaff		27-02-2025 360 to consider decant strategy.
34	Site	Decant	Delayed patient discharges can account for up to 30% higher bed requirements. If we can reduce delayed discharges, we can reduce the number of beds required in the decant, therefore reduce the areas required. If delayed discharges go up, pressure on bed numbers for any decant will increase	4	3	12	Under review at present- to be updated.	4	3	12	NHS	David Wagstaff		
35	Contractor	Decant/Cladding	On island availability and cost of accommodation for contractors may be a significant challenge	4	3	12	Early booking of accommodation to be carried out by contractor.	3	4	12	Contractor	Contractor		
36	Contractor	Decant/Cladding	Ferry space for deliveries may be a challenge.	4	3	12	Early booking of ferries to be carried out by contractor.	3	3	9	Contractor	Contractor		
37	Contractor	Cladding	Noise and vibration may disrupt the hospital	5	4	20	Works are close to patient areas. Noisy working times to be agreed with clinical staff on a daily basis Decant of patients directly adjacent to work areas is planned	2	3	6	Contractor	Contractor		
38	Contractor	Cladding	Patient privacy may disrupt the scheduling of the construction works	5	4	20	Window film to be considered for privacy Decant of patients directly adjacent to work areas is planned.	2	3	6	Contractor	Contractor		
39	Contractor	Cladding	Ward 3 Lift and thoroughfare must be maintained for ward access and contingency and evacuation purposes.	3	4	12	Contractor RAMS to be developed to keep this area clear. First floor roof access to be planned from external areas.	1	3	3	Contractor	Contractor		
40	Site	Decant/Cladding	Inability to secure temporary staffing to free up capacity for the Clinical Lead to undertake planning, oversight, execution and delivery of the relocation of services across the site.	4	4	16	NHS workig with agency, Hub North and NHS to source suitable candidate.	4	4	16	NHS	David Wagstaff		
41	Construction	Decant/Cladding	HSE or other statutory body intervention either planned or ad-hoc leading to delays/ changes to the project deliverables.	3	4	12	Competent contractor to be engaged to ensure that works are carried out to current standards	1	4	4	Contractor	Contractor		

