**Appendix 1 – Risk Register Oxpens Delivery Strategy**

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| **Risk ID** | **Risk** | **Corporate Objective** | **Gross Risk** | **Current Risk** | **Residual Risk** | **Owner** | **Date Risk Reviewed**  | **Proximity of Risk (Projects/ Contracts Only)** |
| **Category-000-Service Area Code** | **Risk Title** | **Opportunity/ Threat** | **Risk Description** | **Risk Cause** | **Consequence** | **Date raised** | **1 to 6** | **I** | **P** | **I** | **P** | **I** | **P** |   |   |   |
| CEB-001-R&H | Investor Agreement | Threat | Failure to secure investor partner | Differing objectives, unattractive terms | Delays in delivery | Oct 15 |  | 4 | 4 | 4 | 3 | 4 | 3 | R&H (DE) |  | 6 mths |
| CEB-002 –R & H | LGF Funding  | Threat | Funding Terms not met | Lack of Investor agreement | Delays in delivery whilst new partner sought. | Jan 15 |  | 4 | 4 | 4 | 3 | 5 | 3 | R&H(DE) |  | 6 mths |
| CEB-003-R&H | Site conditions | Threat | Cost increases arising from unduly high abnormals | Abnormals above that anticipated | Longer development period, reduced returns | Jan 15 |  | 5 | 5 | 4 | 4 | 4 | 3 | R&H(DE) |  |  |
| CEB-004-R&H | Market Changes | Threat | Downturn impacts on returns | Property Market & economic cycles  | Return on investment reduces | Jan 15 |  | 3 | 3 | 3 | 3 | 3 | 3 | R&H(DE) |  | 3-5yrs |
| CEB-005-R&H | Market Changes | Opportunity | Upturn impacts on returns | Property Market & economic cycles  | Return on investment increases | Jan 15 |  | 3 | 3 | 3 | 3 | 3 | 3 | R&H(DE) |  | 3-5yrs |
| CEB-006-R&H | Land assembly | Threat | Unable to agree terms with adjacent landowners | Unrealisitic expectations  | Delays & exercise of CPO powers incurs additional cost | Jan 15 |  | 4 | 4 | 4 | 3 | 4 | 3 | R&H(DE) |  | 1mth-3 years |

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| **Risk ID** | **Risk Title** | **Action Owner** | **Accept, Contingency, Transfer, Reduce or Avoid** | **Details of Action** | **Key Milestone** | **Milestone Delivery Date** | **%Action Complete** | **Date Reviewed** |
|  001 | Investoragreement | R&H (FP) | Accept & aim to reduce | Negotiate and agree, early testing, alternative approach | Soft market testingAgree draft heads of terms  |  Dec 15 | 10% |   |
| 002 | LGF Funding | R&H FP | Accept & aim to reduce | Complete investor agreement. | Engrossed documents  | Nov/Dec 16 | 0% |  |
| 003 | Site Conditions | R&H | Accept & aim to reduce | Site investigations. Desktop research. | Complete desktop studies.Complete  | September 2014 | 100% |  |
| 003 | Site Conditions | LLP | Accept & aim to reduce | Site investigations. detailed | Complete intrusive investigations | Spring 2016 | 0% |  |
| 004 | Market downturn | R&H (FP) | Accept | Defined level of investment capped relative to baseline land value. | JLL RLV appraisal | Dec 2015 | 100% |  |
| 004 | Market downturn | Finance (NK) | Accept | MRP to be made should value of land drop below investment value | Annual Monitoring | Oct 2015 | 0% |  |
| 006 | Land Assembly | R&H (FP) | Accept & aim to reduce | In principle agreement on railway land. | Finalise acquisition. | Jan 2015 | 80% |  |
| 006 | Land Assembly | R&H (FP) | Accept & aim to reduce | Complete negotiations with relevant landowners. | Finalise position. | Summer 2016 | 50% |  |