

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

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	Unrealistic expectations	Delays & exercise of CPO powers incurs additional cost	Jan 15		4	4	4	3	4	3	R&H (DE)		1mth-3 years

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	Investor agreement	R&H (FP)	Accept & aim to reduce	Negotiate and agree, early testing, alternative approach	Soft market testing Agree 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%	