

Risk Reg ID No.1	Risk description	Reduced or Shared Risk				Risk Mitigation	Peak Mitigation Risk				Comments/Action Plan		
		4 Zero impact	3 Low impact	2 Medium impact	1 High impact		4 Zero impact	3 Low impact	2 Medium impact	1 High impact			
GENERAL RISKS													
1	Project scope changes	X					1	1	1	1			
2	Major changes in specification	X					3	3	1	3			
3	Default by consortium partner												
4	Withdrawal of support of project	X		X			3	2	1	3			
5	Change in government / government policy/Council	X					3	3	2	3			
6	Acts of Terrorism	X					1	1	1	1			
FINANCIAL RISKS													
1	Failure to settle Financial Close	X	X				3	3	2	3			
2	Force Majeure	X	X				1	1	1	1			
3	Taxation risks	X	X				1	1	1	1			
4	Funding structure												
5	Availability of Bond market												
6	Arrangement of Senior Debt financing	X					1	2	3	3			
7	Inflation variation until financial close						1	2	4	3			
8	Inflation variation - construction costs						1	1	1	1			
9	Inflation variation - operating costs						1	1	1	1			
10	Interest rate variation until financial close	X		X									
11	Interest rate variation after financial close												
12	Capacity constraints on RPI hedging												
13	UC Inflation basis and method												
14	Pricing during construction period												
15	Single Stage or Multi Stage Funding												
16	Completion Testing		X				3	1	1	3			
17	Shareholder Returns		X				1	1	1	1			
18	Third party income												
19	Residual value												
20	Tax deductibility of interest												
21	Refinancing (availability of financing)	X					3	2	2	3			
22	Short Fall in BCC Cost Plan												
23	Section 106 Agreement Costs	X					3	2	3	3			
INSURANCE													
1	Construction Period		X				1	1	1	1			
2	FM Period												
3	Loss of anticipated & actual Utility Charge												
4	Insurance Premium risk		X				1	1	1	1			
LEGAL													
1	General Change in Law (up to Stage 2)	X					2	1	2	2			
2	General Change in Law During Construction				X		1	1	2	1			
3	General Change in Law during operation												
4	Termination- LEP default		X				4	1	1	4			

(1) Please use comment box to describe.
 (2) Please extract key owners risk for end of document.

Risk description	Retained or Shared Risk				Risk Mitigation	Peak Mitigation Risk				Comments/Action Plan
	4 Areas of concern		Peak thro			4 Areas of concern		Peak thro		
	Impact	ESF	Probability	Condit		Impact	ESF	Probability	Condit	
5 Termination - Council default	X		4	4	1	1	1	1		
6 Duty/Compensation Events	X		2	3	1	2	2	2		
7 Rallied Events	X		3	1	2	3	3	3		
8 Force Majeure	X		1	1	1	1	1	1		
9 Land issues and losses	X		4	2	3	3	3	3		
10 Editing contractual arrangements - services										
11 Latent defects			1	1	1	1	1	1		
12 Interlock-operation agreements	X									
13 Legal compliance										
6 ENVIRONMENTAL ISSUES										
1 Environmental impact of suppliers material			3	2	1	3				
2 Archaeology & Existing Land Contamination	X		3	3	2	3				
3 Endangered species on construction site	X		3	2	2	3				
4 Crises related to environmental accidents	X		3	1	1	3				
5 Pollution from demolition works										
6 Noise pollution on sites		X	2	2	3	3				
7 Control of substances hazardous to health		X	1	1	3	2				
8 Waste management		X	1	1	3	2				
9 Iff hazards										
10 Recycling		X	1	1	1	1				
8 SURVEYS										
1 Site ownership search	X		1	1	1	1				
2 Geotechnical	X		2	2	2	2				
3 Topographical	X		2	2	2	2				
4 Contamination	X		3	3	2	3				
5 Archaeology	X		2	2	2	2				
6 Asbestos	X		1	1	1	1				
7 Utilities & media services	X		2	2	3	3				
8 Acoustic	X		2	2	3	3				
9 Design & access statement	X		2	2	3	3				
10 Party Wall	X		2	2	4	4				
11 Right of light	X		1	1	1	1				
12 Transport Assessment and traffic surveys	X		2	2	3	3				
14 Ecology	X		3	2	3	3				
15 Air quality	X		1	1	1	1				
16 Noise & Vibration	X		1	1	2	1				
17 Student / staff travel plan pattern	X		1	1	3	2				
18 Trees	X		2	2	3	3				
19 Site Energy Analysis Impact Assessment?	X		1	1	1	1				
20 PSRs survey of site and road bids	X		2	2	1	2				
21 Listed Buildings	X		1	1	1	1				

Risk description	Risk to be known by H1				Relieved or reduced Risk				Risk Mitigation	Peak Mitigation Risk				Continuance in model	Comment/Action Plan
	BCC	LEP	DBA	FM	4 Years effective	EBIT	EBIT	EBIT		4 Years effective	EBIT	EBIT	EBIT		
22 Previous site use	X				2	3	3	1							

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	BCC	LEP	DBA	FM	4 Years effective	EBIT	EBIT	EBIT		4 Years effective	EBIT	EBIT	EBIT		
DESIGN/AID/CONSTRUCTION															
1 Outline Planning & Listed building consent	X														
2 Detailed Planning	X				4	3	1	3							
3 Delay in obtaining consents due to archaeological enquiry	X				4	2	1	4							
4 Site availability (sites to be provided by the Council)	X				4	3	1	4							
5 Design development (other than Council changes)				X	1	1	2	1							
6 Design life expectancy	X				2	1	1	2							
7 Delays and changes caused by statutory authorities, regulatory compliance and approvals	X				3	2	2	3							
8 Failure against initial requirements (design interpretation)	X				2	2	1	2							
9 Design levels causing high maintenance costs	X				3	2	1	3							
10 Increase in grass area during detailed design stage	X				1	2	1	1							
11 Design development beyond design contingencies	X				2	2	1	2							
12 Adverse ground conditions	X				2	2	2	2							
13 Shortfall in measurement of quantities															
14 Works to listed & historic buildings				X	1	1	1	1							
15 Latent defects															
16 Demolition															
17 Inadequate capacity of existing utility services supply	X				3	3	3	4							
18 Inadequate design fee allowance				X	1	2	1	1							
19 Site safety and health and safety issues				X											
20 Industrial action				X	2	1	1	2							
21 Prime contractor default				X	4	1	1	5							
22 Trade contractor default				X	3	4	1	3							
23 CDM regulations				X	3	1	1	3							
24 Construction interfaces					1	1	1	1							
25 Programme completion	X				3	3	2	3							
26 Fire certificate refusal															
27 Commissioning delays/failures				X	3	3	1	3							
28 Third party claims relating to construction				X	1	1	1	1							
29 Contract guarantees/Bonds/Warranties	X				2	2	1	2							
30 Insurance non-recoverables				X	1	1	2	1							
31 Construction Period litigation				X	1	2	3	3							
32 Unavailability of labour				X	3	2	1	3							
33 Access onto Site	X				3	1	2	3							
34 Site security	X				3	4	2	4							

Risk description	Risk to be known by H1				Relieved or reduced Risk				Risk Mitigation	Peak Mitigation Risk				Continuance in model	Comment/Action Plan
	BCC	LEP	DBA	FM	4 Years effective	EBIT	EBIT	EBIT		4 Years effective	EBIT	EBIT	EBIT		
OPERATING PERIOD															
1 Asset life/obsolescence															
2 Change in service specification															
3 Cost escalation/underuse and actual costs															
4 Deductions for availability and performance/obsolescence component of payment															

1) Please use common sense to describe.
 2) Please contact key person for rest of document.

Code of Conduct
 1. Be honest and fair
 2. Be respectful
 3. Be responsible
 4. Be safe

Reputation
 1. Maintain a good reputation
 2. Avoid negative publicity
 3. Be transparent
 4. Be consistent

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Risk description	Risk to be borne by 11				Retained or Shared Risk				Risk Mitigation				Post Mitigation Risk				Continuity in work	Comments/Action Plan				
	BCC	LE	LEP	BCC, FM	Impact	EBIT	Probability	Combined Impact	Impact	EBIT	Probability	Combined Impact	Impact	EBIT	Probability	Combined Impact						
5 Maintenance/capital replacement cost uncertainty																						
6 Management of operational interfaces																						
7 Management of services																						
8 Non availability due to Force Majeure																						
9 Market testing of FM																						
10 Termination of services contract																						
11 TUPE implications																						
12 Energy targets																						
13 Industrial action																						
14 Vandalism																						
15 Pilfering																						
16 Compliance with regulations																						
17 Emergency ASN																						
18 Irrecoverable Losses (uninsurable)																						
19 Health & Safety																						
20 Chaining and maintaining licenses and consents																						
21 Employee Rights breached																						
22 Access for Capital to School due to Constraints in the Environment/ES&S																						
23																						
9 Leisure Provision																						
1 Leisure Pricing																						

Summary Heatmap of Risks for the project

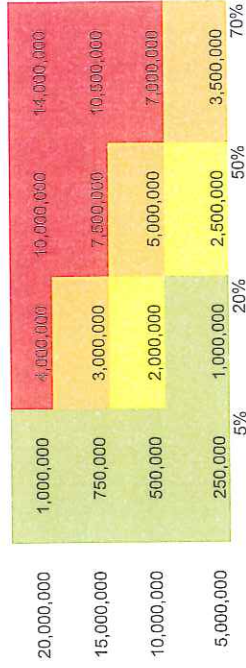
(number of risks from Risk Register in each category)

4	2	1	0	0
3	5	3	1	0
2	10	3	5	1
1	21	4	2	0
	1	2	3	4
Likelihood				

4	3	2	1
Financial Impact			

4	0	0	0	0
3	0	0	0	0
2	0	0	0	0
1	0	0	0	0
	1	2	3	4
Likelihood				

4	3	2	1
Financial Impact			



Summary of 4 zeros risks

4	6	0	1	0
3	10	7	2	0
2	6	2	1	0
1	16	2	4	1
	1	2	3	4
Likelihood				

4	3	2	1
4 Zero Impact			

4	0	0	0	0
3	0	0	0	0
2	0	0	0	0
1	0	0	0	0
	1	2	3	4
Likelihood				

4	3	2	1
4 Zero Impact			