


Risk Register

Project: New University of Peterborough
Date: 26/06/2020
Version: D

Effect	Probability	Cost (£)	Schedule (weeks)
1 (VL)	<10%	<5k	<2
2 (L)	10-25%	5-25k	2-4
3 (M)	26-50%	25-100k	4-8
4 (H)	51-75%	100-250k	8-16
5 (VH)	76-100%	>250k	>16



Risk Identification						Assessment					Mitigation			
ID	Title / Description (Cause)	Phase	CATEGORY Infrastructure or Higher Education Partner	Effect	Category	Likelihood	Cost Effect	Time Effect	Quality	Assessment	Management Plan	Action Owner	Due Date	Status
009	LGF Grant spend not occurring before the deadline of September 2020.	Phase 1	Infrastructure	LGF Grant Funding is lost and lack of budget for the building expectations.	3. Commercial - Funding	2	5	5	4	50	LGF Monies defrayed by September 2020 will suffice as long as we can demonstrate that we will spend the money by September 2021. Propco needs to be incorporated with project bank account set up by end August 2020.'	CPCA	01 Sep 20	1. On Track
074	Building Phase 1 cost exceeds agreed budget within PropCo	Phase 1	Infrastructure	Unable to complete the building	6. Design	2	2	5	3	50	Ensure robust Fixed Price is agreed within the HOT agreement with ADP for maximum capital cost. Pinsent Masons to agree mechanism in Main transactional agreement.	All	01 Jan 21	1. On Track
049	Inadequate engagement of local industry by ADP	Phase 1	ADP	Reduces benefit of university and undermines Financial and Economic case	8. Procurement	3	2	2	4	48	Partnership approach by members of UniCO and PropCo and link up with other parties such as opportunity Peterborough	CPCA /PCC	01 Sep 22	1. On Track
056	Highways improvement and entrance improvement requirements	Phase 1	Infrastructure	Additional project costs	6. Design	3	3	4	2	48	widening by 1 m design progressing no issues expected from PCC following early discussion	CPCA /PCC	01 Jul 20	1. On Track
069	Ability to achieve September 2022 opening date based on increased building size and changes to design.	Phase 1	Infrastructure	Inability to open on September 2020 date.	4. Programme	3	4	4	4	48	Design team have been working to revise scheme in collaboration with CPCA and ADP provider. Pressures now on the design and procurement as float has been eaten up on this re-design. Review during RIBA 3 and SQ stage.	All	01 Jan 21	1. On Track
073	COVID 19 - affects construction duration due to impact of social distancing / and risk on supply chain supply and insolvency	Phase 1	Infrastructure	Misses the 2022/23 Academic year	6. Design	3	4	4	4	48	Review with main contractor on Award of second stage under PCSA	All	30 Aug 20	1. On Track
083	Lead in time of products being specified	Phase 1	Infrastructure	Lead in time on some products may be affected by COVID-19 or market conditions. This could lead to delays for the contractor.	4. Programme	3	2	4	3	48	Design team to engage with the market and supply chains when specifying products. Assistance of the main contractor in the second stage will also be required.	Design Team	01 Jul 20	1. On Track
087	Staff numbers in Academic and Professional services do not relate to student numbers as they are calculated as a % not in proportion to each other	Phase 1	ADP	Diseconomies of scale possible which could lead to lower margins	15. Operational	3	2	2	4	48	Current operational model based on flat figure that will be developed against curriculum model - this approach provides ADP with flexibility in the model	CPCA	22 Jun 20	1. On Track
093	Change in Curriculum changes design procured with main contractor	Phase 1	Infrastructure	Redesign of internal fit out	8. Procurement	3	4	4	4	48	Review procurement strategy to reduce impact on cost and time of changes (fix date by which change can be made and agree flexibility of design	CPCA	01 Jan 21	1. On Track
008	Local Authority and residents objections to lack of student car parking.	Phase 1	Infrastructure	Not enough parking in surrounding area or on local authority travel plans. Objections from local residents during planning stage and may be a requirement to increase the parking capacity to more than wanted.	13. Stakeholders	4	3	3	1	36	Consultation has taken taking place between Transport Consultant TCC and the preferred ADP to agree a transport strategy that can be proposed to the local authority and agreed. Noted on street parking in resident areas not included in the PCC model. New parking survey being carried out by PCC. Anglian water confirmed that there was adequate capacity however this is also potentially dependent on what else occurs on wider sites and who places orders first. Main Contractor to place orders asap.	TTC	Jun-20	1. On Track
043	Mains water connection cannot provide sufficient pressure to provide the 35l/s minimum flow rate for site fire hydrants.	Phase 1	Infrastructure	Significant infrastructure reinforcements and delays	15. Operational	4	2	3	3	36	Travel plan to be developed with ADP provider and city council - with in policy	CPW	30 May 20	1. On Track
055	Parking projection assumptions based on future growth of the university.	Phase 1	Infrastructure	Potential for re-design and further land required to if there is a requirement to increase the parking provision later down the line.	6. Design	4	3	3	3	36	Currently capacity for Phase 1 - depending on what other utilisation go on sites nearby. Risk until order placed early applications to service providers. Main Contractor to place orders asap.	CPCA /PCC	01 Jul 20	1. On Track
007	Inadequate power capacity to the site	Phase 1	Infrastructure	Additional reinforcement costs	6. Design	2	4	4	1	32	Engagement with contractor during procurement phase	CPW	01 Nov 19	1. On Track
028	Available budget exceeded in response to contractor market	Phase 1	Infrastructure	Building does not meet minimum expectations	2. Commercial - Viability	2	3	4	4	32	Early engagement with planning.	Mace/CPCA	01 Aug 20	1. On Track
036	Delay to Planning Determination	Phase 1	Infrastructure	Potentially slow down the programme if determination is not received in time and prevent main contractor from picking up conditions within the second stage process as part of the fixed price.	4. Programme	2	3	4	3	32	<u>Ensuring execution of planning conditions is main contractors responsibility.</u>	Pegasus	01 Sep 20	1. On Track
067	Covid-19 Higher Education Partner unable to invest in scheme	Phase 1	Infrastructure	ADP has to meet its own opex and capital investment on current sites - and therefore is unable to invest the additional capital and opex in Phase 1 and pulls out after contract award	2. Commercial - Viability	2	4	4	3	32	All meetings are to be set up as dial in meetings with all personnel to limit their attendance to one main site as appose to attending multiple sites and increase risk of spreading the virus if a carrier. Understanding of the market through the procurement stage will be sought.	All	30 Sep 22	1. On Track

6.1 NUoP - Master Risk Register Workshop 200623 REV D responsibility column added

068	Increased building area from 3500m2 to 5300m2 will require a higher level of capacity for services.	Phase 1	Infrastructure	Extra cost required for power upgrades and reinforcement cost.	6. Design	2	4	3	2	32	This has had an initial review at the conclusion of RIBA Stage 2 to provide allowances for the RIBA Stage 2 cost plan. Services sizing's will need further developed in RIBA Stage 3.	All	16 Jul 20	1. On Track
075	Covid-19 - changes how ADP uses its physical assets to deliver its courses	Phase 1	ADP	ADP changes their teaching styles to suit COVID-19 effects.	2. Commercial - Viability	2	4	4	4	32	Too early to determine if any change will actually occur. May need to consider size of spaces in the design. Add review of implications in FBC	CPCA / ADP	22 Jun 20	1. On Track
086	Operating model not sustainable	Phase 1	ADP	The Shadow Financial Model forecast a target surplus of at least 10% each academic year, whereas the ADP template runs a marginal surplus which reaches no higher than 0.3%. Risk that ADP Operating model is not sustainable	15. Operational	2	4	2	1	32	CPCA /PCC to review opportunity in ADP model & review of covenant strength of ADP - Review with ADP minimum and maximum target range of surplus	CPCA	22 Jun 20	1. On Track
088	Staff to Student ratio higher than might be anticipated	Phase 1	ADP	Reduces Student Satisfaction	15. Operational	2	4	4	1	32		CPCA	01 Sep 22	1. On Track
089	Start up cost higher than SCM reduce surplus	Phase 1	ADP	Increases timeline of the breakeven point and could divert cost away from other activities that might be considered lower than anticipated in terms of funding in the financial model	15. Operational	2	4	2	2	32	Review with ADP minimum and maximum target range of surplus - flexibility with in the operating model built in by ADP	CPCA	22 Jun 20	1. On Track
091	Space norms identified by ADP prove unworkable	Phase 1	ADP	Poor Student satisfaction and or inability to deliver courses	15. Operational	2	3	4	1	32	ADP to test design	ADP	01 Jan 21	1. On Track
101	PropCo fail to agree risk management strategy in JV between parties	Phase 1	Infrastructure	Unable to agree JV preventing development of phase 1	1. Governance & Changes to Brief	2	4	4	4	32	Parties to agree basis of risk share in JV	CPCA	01 Jan 21	1. On Track
005	Building in the vicinity of the 33k UKPN cable running through the option 1 site location	Phase 1	Infrastructure	Potential easements and way leave agreements if live	6. Design	3	3	3	2	27	coordination with UKPN and location of footprint. Seeking to address as enabling works package with the main contractor during the second stage tender. Need to accept the quotation so UKPN can proceed in formalising this and commence their lead in times. Risk is potentially on who owns the land ant time of removal of the cable.	CPW	01 Jul 20	1. On Track
025	IT strategy cloud based strategy to reduce not achievable	Phase 1	Infrastructure	Additional building space required to incorporate into the building	15. Operational	3	3	3	3	27	IT strategy will align to what is achievable and the ADP's minimum requirements. RIBA Stage 3 needs to develop this.	ADP / ICT consultant	01 Jul 20	1. On Track
035	Covenants or site constraints not identified	Phase 1	Infrastructure	Potentially slow down the programme	12. Legal	3	3	3	2	27	Legal checks on all existing and previous covenants to ensure none are missing. Right of light - low risk Mineral rights - low risk	CPCA/Mace/P insent Masons	01 Jul 20	1. On Track
037	Increased costs to site Service Infrastructure which will require CPCA to spend capital not recoverable from Land deal - impacting on the affordability of the phase one scheme.	Phase 1	Infrastructure	Reduces available budget beyond minimum expectations.	2. Commercial - Viability	3	3	3	3	27	Regular dialogue with planning department and highways ahead of agreeing land value with PCC and establishing a capital sum with ADP /CPCA/PCC	CPCA/Mace/P insent Masons	01 Jan 21	1. On Track
046	ADP Offer does not meet economic outputs required	Phase 1	ADP	Compromises Economic Case in OBC	8. Procurement	3	3	1	1	27	FBC will determine outcome from Economic case, following assessment - although this is not geographically specific by its nature	CPCA /PCC	22 Jun 20	1. On Track
053	Bio Diversity net gain	Phase 1	Infrastructure	The project could require additional bio diversity implementations such as additional trees. Phase 1 is low risk, but the master plan is unknown.	7. Surveys & Site Conditions	3	2	3	2	27	limited impact on phase one expected (given ongoing consultation and change car park to building and landscape) - but likely to be more of an impact on future phases	CPCA /PCC	01 Jul 20	1. On Track
054	Security requirements	Phase 1	Infrastructure	If it remains at a single build it will become isolated.	6. Design	3	3	3	2	27	Secure by design application made	CPCA /PCC	30 Sep 22	1. On Track
057	Geo-environmental surveys to date have been limited in scope to match the budget available. The risk is that the contamination is greater than expected.	Phase 1	Infrastructure	Delay to programme and additional mitigation measures, increasing costs.	7. Surveys & Site Conditions	3	2	3	2	27	links to risk 004 GI phase 1 undertaken - Main contractor likely to increase GI in second stage procurement	CPCA /PCC	01 Sep 20	1. On Track
090	Fourth Faculty spreads student numbers too thinly to generate sustainable intakes & increase staff cost	Phase 1	ADP	affects sustainability of operating model	15. Operational	3	3	2	1	27	Test operating model with ADP	CPCA	22 Jun 20	1. On Track
092	Courses do not sit in the Blue Ocean Strategy	Phase 1	ADP	Courses do not sit in the Blue Ocean Strategy and will therefore compete heavily with existing institutions putting pressure on sustainable numbers	15. Operational	3	2	3	1	27	Work together to define viable market segments - ADP strategy reflected in final tender and FBC demonstrates the ability of ADP to seek out these market segments	CPCA	22 Jun 20	1. On Track
062	Change to the building size and change in accommodation schedule beyond 5300m2	Phase 1	Infrastructure	Changes will affect the planning approval timescales.	6. Design	1	2	5	5	25	recent changes by ADP accommodated in programme - unlikely that further increase in size	CPCA /PCC	01 Jan 21	1. On Track
064	Insufficient time for ADP to enrol student numbers.	Phase 1	ADP	ADP lacking numbers to meet minimum requirement due to lack of time to meet start of new academic year	15. Operational	1	4	5	5	25	Review with Higher Education Partner on Award - requirement to start marketing May 2021 in line with the strategy in the Final Tender 21.04.2020	CPCA /PCC	01 May 21	1. On Track
072	ADP fails to maintain building to acceptable level	Phase 1	ADP	PropCo asset requires extensive maintenance as a result of UniCo failure to maintain in line with lease; due to insufficient allowance of funds by UniCo and or poor management	15. Operational	1	5	5	3	25	Pinsent Masons to draft in lease based on the Heads of terms dated 21.04.2020. Clause 5.2.10 'In order to ensure UniCo's compliance with its maintenance obligations, the Lease will contain a schedule of maintenance and obligations on UniCo and PropCo to conduct an annual review of the condition of the Building'	Pinsent Mason/CPCA/ PCC	22 Jun 20	1. On Track
082	ADP funding is withdrawn	Phase 1	ADP	Project is no longer viable in it's current size and scale.	2. Commercial - Viability	1	5	5	2	25	Outcome dependant on ADP sign of main transactional agreement and agreement of fixed price with main contractor within the capital sum allowed for by ADP.	CPCA	01 Jan 21	1. On Track
085	Land Transfer Phase 1	Phase 1	Infrastructure	PCC fail to publish and agree land title report inclusive of insurance / indemnity to allow drafting and completion of legal document to allow transfer of land into PropCo	12. Legal	1	2	5	1	25	CPCA /PCC to meeting to drive to completion	CPCA	01 Jan 21	1. On Track
010	Lack of staff recruitment in key areas.	Phase 1	ADP	Staff shortages - key personnel missing	15. Operational	2	3	2	3	18	Early engagement with ADP, advertisement of the necessary roles in advance.	ADP	01 Sep 22	1. On Track
019	Red line of phase 1 will be different to public perception of what a typical campus looks like. This needs to be reflected in the Heads of Terms (HOT).	Phase 1	Infrastructure	Negative public opinions impacting planning and public consultation events negatively.	13. Stakeholders	2	3	3	2	18	Public consultation and engagement with the public through events and website updates. Updated the latest boundary and issued to CPCA and PCC 01.06.20. PCC checking. Architect has fed into the design team.	Pegasus	30 May 20	1. On Track
020	Potential bat roosting in the local wildlife	Phase 1	Infrastructure	Further surveys will be required at more time and cost. Trees may not be able to be removed in line with the programme.	7. Surveys & Site Conditions	2	1	3	1	18	Bat surveys have been carried out and awaiting the results of these. Once results received this risk will be known.	Mace/CPCA	15 Jun 20	1. On Track
024	Tree removal not achievable in the required time lines.	Phase 1	Infrastructure	Potential to slow down the programme	4. Programme	2	3	3	1	18	Understanding of tree requirements and how many are being proposed for removal outside nesting season from 31st July 2020. Current programme of Nov early works ok, if programme pushes back then a risk	Mace/CPCA	01 Aug 20	1. On Track
026	S106/S278 contributions required	Phase 1	Infrastructure	Will impact the overall budget for the building by increasing costs for additional requirements.	6. Design	2	3	3	3	18	Contingency in the budget. Dialogue with planners to reaffirm use of current car park access based on reduced car journey than current car park	CPCA	30 Jun 20	1. On Track

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039	Availability of the plot to allow Phase 1 and Future development (Reflected in HOT)	Phase 1	Infrastructure	Makes current and future phases not viable	2. Commercial - Viability	2	2	3	2	18	The land has been provided by the PCC free of charge and the ability to obtain future phases through adequately drafting HOT	CPCA	01 Jan 21	1. On Track
040	Potential for Intrusive site works hitting a cable	Phase 1	Infrastructure	Hitting a live cable	7. Surveys & Site Conditions	2	1	3	1	18	Reference drawings, CAT scans before digging outlined within RAMS	Main contractor/Mace	In progress	1. On Track
058	Climate change and flood risk impacting on site - EA revise maps/	Phase 1	Infrastructure	additional requirement for flood defences and mitigation strategies	11. Environmental	2	3	1	3	18	Future change by EA on southern part of the site for future phases low risk for Phase 1	CPCA /PCC	01 Jan 21	1. On Track
070	Material cost increases incurred as a result of detrimental effect of c19 on the world economy	Phase 1	Infrastructure	Increased cost of materials leading to a lower spec building. Value of materials as a result of prolonged international labour and or border controls as a result of c19 which may have an impact on programme.	9. Construction/ Logistics	2	3	3	3	18	Contractor engagement in the second stage is key to understanding the market supply chains. RIBA 3 will also allow for some engagement with supply chains.	All	01 Jan 21	1. On Track
071	secondary supply/resilience	Phase 1	Infrastructure	If various systems require electrical secondary supply resilience then additional space and plant allocation will be necessary within the building. E.g. standby back-up generator or secondary electrical supply from an alternative transformer (subject to BC / FO confirmation as being acceptable). Secondary supply intake room would also be necessary.	6. Design	2	3	3	3	18	Needs to be designed with both CPCA and ADP in mind. This will be developed in RIBA Stage 3.	All	01 Jul 20	1. On Track
004	Contamination of land - Contamination / expend capital not recoverable from Land deal - impacting on the affordability of the phase one scheme.	Phase 1	Infrastructure	Additional works impacting time and cost from main building budget. There are some elements of contamination which will add costs for any soil being disposed off of site, quantity is still unknown. Some minor remediation such as capping of landscaping may be required.	7. Surveys & Site Conditions	4	2	2	2	16	The current cost plan allows for capping across the site. GI report indicates a low risk and capping is a suitable mitigation strategy, however still risk of unknowns possible within ground. Landscape strategy will be developed in line with current GI.	CPCA	Jul-20	1. On Track
033	Archaeological issues arising from surveys.	Phase 1	Infrastructure	Potential to stop works and create extra costs	7. Surveys & Site Conditions	1	3	4	3	16	Archaeological watching brief is in place, local authority is to be informed of any developments or findings underground.	CPCA	01 Oct 20	1. On Track
034	Location of existing services not as planned	Phase 1	Infrastructure	Potential to slow down works on site, hand digging and CAT scans would be required	7. Surveys & Site Conditions	1	4	4	3	16	If removal of the 33kva as enabling works this should further reduce risk. CAT scans to be carried out, existing drawings referenced and potential action plan outlined within the RAMS (hand digging if necessary)	Main contractor/Mace	01 Oct 20	1. On Track
048	ADP drop out of process after ITN 1	Phase 1	ADP	Re start procurement process	8. Procurement	1	4	4	2	16	Have now received a final tender submission which has been reviewed and an award published pending resolution of challenge	CPCA /PCC	01 Jan 21	1. On Track
094	Fail to meet minimum standards to allow degree awarding powers to be maintained	Phase 1	ADP	The quality of the higher education provision by the ADP at the University does not meet the requisite standards to maintain registration of the University with the higher education regulator the Office for Students, does not allow it to obtain degree awarding powers or subsequently university title	15. Operational	1	4	4	4	16	ADP operating phase 1 in line with current operation standards	ADP	01 Sep 32	1. On Track
095	Fail to maintain conditions of registration	Phase 1	ADP	The University does not continue to satisfy all other ongoing conditions of registration with the Office for Students including ensuring its financial sustainability or viability resulting in it either not achieving or maintaining Office for Students registration thereby preventing it from obtaining degree awarding powers and subsequently university title;	15. Operational	1	4	4	4	16	ADP operating phase 1 in line with current operation standards	ADP	02 Sep 32	1. On Track
096	change in rules to registration with OFS	Phase 1	ADP	The Office for Students does not make an exception to its current published rules (which it has only informally indicated to the ADP that it would be willing to do) which prevent a wholly owned subsidiary of an already registered provider to register separately with it which would necessitate a change to the ownership of the University, with consequential tax implications for the costs of its establishment and operation (as it would no longer fall within the VAT group of the ADP);	15. Operational	1	4	4	4	16	ADP to maintain dialogue with OFS	ADP	03 Sep 22	1. On Track
099	ADP failure to commit their loan outlined in there final tender as start up cost	Phase 1	ADP	Phase 1 would require redesign within CPCA budget	15. Operational	1	4	4	4	16	Review up to entering into JV on options for loan	ADP	01 Jan 21	1. On Track
050	Insufficient employer demand	Phase 1	ADP	Ability to attract new businesses to Peterborough to take up qualified students is insufficient and qualified students move away from the area due to lack of job opportunities	8. Procurement	3	2	2	2	12	Partnership approach by members of UniCO and PropCo and link up with other parties such as opportunity Peterborough	CPCA /PCC	01 Sep 22	1. On Track
061	Lack of broadband connectivity in rurally remote areas may impact remote students.	Phase 1	ADP	Reduction in suitable student numbers	15. Operational	3	2	1	1	12	CPCA /PCC consideration as wider authority requirement ADP to look at other options for outreach activity.	CPCA /PCC	Future Phases	1. On Track
065	Availability of skilled contractors due to new immigration policies being implemented in January 2021.	Phase 1	Infrastructure	possible delays	14. Resources	3	2	2	2	12	Review availability of resource with main contractor in second stage and monitor throughout	CPCA /PCC	01 Jan 21	1. On Track
027	Anglian Water sewer at capacity and therefore unable to connect to existing network.	Phase 1	Infrastructure	Potential delays to the programme and extra costs on infrastructure taken away form the main build	7. Surveys & Site Conditions	1	3	3	2	9	Early engagement with Anglian Water has confirmed as acceptable. <u>Main Contractor to place orders asap.</u>	CPW	30 Jun 20	1. On Track
080	BREEAM Very good not being achieved	Phase 1	Infrastructure	The building does not achieve the BREEAM Very Good accreditation.	6. Design	1	3	3	3	9	RIBA 2 BREEAM report expect imminently. This will provide confidence in whether Very Good credits have been picked up to date.	Design Team	08 Jun 20	1. On Track
023	Notice serve on land to allow planning permission delays.	Phase 1	Infrastructure	delay in full planning application submission	4. Programme	2	2	2	2	8	Early engagement with planning. - Need to check if actually any notices.	Pegasus	01 Jan 20	1. On Track
077	Smoke vent in Atria	Phase 1	Infrastructure	Re-design of void or fire curtains if design isn't sufficient	6. Design	2	2	1	2	8	Hoare Lea are building the model to check design and will be incorporated into RIBA Stage 3 design.	Design Team	01 Jul 20	1. On Track
078	Assumptions based on the WC occupancy in RIBA 2 now	Phase 1	Infrastructure	Assumed occupancies at RIBA Stage 2 based on a percentage of occupancy are not agreeable with Building Control and additional WC's required.	6. Design	2	2	1	2	8	Design team working through with BC and will incorporate in the RIBA Stage 3.	Design Team	01 Jul 20	1. On Track
079	Balustrade heights in Atria	Phase 1	Infrastructure	Atria areas simply complying with Building Control heights and not considering circa 1200mm minimum for good practice which could lead to a fall from height.	6. Design	2	2	1	2	8	Design team will capture 1200mm in the Atria space as good practice.	Design Team	01 Jul 20	1. On Track
022	Loss of overall parking numbers	Phase 1	Infrastructure	Loss of parking revenue - It is not a project cost that we are aware of, this will be a PCC loss.	15. Operational	5	1	1	1	5	car parking capacity survey being carried out by PCC. For project to go forward car park has to close so income loss needs to be acceptable to PCC. Any costs should be captured in land agreement.	TTC	01 Dec 19	1. On Track
076	Building Regulations Amendments	Phase 1	Infrastructure	Design needs to adhere to new building regulation amendments	6. Design	1	2	2	2	4	Nothing currently of concern for this development. Building Control and Fire Consultants to monitor.	Building Control	01 Jul 20	1. On Track
042	Art works requirement from the planning requirements.	Phase 1	Infrastructure	Extra time and costs associated with the overall project, stretching the budget further	6. Design	1	1	1	1	1	Engagement with PCC planning department - planners have currently confirmed no requirement for public art.	Pegasus	30 May 20	1. On Track