Appendix C

Busselton Hospital
Risk Register

07/07/2006

				Option	Option A1.1		Option A1.2		Option A1.3		Option A1.4		Option A2.1		Option A2.2		Option A2.3		Option A2.4		Option B1		Option B2		Option B3		Option C1		
				Location	Site A.1		Site A.1		Site A.1		Site A.1		Site A.2		Site A.2		Site A.2		Site A.2		Site B		Site B		Site B		Site C		
				Storeys	Multi		Multi		Multi		Multi		Single		Single		Single		Single		Single		Single		Multi		Single		
				Type	New		New		New		New		New		New		New		New		Refurb & New		New		New		New		
				Beds	75		75		65		65		75		75		65		65		75		75		75		75		
				Kitchen & Laundry	No		Yes		Yes		No		No		Yes		Yes		No		Yes		Yes		Yes		Yes		
Risk No	**Risk ID**	**Issue**	**Description & Potential Impac**	**Type**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Quantification Notes**
	Construction																												
1(a)	Construction Disruption	All sites are located in close proximity to residential property owners or in new suburbs to be constructed.	(a) Potential to disrupt neighbours wh lodge a compliant and construction is delayed.	Capital	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	
1(b)			(b) Potential for construction on surrounding properties to impact on construction of hospital and construction is delayed.	Capital	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low							Low	Low	Less construction expected at Site B as it is already established.
2	Zoning Requirements & Planning	Zoning of Site C does not allow for the construction of a hospital. Sites A1 and B are appropriately zoned, however Site A1 requires a Development Guide Plan to be created. Site A2 would need to be rezoned to accommodate the proposed co-location model	Zoning permits could take longer than expected to be obtained. A Development Guide Plan could take up to 6 months to produce for Site A1. 18 month have been included in the construction cost plans	Capital	Low	Low	Low	Low	Low	Low	Low	Low	Med	Low	Med	Low	Med	Low	Med	Low							Low	Low	This line item quantifies the residual risk that zoning requirements and planning approvals delay constructio in addition to the time allowed within the cost plan.
3	Environmental Approvals	The endangered Western Ringtail Possum is known to inhabit Site B and the requirement for the removal of peppermint trees may have to be referred to the Commonwealth Department of Environment and Heritage (DEH) for consideration under the Environment Protection and Biodiversity Conservation Act 1999. While Site A1 has already been given clearance by the EPA Site A2 has not Site C environmental approvals have been considered in the above risk no 2 as it is likely that environmental approvals process would be pursued during the re-zoning process.	Environmental approvals not received in time for the Site and project is delayed and/or construction costs increase or approval is received with conditions causing delay and cost to mitigate	Capital									Low	Med	Low	Med	Low	Med	Low	Med	Low	Med	Low	Med	Low	Med	Low	Low	Quantified here in this line item is the residual risk that the Environmental approvals delay construction in addition to what has been allowed for within the cost plans.
4	Heritage Issues	Site A1 and A2 have recorded Aboriginal camp sites within or in close proximity to site. However, potentially all sites affected	Heritage claim could be filed for Sites A1 and A2 and project could be delayed or abandoned.	Capital	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	
5	Native Title	Sites B and C are crown land, and have potential for Native Title claims.	Native Title claim could be filed on Sites B and C and project could be delayed or abandoned.	Capital									Low	Med	Low	Med	Low	Med	Low	Med	Low	High	Low	High	Low	High	Low	High	
6	Natural Disaster - Flood	All Sites are low-lying sites and could potentially be impacted by adverse weather.	Costs to mitigate or manage increase as construction is required to withstand greater flood levels. Risk that site is impacted by a flood greater than the 1 in 100 year flood	Capital	Med	High	Med	High	Med	High	Med	High	Med	High	Med	High	Med	High	Med	High	Med	High	Med	High	Med	High	Med	High	Confirmed with Quantity Surveyor (John Stranger Partnerships, "QS") that cost plans have costed for 1 in 100 years flood level. Therefore this line item quantifies the residual risk of floods occurring at each of the sites.
7	Natural Disaster - Tidal	Site B could potentially be impacted b tidal surges due to its location	Costs to mitigate or manage increase as construction is required to withstand greater flood levels. Risk that site is impacted by a flood greater than the 1 in 100 year flood	Capital																	Low	High	Low	High	Low	High			Confirmed with QS that cost plans have costed for 1 in 100 years flood level. Therefore this line item quantifies the residual risk of a Tidal disaster occurring at Site B.
8	Latent Ground Conditions 1	Sites B and C have areas of potential contamination within their sites.	Construction could be delayed if Contamination is discovered. Cost to mitigate	Capital																	Low	Low	Low	Low	Low	Low	Low	Low	Confirmed with QS (John Stranger Partnerships) that an allowance for decontamination at Sites B and C have been included in the cost plan. Therefore this line item quantifies the residual risk of contamination delayin construction in addition to what has been allowed for within the cost plans.
9	Latent Ground Conditions 2	No allowance has been made in cost plan for Rock Removal on any sites.	Construction costs could rise depending on latent ground conditions	Capital	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Confirmed with QS that an allowance for rock removal at all sites has been included in the cost plans. Therefore this line item quantifies the residual risk of rock removal delaying construction in addition to what has been allowed for within the cost plans.
10	Input Costs	Construction cost estimates may materially change due to changes in underlying costs of labour and materials.	Risk that construction costs increase higher than forecasted.	Capital	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	
11	Future proofing	Risk of underestimation / under provision for future development requirements and opportunities on all sites. Increased risk for Site A1 as less available space compared to other options.	Future developments are restricted, more expensive to achieve or forced into unsuitable locations	Capital		Qual.		Qual.		Qual.		Qual.		Qual.		Qual.		Qual.		Qual.		Qual.		Qual.		Qual.		Qual.	Qualitative.
12	Stakeholders - Community	Risk that community expectations do not match project design, scope or timing	Key stakeholder dissatisfaction. Potentially compromises ability to deliver preferred solution.	Capital		Qual.		Qual.		Qual.		Qual.		Qual.		Qual.		Qual.		Qual.		Qual.		Qual.		Qual.		Qual.	Qualitative.
13	Site availability (price)	Site proves to be unavailable at an appropriate price (Sites A1 and C)	Delays and cost overruns. Value for money not achieved. Project does not proceed.	Capital	Low	High	Low	High	Low	High	Low	High															Low	High	
14	Material defects	Risk of material defects and poor quality construction. Final building does not meet commissioning standards.	Increased construction costs to repair and delay to commissioning completion	Capital	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Med	Med	Low	Low	Low	Low	Low	Low	Option B1 has an increased risk of material defects due to the complexities associated with the refurbishment element.
15	Overhead allowances	Risk that contingency and standard overhead allowances are inadequate (including allowance for demolition)	Increased capital costs	Capital	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Med	Low	Med	Low	Med	Low	Low	
16	Decanting & Staging	Risk that allowances for staging and decanting are inadequate	Increased capital costs	Capital	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Med	Low	High	Low	Med	Low	Low	Low	Allowance for Sites A and C is $500k Allowance for Options B1 and B3 is $2m. Allowance for Option B2 is $3m
17	Industrial relations	Risk that Statewide IR events occur during construction which prevent the Facilities being delivered on time and on cost.	Delays and cost overruns.	Capital	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	
18	Industrial relations	Risk that Statewide IR events occur during construction which prevent the Facilities being delivered on time and on cost.	Delays and cost overruns.	Capital	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	
19	Local workforce - Construction	Risk of non-availability / exclusion of local workforce during construction	Inadequate staffing / increased costs to attract staff. Negative media / community perceptions. Compromises government local content approach.	Capital	Med	Low	Med	Low	Med	Low	Med	Low	Med	Low	Med	Low	Med	Low	Med	Low	Med	Low	Med	Low	Med	Low	Med	Low	

Appendix C

Busselton Hospital
Risk Register

07/07/2006

				Option	Option A1.1		Option A1.2		Option A1.3		Option A1.4		Option A2.1		Option A2.2		Option A2.3		Option A2.4		Option B1		Option B2		Option B3		Option C1		
				Location	Site A.1		Site A.1		Site A.1		Site A.1		Site A.2		Site A.2		Site A.2		Site A.2		Site B		Site B		Site B		Site C		
				Storeys	Multi		Multi		Multi		Multi		Single		Single		Single		Single		Single		Single		Multi		Single		
				Type	New		New		New		New		New		New		New		New		Refurb & New		New		New		New		
				Beds	75		75		65		65		75		75		65		65		75		75		75		75		
				Kitchen & Laundry	No		Yes		Yes		No		No		Yes		Yes		No		Yes		Yes		Yes		Yes		
Risk No	Risk ID	Issue	Description & Potential Impac	Type	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Quantification Notes
	Recurrent																												
20	Site Access - Op	Risk that Sites have insufficient public transport access.	Risk that access to Sites is limited during operations. Staff and patient/visitor inconvinience occur.	Recurrent	High	Med	High	Med	High	Med	High	Med	High	Med	High	Med	High	Med	High	Med	Low	Med	Low	Med	Low	Med	High	Med	Impact of risk has been obtained by quantifying cost to improve public transport access.
21	Construction Disruption (refer also 1(b))	All sites are located in close proximity to residential property owners or in new suburbs to be constructed.	Potential for construction on surrounding properties to impact on construction of hospital and operations to be interrupted.	Recurrent	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low							Low	Low	Less construction expected at Site B as it is already established. Site C is a rural property and considered less likely
22	Natural Disaster - Flood	All Sites are low-lying sites and could potentially be impacted by adverse weather.	Costs to mitigate or manage increase as construction is required to withstand greater flood levels. Risk that site is impacted by a flood greater than the 1 in 100 year flood	Recurrent	Med	High	Med	High	Med	High	Med	High	Med	High	Med	High	Med	High	Med	High	Med	High	Med	High	Med	High	Med	High	Confirmed with QS that cost plans have costed for 1 in 100 years flood level. Therefore this line item quantifies the residual risk of floods occurring at each of the sites.
23	Natural Disaster - Tidal	Site B could potentially be impacted by tidal surges due to its location	Costs to mitigate or manage increase as construction is required to withstand greater flood levels. Risk that site is impacted by a flood greater than the 1 in 100 year flood	Recurrent																	Low	High	Low	High	Low	High			
24	Service Interface	Interface issues with operating with private sector provider in the co-location models.	Costs associated with potential disputes between private sector provider and public sector staff	Recurrent	Low	Low			Low	Low	Low	Low	Low	Low			Low	Low	Low	Low									
25	Maintenance Costs	Refurbished space increases the risk of latent defects and operating costs can increase.	Cost increase to maintain refurbished space as opposed to new space.	Recurrent																	Low	Med							That maintenance costs for refurbished space increase greater than the differential allowed for in Ian McDonalds operating cost differential allowances.
26	Operating Cost Differential	Risk that the operating cost differentia is different from the expected value	Project cost are different from the estimated values	Recurrent	Low	Med			Low	Med	Low	Med	Low	Med			Low	Med	Low	Med									

Appendix C

Busselton Hospital
Risk Results

07/07/2006

				Option	Option A1.1		Option A1.2		Option A1.3		Option A1.4		Option A2.1		Option A2.2		Option A2.3		Option A2.4		Option B1		Option B2		Option B3		Option C1	
				Location	Site A.1		Site A.1		Site A.1		Site A.1		Site A.2		Site A.2		Site A.2		Site A.2		Site B		Site B		Site B		Site C	
				Storeys	Multi		Multi		Multi		Multi		Single		Single		Single		Single		Single		Single		Multi		Single	
				Type	New		New		New		New		New		New		New		New		Refurb & New		New		New		New	
	Operating Years	25		Beds	75		75		65		65		75		75		65		65		75		75		75		75	
				Kitchen & Laundry	No		Yes		Yes		No		No		Yes		Yes		No		Yes		Yes		Yes		Yes	
Risk No	Risk ID	Risk Description	Potential Risk Impact	Type	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact	Probability	Impact
	Construction																											
1(a)	Construction Disruption	All sites are located in close proximity to residential property owners or in new suburbs to be constructed.	(a) Potential to disrupt neighbours who lodge a compliant and construction is delayed.	Capital	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00
1(b)			(b) Potential for construction on surrounding properties to impact on construction of hospital and construction is delayed.	Capital	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00							5%	1.00
2	Zoning Requirements & Planning	Zoning of Site C does not allow for the construction of a hospital. Sites A1 and B are appropriately zoned, however Site A1 requires a Development Guide Plan to be created. Site A2 would need to be rezoned to accommodate the proposed co-location model	Zoning permits could take longer than expected to be obtained. A Development Guide Plan could take up to 6 months to produce for Site A1. 18 month have been included in the construction cost plans	Capital	5%	1.00	5%	1.00	5%	1.00	5%	1.00	25%	1.00	25%	1.00	25%	1.00	25%	1.00							5%	1.00
3	Environmental Approvals	The endangered Western Ringtail Possum is known to inhabit Site B and the requirement for the removal of peppermint trees may have to be referred to the Commonwealth Department of Environment and Heritage (DEH) for consideration under the Environment Protection and Biodiversity Conservation Act 1999. While Site A1 has already been given clearance by the EPA Site A2 has not. Site C environmental approvals have been considered in the above risk no 2 as it is likely that environmental approvals process would be pursued during the re-zoning process.	Environmental approvals not received in time for the Site and project is delayed and/or construction costs increase or approval is received with conditions causing delay and cost to mitigate	Capital									5%	3.00	5%	3.00	5%	3.00	5%	3.00	5%	3.00	5%	3.00	5%	3.00	5%	1.00
4	Heritage Issues	Site A1 and A2 have recorded Aboriginal camp sites within or in close proximity to site. However, potentially all sites affected	Heritage claim could be filed for Sites A1 and A2 and project could be delayed or abandoned.	Capital	5%	6.00	5%	6.00	5%	6.00	5%	6.00	5%	6.00	5%	6.00	5%	6.00	5%	6.00	5%	6.00	5%	6.00	5%	6.00	5%	6.00
5	Native Title	Sites B and C are crown land, and have potential for Native Title claims.	Native Title claim could be filed on Sites B and C and project could be delayed or abandoned.	Capital									5%	3.00	5%	3.00	5%	3.00	5%	3.00	5%	6.00	5%	6.00	5%	6.00	5%	6.00
6	Natural Disaster - Flood	All Sites are low-lying sites and could potentially be impacted by adverse weather.	Costs to mitigate or manage increase as construction is required to withstand greater flood levels. Risk that site is impacted by a flood greater than the 1 in 100 year flood	Capital	25%	6.00	25%	6.00	25%	6.00	25%	6.00	25%	6.00	25%	6.00	25%	6.00	25%	6.00	25%	6.00	25%	6.00	25%	6.00	25%	6.00
7	Natural Disaster - Tidal	Site B could potentially be impacted by tidal surges due to its location	Costs to mitigate or manage increase as construction is required to withstand greater flood levels. Risk that site is impacted by a flood greater than the 1 in 100 year flood	Capital																	5%	6.00	5%	6.00	5%	6.00		
8	Latent Ground Conditions 1	Sites B and C have areas of potential contamination within their sites.	Construction could be delayed if Contamination is discovered. Cost to mitigate	Capital																	5%	1.00	5%	1.00	5%	1.00	5%	1.00
9	Latent Ground Conditions 2	No allowance has been made in cost plan for Rock Removal on any sites.	Construction costs could rise depending on latent ground conditions	Capital	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00
10	Input Costs	Construction cost estimates may materially change due to changes in underlying costs of labour and materials.	Risk that construction costs increase higher than forecasted.	Capital	70%	1.00	70%	1.00	70%	1.00	70%	1.00	70%	1.00	70%	1.00	70%	1.00	70%	1.00	70%	1.00	70%	1.00	70%	1.00	70%	1.00
11	Future proofing	Risk of underestimation / under provision for future development requirements and opportunities on all sites. Increased risk for Site A1 as less available space compared to other options.	Future developments are restricted, more expensive to achieve or forced into unsuitable locations	Capital																								
12	Stakeholders - Community	Risk that community expectations do not match project design, scope or timing	Key stakeholder dissatisfaction. Potentially compromises ability to deliver preferred solution.	Capital																								
13	Site availability (price)	Site proves to be unavailable at an appropriate price (Sites A1 and C)	Delays and cost overruns. Value for money not achieved. Project does not proceed.	Capital	5%	6.00	5%	6.00	5%	6.00	5%	6.00															5%	6.00
14	Material defects	Risk of material defects and poor quality construction. Final building does not meet commissioning standards.	Increased construction costs to repair and delay to commissioning completion	Capital	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	25%	3.00	5%	1.00	5%	1.00	5%	1.00
15	Overhead allowances	Risk that contingency and standard overhead allowances are inadequate (including allowance for demolition)	Increased capital costs	Capital	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	3.00	5%	3.00	5%	3.00	5%	1.00
16	Decanting & Staging	Risk that allowances for staging and decanting are inadequate	Increased capital costs	Capital	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	25%	1.00	70%	1.00	25%	1.00	5%	1.00
17	Industrial relations	Risk that Statewide IR events occur during construction which prevent the Facilities being delivered on time and on cost.	Delays and cost overruns.	Capital	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00
18	Industrial relations	Risk that Statewide IR events occur during construction which prevent the Facilities being delivered on time and on cost.	Delays and cost overruns.	Capital	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00	5%	1.00
19	Local workforce - Construction	Risk of non-availability / exclusion of local workforce during construction	Inadequate staffing / increased costs to attract staff. Negative media / community perceptions. Compromises government local content approach.	Capital	25%	1.00	25%	1.00	25%	1.00	25%	1.00	25%	1.00	25%	1.00	25%	1.00	25%	1.00	25%	1.00	25%	1.00	25%	1.00	25%	1.00

Appendix C

Busselton Hospital
Risk Results

07/07/2006

				Option	Option A1.1		Option A1.2		Option A1.3		Option A1.4		Option A2.1		Option A2.2		Option A2.3		Option A2.4		Option B1		Option B2		Option B3		Option C1	
				Location	Site A.1		Site A.1		Site A.1		Site A.1		Site A.2		Site A.2		Site A.2		Site A.2		Site B		Site B		Site B		Site C	
				Storeys	Multi		Multi		Multi		Multi		Single		Single		Single		Single		Single		Single		Multi		Single	
				Type	New		New		New		New		New		New		New		New		Refurb & New		New		New		New	
	Operating Years	25		Beds	75		75		65		65		75		75		65		65		75		75		75		75	
				Kitchen & Laundry	No		Yes		Yes		No		No		Yes		Yes		No		Yes		Yes		Yes		Yes	
Risk No	**Risk ID**	**Risk Description**	**Potential Risk Impact**	**Type**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**	**Probability**	**Impact**
	Recurrent																											
20	Site Access - Op	Risk that Sites have insufficient public transport access.	Risk that access to Sites is limited during operations. Staff and patient/visitor inconvinience occur.	Recurrent	70%	5.35	70%	5.35	70%	5.35	70%	5.35	70%	5.35	70%	5.35	70%	5.35	70%	5.35	5%	5.35	5%	5.35	5%	5.35	70%	5.35
21	Construction Disruption (refer also 1(b))	All sites are located in close proximity to residential property owners or in new suburbs to be constructed.	Potential for construction on surrounding properties to impact on construction of hospital and operations to be interrupted.	Recurrent	70%	1.78	70%	1.78	70%	1.78	70%	1.78	70%	1.78	70%	1.78	70%	1.78	70%	1.78							5%	1.78
22	Natural Disaster - Flood	All Sites are low-lying sites and could potentially be impacted by adverse weather.	Costs to mitigate or manage increase as construction is required to withstand greater flood levels. Risk that site is impacted by a flood greater than the 1 in 100 year flood	Recurrent	25%	7.14	25%	7.14	25%	7.14	25%	7.14	25%	7.14	25%	7.14	25%	7.14	25%	7.14	25%	7.14	25%	7.14	25%	7.14	25%	7.14
23	Natural Disaster - Tidal	Site B could potentially be impacted by tidal surges due to its location	Costs to mitigate or manage increase as construction is required to withstand greater flood levels. Risk that site is impacted by a flood greater than the 1 in 100 year flood	Recurrent																	5%	7.14	5%	7.14	5%	7.14		
24	Service Interface	Interface issues with operating with private sector provider in the co-location models.	Costs associated with potential disputes between private sector provider and public sector staff	Recurrent	5%	1.78			5%	1.78	5%	1.78	5%	1.78			5%	1.78	5%	1.78								
25	Maintenance Costs	Refurbished space increases the risk of latent defects and operating costs can increase.	Cost increase to maintain refurbished space as opposed to new space.	Recurrent																	5%	5.35						
	Operating Cost Differential	Risk that the operating cost differential is different from the expected value	Project cost are different from the estimated values	Recurrent	5%	5.35			5%	5.35	5%	5.35	5%	5.35			5%	5.35	5%	5.35								
	Capital Risk Adjustment (NPC $m)					$3.50m		$3.50m		$3.50m		$3.50m		$3.70m		$3.70m		$3.70m		$3.70m		$4.90m		$4.65m		$4.20m		$3.90m
	Operating Risk Adjustment (NPC $m)					$7.14m		$6.78m		$7.14m		$7.14m		$7.14m		$6.78m		$7.14m		$7.14m		$2.68m		$2.41m		$2.41m		$5.62m
	Risk Adjustment (NPC $m)					**$10.64m**		**$10.28m**		**$10.64m**		**$10.64m**		**$10.84m**		**$10.48m**		**$10.84m**		**$10.84m**		**$7.58m**		**$7.06m**		**$6.61m**		**$9.52m**