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No	Risk Name	Risk Description	Type of Risk	Inherent Probability	Inherent Impact	Gross	Risk Treatment	Mitigating Action Controls	Residual Probability	Residual Impact	Target	Due Date	Update on Actions	Owner	Workstream	Status Today
1	Eco Bicester - Project Environment															
1	Changes to national planning context.	The national planning system has been through some significant changes recently. There are further significant changes on the horizon - for example the Growth and Infrastructure Act which was enacted at the end of 2012 which aims to promote investment in infrastructure projects and reduce delays in the planning system, and the ongoing review by government of all the companion / background guidance that supported the now withdrawn PPSs, for their relevance / usefulness. These and other changes may have some impact on the Project.	Legal & Professional	3	3	9	tolerate	The Team will note any potential impacts on Bicester from emerging and final forms of legislation/guidance and provide regular updates for the SDB so that all are aware of further developments.	3	3	9	Jul-13		CC	Eco Bicester	
2	Competing development sites.	Competing development sites could result in uncertain infrastructure priorities for service providers, resulting in delayed delivery and diluted market demand for properties with associated reductions in projects' viability.	Political / Social / Economic	3	4	12	treat	CDC has commissioned a Bicester - wide masterplan which sets out areas for future development across the town, with a view to informing Local Plan preparation. Stakeholders, landowners and developers have been engaged to better understand their delivery programme and aspirations, and to ensure a managed approach to the release of sites for development. Public consultation on the draft masterplan took place at the same time as that on the draft Local Plan. Eco Bicester project team to liaise closely with CDC Planning Policy colleagues so they understand the emerging picture on this issue and provide updates as necessary to the SDB.	2	4	8	Jul-13	Focused consultation on the changes to the CDC proposed submission draft of the Local Plan took place from 28 March 2013 to 9 May 2013.	JB	Eco Bicester	
3	Delivery of Infrastructure	Risk that the strategic level of infrastructure necessitated by the anticipated growth of Bicester is unable to be funded from development.	Political / Social / Economic	3	4	12	treat	CDC and OCC have commissioned consultants to prepare an infrastructure plan for Bicester, which will scope the amount of new infrastructure needed to support the new development and provide a cost estimate of the same. This can then be factored into developers' negotiations with landowners over the price paid for land and also can be used to support possible bids for funding from Government and others.	3	4	12	Jul-13		JB	Eco Bicester	
4	Inadequate utilities infrastructure to support wider growth in Bicester	Risk that the utilities infrastructure in Bicester will be unable to support wider growth in Bicester.	Technical / Equipment	3	4	12	treat	As the infrastructure audit will be carried out as part of CDC's Development Plan process, it will allow these issues to be scoped out, understood and remediated so that new development is supported by adequate infrastructure, although this will depend to some extent on the utilities companies taking a positive response to the issue.	2	4	8	Jul-13		AB	Eco Bicester	
5	Proposed Bicester Growth	Risk that the proposed growth in Bicester will take place slower than envisaged, due to a possible prolonged period of economic instability. Also a related risk that the planned commercial development to support the housing growth fails to materialise, due to it resulting in a lower financial return for developers / landowners than housing development.	Political / Social / Economic	3	4	12	tolerate	Progress on this issue will be kept under review and will be reported to the SDB as necessary.	3	4	12	Jul-13		JB	Eco Bicester	
6	North West Bicester - Project Environment															

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9	6	Withdrawal of PPS1 Supplement	The continued existence of the PPS1 Eco Town Supplement ensures that the national policy approach to eco towns is maintained – but it is expected that this will eventually be withdrawn by the Government - timescale currently unknown.	Legal & Professional	5	3	15	treat	Eco Bicester team to liaise with CDC Planning Policy team to ensure the One Shared Vision standards are embedded in the new Local Plan, so that a comprehensive local policy framework exists to steer the NW Bicester development.	5	2	10	Jul-13	Focused consultation on the changes to the CDC proposed submission draft of the Local Plan took place from 28 March 2013 to 9 May 2013.	JB	North West Bicester	
10	7	Delay to Local Plan strategic allocation of NW Bicester.	The lack of a local planning policy context for NW Bicester, especially if the PPS1 Eco Towns Supplement is withdrawn, could weaken the Council's hand in achieving the high standards of sustainability aspired to and may also result in legal challenge from other land owners.	Legal & Professional	3	4	12	treat	The Team will continue to liaise with CDC Planning Policy to ensure NW Bicester policy requirements are factored into the Local Plan and to keep abreast of Local Plan progress.	3	3	9	Jul-13	Focused consultation on the changes to the CDC proposed submission draft of the Local Plan took place from 28 March 2013 to 9 May 2013.	JB	North West Bicester	
11	8	Comprehensive site assembly is not secured.	Land secured for Phase 1 application. Developers continuing to negotiate to secure all necessary land for 5000 dw development. Failure to achieve complete site assembly could impact on phasing and the comprehensive delivery of development and supporting infrastructure.	Legal & Professional	5	4	20	treat	Site promoters to provide regular updates on land assembly progress and issues arising. CDC recommended refusal in the report on the submitted planning application for 70,000 sq m of B2 / B8 floorspace on land off Middleton Stoney Road going to the Planning Committee on 16/05/2013.	5	4	15	Jul-13	CDC is seeking a comprehensive masterplan for NW Bicester. A2 are currently in the process of acquiring further land interest within the masterplan area. Planning application for 70,000 sq m of B2 / B8 floorspace was withdrawn by the applicants on 15/5/2013 prior to going to CDC's Planning Committee.	JB	North West Bicester	
12	9	Long term sustainability	The Eco Town programme sought innovation in the development of new communities. However there is a risk that what is currently regarded as cutting edge in terms of sustainability, will be the norm or even outdated by the time the development is completed in 20 -25 years time.	Technical / Equipment	3	4	12	treat	Eco Bicester Project Team to closely scrutinise emerging masterplan proposals from A2/P3 and keep continually appraised of emerging and examples of innovation and best practice, to ensure that the development does not lose its ability to innovate over time.	3	3	9	Jul-13		JB	North West Bicester	
13	10	Inadequate utilities infrastructure in Bicester to support NW Bicester	Risk that the utilities infrastructure in Bicester will be unable to support the NW Bicester development.	Technical / Equipment	3	4	12	treat	Exemplar application and outline application will contain measures to ensure there are environmentally acceptable ways of dealing with utilities provision, e.g. water recycling and conservation, on-site renewable energy generation, broadband installation, SUDs to deal with surface water run-off. As details of the proposed measures evolve, Eco Bicester Project Team to ensure that there will be no net adverse impact on existing utilities capacity	2	4	8	Jul-13		AB	North West Bicester	
14	11	Financial viability.	In common with many developments being planned at the current time, the financial viability of the 5000 dw site is likely to be under pressure. In particular there is a risk that the strategic level of infrastructure necessitated by the site's development could fail to be delivered satisfactorily or could be delivered later than would be desirable.	Political / Social / Economic	3	4	12	treat	Further work has been undertaken to explore the wider masterplan viability and provide greater certainty going forward. This matter will be kept under regular review.	3	4	12	Jul-13	CDC and OCC members discussed development viability in general and NW Bicester viability in particular at the end of March 2012; another session for Bicester members was held in early July 2012. A Viability Workstream has been established as part of the project management measures to progress the masterplan and outline application, one of the tasks of which will be to test the emerging proposals and make sure that they are financially viable and deliverable.	JB	North West Bicester	
15	NW Bicester - Development of Masterplan																
16	12	Masterplan programme	Risk that the development of the masterplan for the whole 5000 dw site proceeds slowly. A comprehensive and up to date revised programme of work to deliver the masterplan is awaited from the site promoters. Current timetable for completion of masterplan is indicative but unlikely to be before Summer 2014 .	Legal & Professional	4	3	12	treat	Steering Group meetings are established between the local authorities and developers to encourage smooth masterplan progression. A new Planning Performance Agreement (PPA), has been prepared by CDC and is awaiting agreement and signing by all parties to ensure there are agreed timescales and processes for the submission of the masterplan and outline application.	3	3	9	Jul-13	A workshop for invited Bicester stakeholders was organised by CDC and held on April 10 2013. The purpose of the event was to explore the contents of the draft masterplan brief to ensure that it reflects the intentions of CDC, OCC, BTC and other stakeholders. The final agreed version of the masterplan brief will be used to guide the developer's consultant team in their preparation of the masterplan and outline planning application. The PPA will be amended to reflect the final version of the Brief, after which time it can be signed by all the relevant parties.	JB	North West Bicester	
17	NW Bicester - Masterplan Workstreams																
18	13	Masterplan and Hubs Workstream	Failure to progress a coherent and comprehensive strategy to underpin masterplan development. Further work required to inform masterplanning.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Jul-13	This is a new Workstream which is being convened to support masterplan development. Participants will include members of the developer's and local authority's project teams.	JB	North West Bicester	
19	14	Energy Workstream	Failure to progress a coherent and comprehensive strategy to underpin masterplan development. Further work required to develop a site wide energy strategy to inform masterplanning.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Jul-13	This is a new Workstream which is being convened to support masterplan development. Participants will include members of the developer's and local authority's project teams.	JB	North West Bicester	
20	15	Masterplan Sustainable Construction Workstream	Failure to progress a coherent and comprehensive strategy to underpin masterplan development. Further work required to inform masterplanning.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Jul-13	This is a new Workstream which is being convened to support masterplan development. Participants will include members of the developer's and local authority's project teams.	JB	North West Bicester	

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21	16	Transport Workstream	Failure to progress a coherent and comprehensive strategy to underpin masterplan development. Further work required to develop a site wide transport strategy to inform masterplanning.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Jul-13	This is a new Workstream which is being convened to support masterplan development. Participants will include members of the developer's and local authority's project teams.	JB	North West Bicester	
22	17	Employment Workstream	Failure to progress a coherent and comprehensive strategy to underpin masterplan development. Further work required to develop a site wide employment strategy to inform masterplanning.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Jul-13	This is a new Workstream which is being convened to support masterplan development. Participants will include members of the developer's and local authority's project teams.	JB	North West Bicester	
23	18	Community Infrastructure and Development Workstream	Failure to progress a coherent and comprehensive strategy to underpin masterplan development. Further work required to inform masterplanning.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Jul-13	This is a new Workstream which is being convened to support masterplan development. Participants will include members of the developer's and local authority's project teams. Initial progress on this will depend on reaching an agreed position on the demographic characteristics of the new development as soon as possible.	JB	North West Bicester	
24	19	Community Governance and Engagement Workstream	Failure to progress coherent and comprehensive strategies to underpin masterplan development - both on Community Governance and Community Engagement on the masterplan.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Jul-13	This is a new Workstream which is being convened to support masterplan development. Participants will include members of the developer's and local authority's project teams. a2 dominion are in the process of preparing a draft masterplan engagement strategy that will allow consultation at key stages of the masterplan's progress. 4 workshops have now been held to start to agree the detail of the first stage of the community governance organisation for NW Bicester and a draft terms of reference for the new group has been arrived at. Further work on the first stage of the organisation will take place over the rest of 2013 through discussion with the IMB stakeholder group.	JB	North West Bicester	
25	20	Viability Workstream	Failure to establish a financial model to form the basis of the appraisal of the scheme, inform the preparation of the site wide master plan and subsequent discussions as to s106 requirements.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Jul-13	This is a new Workstream which is being convened to support masterplan development. Participants will include members of the developer's and local authority's project teams.	JB	North West Bicester	
26	21	Landscape / Green Infrastructure Workstream	Failure to progress a coherent and comprehensive strategy to underpin masterplan development. Further work required to complete a site wide bio diversity and green infrastructure plan to inform masterplanning.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Jul-13	This is a new Workstream which is being convened to support masterplan development. Participants will include members of the developer's and local authority's project teams.	JB	North West Bicester	
27	22	Water Workstream	Failure to progress a coherent and comprehensive strategy to underpin masterplan development. Further work required to inform masterplanning.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Jul-13	This is a new Workstream which is being convened to support masterplan development. Participants will include members of the developer's and local authority's project teams.	JB	North West Bicester	
28	NW Bicester - Demonstration Projects																
29	23	Travel Behaviour Project	Risk that Travel Behaviour Project will not influence modal shift within the town.	Reputation / Communication	4	3	12	treat	Survey work undertaken in September 2010, implementation of project now commenced focusing on achieving interim modal travel split of 40% non-car modes / 50% car modes (end state 50% / 50%). Eco Bicester Project Team to ensure that findings are used to influence transport proposals for Bicester including the Eco Town.	4	3	12	Jul-13	There is currently no agreed programme for taking this project forward - discussions are needed between OCC and CDC to establish an approach which will allow meaningful progress to take place.	JC	North West Bicester	
30	24	Skills and Training	Risk that opportunities will be missed for CDC / OCC to secure skills and training as part of the masterplan development.	Political / Social / Economic	3	3	9	treat	Eco Bicester Project Team to ensure that skills and training are part of ongoing discussions with OCC, A2 and P3.	3	3	9	Jul-13	Employment & Community and Social Infrastructure working groups to identify opportunities. Consideration of WNDC approach re skills training - OCC to discuss internally how to progress with relevant officers.	AB	North West Bicester	
31	25	Demonstration House	Risk that there will not be an agreed approach which deals with its future by the time the temporary consent expires in December 2013.	Political / Social / Economic	3	2	6	treat	Eco Bicester Project Team to set up a meeting with all relevant parties in the near future to agree an approach to deal with the building's future - whether it be retained or removed from the site altogether.	2	2	4	Jul-13	The Demonstration Building is due to close to the public on 31/05/2013. Discussions are on-going with P3 Eco regarding the removal of the building.	AB	North West Bicester	

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32	26	DECC Funded Green Deal Project	The successful bid to secure government funding towards a programme to retrofit domestic energy technologies in Bicester is a significant achievement for this project. Benefits include 5 demonstration homes to be created by March 31 2013 and the wider roll out of 100 Green Deal plans for Bicester residences. The scheme will also aim to include energy improvements to Bicester businesses including at least 1 retrofit. The main risks are that there could be minimal interest in the proposals and therefore that the funding may not be able to be fully spent by end of May 2013 .	Legal & Professional	3	2	6	treat	There is a clear division of project responsibilities with the main project management being covered by Bioregional who have a dedicated staff working in Bicester with extensive experience of domestic energy retrofit. CDC will work to promote the project. An early meeting with all relevant parties has been organised for early Jan to ensure no time is wasted in commencing the project and publicising the benefits to Bicester residents and businesses.	2	2	4	Jul-13	This scheme has resulted in a high volume of interest from Bicester residents and businesses. The retrofitting of the 5 demonstration homes will be completed by May 31 2013, in time for an open day on 1 June, to allow interested Bicester residents the opportunity to visit the homes and find out about the advantages to be gained in energy saving from having such technologies installed. The wider roll out of 100 Green Deal Plans for Bicester residences will be completed by 31 July 2013.	JB	North West Bicester	
33		Failure of programme to encourage retrofitting within existing properties	Risk that Insulation Scheme has minimal take up by Bicester residents. Launched to provide insulation to existing properties that would benefit.	Legal & Professional	1	2	2	treat		1	2	2	Jan-13	1742 referrals, 1354 completed to date (this is 10% of Bicester's homes). All community halls which are eligible under the extended scheme have been contacted and West Bicester Community Hall is in the process of getting a free survey done. Since the last SDB CDC has launched a free scheme (to end in September before the introduction of Green Deal), that allows all home owners and private tenants to have cavity wall and loft insulation for free. The scheme also includes loft top ups, which makes Cherwell DC the only local authority in the UK which is currently providing this free. Scheme now ended and risk removed.	AZ	North West Bicester	
34	NW Bicester - Phase 1 / Exemplar Implementat																
35	28	Project Implementation	Risk that there could be a delay to the implementation of the project due to a number of operational factors, such as the time it will take A2 to meet S106 pre-commencement clauses and to clear the pre-commencement conditions .	Legal & Professional	3	3	9	treat	Eco Bicester Project team to maintain regular liaison with A2 on these matters so that any problems can be dealt with quickly and to ensure that the team is resourced sufficiently to respond promptly to the material being submitted by A2.	2	3	6	Jul-13	Good progress is still being made with clearing the pre-commencement conditions. Discussions are ongoing to resolve outstanding issues.	JB	North West Bicester	
36	29	Primary School delivery	Risk that the primary school will fail to be delivered on time due to the time it will take OCC to work through the complex school procurement procedures.	Legal & Professional	3	4	12	treat	Eco Bicester Project Team to liaise regularly with A2 to understand the latest envisaged phasing of development and with OCC Education to ensure the timescales for housing development are understood by OCC and are factored into the school delivery programme with the appropriate resources.	2	4	8	Jul-13	There is an outstanding requirement for OCC to provide a programme for the procurement and delivery of the primary school. However OCC have now held a mini-competition (in early May) to appoint architects to design the new school.	DR	North West Bicester	
37	30	Delivery of non-housing parts of the development	Risk that the non-housing parts of the development that have outline planning consent only such as the eco-business centre, the pub, community hall, nursery and other retail and commercial office space are slow to be delivered due to delays in commissioning the work needed to support the submission of detailed applications by P3 / A2 and the time it may take CDC to process such planning applications.	Legal & Professional	3	4	12	treat	Eco Bicester Project Team to liaise regularly with P3/ A2 to understand and encourage the programme of delivery of these aspects of the project and to work towards agreeing an overarching programme for their delivery.	3	4	12	Jul-13		JB	North West Bicester	
38	30A	Delivery of the Eco-Business Centre	CDC are responsible for delivery but there is a risk that there will be delays in achieving this.	Legal & Professional	3	4	12	treat	The Eco-Bicester Project Team have recently appointed consultants to provide advice on the options for delivery of the Eco Business Centre. This work is anticipated to be completed in April 2013. Following evaluation of the issues and agreement on the best way forward, a Business Plan will be procured.	2	4	8	Jul-13	The consultants' report is now completed. The report concludes that delivery of this building will be financially viable if CDC were to contribute funding to pay for the construction costs. There is currently DCLG Eco Towns funding earmarked for this purpose and other sources of funding are also being explored.	JB	North West Bicester	